

FY 2021
Executive
Budget

Multnomah County
Oregon



Proposed by
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May 7, 2020

Volume 2

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Understanding Program Offers

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

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

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

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

What Makes a Good Program Offer

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

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

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

Anatomy of a Program Offer

Executive Summary & Description

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

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

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

~Sir Arthur Conan Doyle, Sherlock Holmes

Performance Measures

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

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

Legal and Contractual Mandates

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

Revenue/Expense Detail (Program Costs)

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

Explanation of Revenues

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

Significant Program Changes

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

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

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

Types of Programs

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

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

Administration

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

Support

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

Operating Program

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

New/Innovative

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

Program Alternative or Reconstruction

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

Internal Service

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

Revenue

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

Additional Program Details

Program Offer Characteristics

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

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

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

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

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

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

Scaled Program Offers

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

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

Department Overview

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

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

Consistent with the County’s mission to be responsible stewards of public funds, DCJ actively manages limited resources in order to maximize services provided to the public. DCJ 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 2021 Department of Community Justice (DCJ) Proposed budget is \$107.1 million and 476.90 FTE. The Department is highly dependent on General Fund, accounting for 70% (\$75.0 million) of the budget. Other Funds include Federal/State at \$30.2 million and Justice Special Operations Fund at \$2.0 million.

The proposed budget reflects a significant reduction in State Community Correction SB 1145 funding. The Oregon Legislature did not fund the actual cost study which was proposed to be funded through a Policy Option Package. Multnomah County’s current percentage of the state wide felony population continues to decline from 19.7% in 2017 to 18.12% in 2019. The estimated biennial shortfall to DCJ is \$4.9 million, which resulted in a reduction of 19.25 FTE.

Notable FY 2021 General Fund changes include the following:

Due to declining utilization, the Assessment and Treatment for Youth and Families (ATFY) program is being eliminated, resulting in a reduction of 7.00 FTE (\$964,127). Youth served in this program will be referred to community providers.

A new limited duration program manager will monitor contract and billing compliance with community providers and ensure that providers are maximizing billings \$181,679 (50000).

New on-going funding to back fill a MacArthur Foundation grant that ends in September 2020 for the Diane Wade House \$546,920 (50027B).

New on-going funding for 1.00 FTE parole and probation officer (PPO) in Adult Treatment First, backfilling a reduction in State SB 1145 funding \$129,546 (50014B).

DCJ will collaborate with Corrections Health to add 2.00 FTE mental health consultants in detention in an effort to address the growing needs of youth with behavioral health issues \$270,768 (40059).

Also included in FY 2021 is \$90,000 one-time-only General Fund allocation for Juvenile detention Services Behavior Management Training (50050B).

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	527.70	481.57	496.57	476.90	(19.67)
Personnel Services	\$63,227,504	\$63,154,702	\$65,429,093	\$65,036,083	(\$393,010)
Contractual Services	20,161,248	20,495,765	21,808,934	21,293,437	(515,497)
Materials & Supplies	3,254,939	2,263,208	2,241,973	1,955,108	(286,865)
Internal Services	16,001,836	17,861,957	18,528,520	18,832,496	303,976
Capital Outlay	0	0	825,000	11,000	(814,000)
Total Costs	\$102,645,527	\$103,775,632	\$108,833,520	\$107,128,124	(\$1,705,396)

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

Successes and Challenges

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

The Adult Services Division (ASD) continues to be a committed partner and leader in the effort to reform the criminal justice system through the active involvement in the Multnomah County Justice Reinvestment Program (MCJRP) and the MacArthur Foundation's Safety and Justice Challenge. These efforts have contributed to the decreased reliance on costly resources such as jail and prison beds and instead focused time and money on identifying the key risks and needs of these justice-involved individuals. ASD continues to look at how to improve the delivery of culturally specific services. This year DCJ expanded its use of the Habilitation, Empowerment, Accountability Therapy (HEAT) curriculum to a female population. HEAT is a culturally specific approach to addressing low engagement among high risk/high needs African Americans. As a results driven department, DCJ uses data to help gauge progress. One data point DCJ relies on is recidivism rates. Based on the latest data available, rates for arrests within one year in Multnomah County are 29.1%, which is lower than overall Statewide percentage of 35.3%.

The Juvenile Services Division (JSD) remains committed to identifying ways to improve the services it delivers to youth and their families while holding the youth accountable and developing skills necessary for success. JSD has begun participation in a national effort to transform probation that will focus on promoting positive behavior change and diversion rather than surveillance and sanctions. They continue to focus on implementing trauma-informed practices in the detention facility. Lastly, progress has continued around efforts to reduce length of stay for youth placed in detention.

A main challenge continues to be decreasing resources due to budget reductions and a decrease in the adult felony population. DCJ will continue to pay close attention to where resources are invested with a continued goal of limiting the most expensive options like jail or detention. DCJ will continue to narrow its focus to serve those who are the highest risk by relying on assessment tools to guide decisions. Lastly, while DCJ and other public safety partners have focused on a variety of strategies to address racial and ethnic disparities, progress has been slow. DCJ will continue to invest in strategies and explore the reasons for the continued disparities.

Diversity, Equity, and Inclusion

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

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

- Hired an equity and inclusion manager who has begun providing direction on policy development and training. This includes sharing an observational assessment based on feedback from over 100 staff on the strengths and weaknesses of DCJ’s operations and culture.
- Reconvened the Diversity and Equity Steering Committee (DESC), led by the equity and inclusion manager, to focus on efforts to address culture change. Implicit Bias training has been identified by DESC as a focal point of training for staff and managers in the upcoming year.
- Established a WESP Advisory Committee that will oversee the implementation of DCJ’s WESP goals.
- Completion of a workgroup that developed guidelines for establishing a safe and respectful workplace.
- Convening a Restorative Practices Pilot project that will work together to develop a set of recommendations to implement restorative practices for employees department-wide.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$17,383,294	\$1,143,709	\$18,527,003	58.80
Adult Services Division	35,185,790	24,059,508	59,245,298	269.50
Juvenile Services Division	22,690,214	7,011,271	29,701,485	148.60
Non-Represented Wage Freeze	<u>(345,662)</u>	<u>0</u>	<u>(345,662)</u>	<u>0.00</u>
Total Community Justice	\$74,913,636	\$32,214,488	\$107,128,124	476.90

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 \$107 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, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) unit directs the evaluation, selection, purchase, and implementation of innovative technology solutions to enhance DCJ's effectiveness. Human Resources (HR) supports over 500 regular employees including the needs of management and members of three different unions. HR coordinates the department-wide development of policies, procedures, hiring and training. The Volunteer and Intern program manages 237 volunteers and interns. The Crime Victim Services unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and is an important resource for staff and community partners. This includes staffing Multnomah County's Sex Trafficking Collaborative which includes 300 partners and 15 agencies coordinating a community response to trafficking and supporting survivors.

Significant Changes

The FY 2021 budget continues to focus on investing in resources that improve the delivery of customer service by the Director's Office to the rest of the department and increase direct services to justice-involved individuals.

The Director's Office continues to examine how to improve efficiency with current staffing levels while adjusting to declining resources. Several positions in the Director's Office were eliminated as a result of the 2019 Legislature adopted budget for Community Corrections that reduced funding for Multnomah County by \$5.4 million. The deputy director and an office assistant 2 were eliminated to absorb the reductions taken in the Adult Services Division. Additionally, the Research and Planning program supervisor was eliminated as part of reductions made due to a decrease in Justice Reinvestment Initiative funding.

The Director's Office continues to adjust in order to operate within resources. The FY 2021 changes include the reduction of a business process consultant (50002) that is currently vacant. A data analyst senior is being replaced by a research evaluation analyst 1 (50004) to better meet the needs of the RAP unit. A contract providing automated calls to defendants (50002) is being eliminated due to it no longer serving DCJ clients and the Courts beginning to use technology that will provide text messaging for court dates.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 11,500 justice-involved adults in the community annually who have been convicted of felony and misdemeanor crimes. The Recognizance unit helps process over 29,000 cases per year. Together, these programs promote public safety while reducing County jail utilization. ASD's mission is to enhance community safety, reduce crime, and change behavior by holding justice-involved adults accountable in a fair and just manner while providing them with services they need to reintegrate into the community. ASD also effectively coordinates with public safety partners. Parole-probation officers (PPOs) receive significant training to work with adults under supervision who engage in risky behaviors related to domestic violence, gang involvement, mental illness, and sex offenses. DCJ's model is built to address the root causes and risks of these individuals committing new crimes and their specific needs that can contribute to criminal behavior. ASD bases its case management model on evidence-based practices, emphasizing approaches that address behavior change and community reintegration. ASD utilizes Community Service to strengthen accountability and community reparation. Services are also provided to help individuals under supervision examine their criminal thinking patterns. ASD enhances supervision with GPS/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

Based on the continued decline in the number of felony cases and County budget constraints, DCJ's FY 2021 is focusing on staffing, programs, and services that maintain a solid foundation to serve the highest risk. DCJ is adjusting to a reduction in State funding in July 2019 that led to the closure of its cognitive behavior program as well as a reduction of other staff including parole-probation officers.

DCJ continues to examine utilization of programs and contracts and is taking a close look at the billing structure with providers. In FY 2021 DCJ will work with providers to examine whether they are successfully billing both publicly-funded and private insurance in an effort to ensure DCJ is not paying for treatment that is reimbursable. Accurate billing will result in savings for DCJ. In addition, contracts are being rightsized due to underutilization, which will result in additional savings (50011, 50012).

Funding is included to continue the Diane Wade House (50027B) that will end in September 2020. Multnomah County received a \$2.0 million grant from the MacArthur Foundation in October 2017 to reduce disparities and unnecessary incarceration by supporting mental health and addiction programs. In April 2019 the Diane Wade House, an Afrocentric transitional house for justice-involved women, officially opened and currently has the capacity to provide housing and culturally responsive services and peer support to 38 women.

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, assessment and evaluation services, and a secure residential program and detention center.

Although delinquency referrals have declined over the past decade, there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Last year, JSD completed 620 detention screenings and 288 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention facility. In total, the Tri-County area had 1,152 admissions.

This past year 528 youth were diverted from court for less serious criminal activity and either held accountable through referral to community-based education/behavioral early interventions or through formal accountability agreements that typically include community service, paying restitution to victims. Juvenile court counselors (JCC) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with case management utilizing accountability interventions when needed.

Significant Changes

DCJ remains focused on funding staff, programs, and services that provide a solid foundation to serve the highest risk youth, address racial and ethnic disparities, and have the best outcomes.

The 2019 Legislature adopted Senate Bill 1008, ending the automatic adult prosecution of 15-, 16- and 17-year-olds for Measure 11 offenses, but continues the possibility of adult prosecution for Measure 11 offenses after the court holds a "waiver hearing." While DCJ supports this new legislation, it will result in an increase in cases filed in Juvenile Court and additional workload for JSD staff. To meet this new demand as well as new requirements implemented by the Chief Family and Juvenile Court Judge, 3.00 FTE juvenile court counselors (50057, 50058) and 1.00 FTE juvenile counseling assistant (50058) are being added within constraint.

DCJ took a close look at services and programming to fund these new positions . Due to declining utilization, the Assessment and Treatment for Youth and Families program is being eliminated, resulting in a reduction of 7.00 FTE (50064). Youth served in this program will be referred to community providers. DCJ will collaborate with Corrections Health to add 2.00 FTE mental health consultants (40059) in detention in an effort to address the growing needs of youth with behavioral health issues.

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 2021 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000	DCJ Director's Office	\$1,682,576	\$0	\$1,682,576	8.00
50001	DCJ Business Services	3,312,042	0	3,312,042	16.80
50002	DCJ Business Applications & Technology	8,970,453	20,659	8,991,112	5.00
50003	DCJ Crime Victim Services Unit	934,079	12,000	946,079	7.00
50004	DCJ Research & Planning Unit	846,909	1,111,050	1,957,959	11.20
50005	DCJ Human Resources	1,637,235	0	1,637,235	10.80
Adult Services Division					
50011	Recovery System of Care	755,954	144,019	899,973	0.00
50012	Adult Residential Treatment Services	899,336	46,345	945,681	0.00
50014	Adult Treatment First/STOP Drug Court	1,521,002	540,080	2,061,082	6.00
50014B	Adult Treatment First PPO	129,546	0	129,546	1.00
50016	Adult Services Management	2,042,568	52,613	2,095,181	9.00
50017	Adult Support Services	5,182,297	3,694,432	8,876,729	52.00
50018	Adult Pretrial Release Services Program (PRSP)	2,761,735	0	2,761,735	21.00
50019	Adult Local Control Release Unit	0	136,357	136,357	1.00
50020	Adult Parole/Post Prison Violation Hearings	0	577,124	577,124	3.00
50021A	Assessment and Referral Center	2,992,287	2,150,188	5,142,475	25.00
50021B	Assessment and Referral Center - Housing	3,365,350	0	3,365,350	0.00
50022	HB3194 Justice Reinvestment	0	3,155,398	3,155,398	5.52
50023	Adult Field Supervision - West	2,183,762	3,034,119	5,217,881	31.48
50024	Adult Mental Health Unit - Supervision and Treatment	3,022,562	341,628	3,364,190	11.00
50025	Adult Sex Offense Supervision & Treatment	339,278	1,930,148	2,269,426	11.00
50026	Adult Domestic Violence Supervision	1,193,961	1,729,138	2,923,099	17.00
50027A	Adult Women & Family Services Unit	2,481,159	831,051	3,312,210	18.00
50027B	Diane Wade House	546,920	0	546,920	0.00

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50029	Adult Electronic Monitoring	551,032	135,153	686,185	3.00
50030	Adult START Court Program	760,574	951,463	1,712,037	7.00
50031	Community Service	1,421,481	241,841	1,663,322	11.00
50032	Adult Gang and African American Program	961,511	1,824,354	2,785,865	11.00
50033	Adult Field Supervision - East	1,936,792	2,248,688	4,185,480	22.50
50036	Adult Domestic Violence Deferred Sentencing	136,683	0	136,683	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	0	295,369	295,369	2.00
Juvenile Services Division					
50050A	Juvenile Services Management	1,657,124	72,930	1,730,054	7.00
50050B	Juvenile Detention Services Behavior Management Training	90,000	0	90,000	0.00
50051	Juvenile Services Support	2,549,536	0	2,549,536	11.00
50052	Family Court Services	427,214	1,069,904	1,497,118	9.00
50053	Courtyard Cafe and Catering	408,200	0	408,200	3.20
50054A	Juvenile Detention Services - 48 Beds	8,958,982	136,905	9,095,887	53.40
50054B	Juvenile Detention Services - 16 Beds	1,257,294	0	1,257,294	9.00
50055	Community Monitoring Program	216,829	419,715	636,544	0.00
50056	Juvenile Shelter & Residential Placements	262,478	505,815	768,293	0.00
50057	Juvenile Intake, Assessment, Informal & Adjudication (IAIA)	1,541,259	0	1,541,259	11.00
50058	Juvenile Field Probation	1,779,047	1,628,175	3,407,222	22.00
50060	Juvenile East Multnomah Gang Enforcement Team (EMGET)	0	544,617	544,617	0.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	987,588	1,804,891	2,792,479	16.00
50065A	Juvenile Community Healing Initiative (CHI)	1,565,405	169,787	1,735,192	0.00
50065B	CHI Early Intervention & Youth Gang Prevention Services	250,923	281,611	532,534	0.00
50066	Juvenile Community Interface Services	738,335	376,921	1,115,256	7.00
All Divisions					
	Non-Represented Wage Freeze*	(345,662)	0	(345,662)	0.00
	Total Community Justice	\$74,913,636	\$32,214,488	\$107,128,124	476.90

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$52,063. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds is unchanged

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Department: Community Justice

Program Contact: Erika Preuitt

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 policy, program, and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with over 500 regular employees. The Director's Office coordinates volunteers and interns throughout DCJ. This office also provides leadership, communication, fiscal management, research and evaluation, human resources 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, and families 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 promote community safety.

In FY 2020, the Adult Services Division supervised about 11,500 probationers and post-prison justice-involved adults in the community who have been convicted of felony and misdemeanor crimes. The Juvenile Services Division provides community supervision for youth, and operates the Donald E. Long Juvenile Detention Facility, a regional facility that houses up to 64 youth daily. DCJ's 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 Director's Office oversees administrative functions that support DCJ's direct service work. Business Services provides fiscal management of DCJ's 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 and innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports DCJ employees, including the needs of management and members of three different unions.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults supervised annually	11,511	12,500	11,500	11,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	18%	17%	18%	18%
Output	Number of juvenile criminal referrals received annually	1,251	1,100	1,200	1,200
Outcome	Percent of youth that had one or more subsequent criminal adjudication within 1 year post disposition	25%	25%	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,531,490	\$0	\$1,567,659	\$0
Contractual Services	\$71,586	\$0	\$27,105	\$0
Materials & Supplies	\$80,909	\$0	\$80,944	\$0
Internal Services	\$7,834	\$0	\$6,868	\$0
Total GF/non-GF	\$1,691,819	\$0	\$1,682,576	\$0
Program Total:	\$1,691,819		\$1,682,576	
Program FTE	9.00	0.00	8.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50000-20 DCJ Director's Office

This program offer reflects a decrease of 1.00 FTE deputy director that was cut during FY 2020 as part of the midyear State DOC SB1145 rebalance. In FY 2021, a limited duration manager 1 is added. The manager 1 position will serve to monitor contract compliance, performance standards and create a system for billing reform within our provider network.

Contractual Services - interpretation services decreased by \$40,429 and budget was transferred to PO 50001 due to elimination of Deputy Director Office.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,126,735	\$0	\$2,234,902	\$0
Contractual Services	\$13,491	\$0	\$53,920	\$0
Materials & Supplies	\$57,054	\$0	\$36,502	\$0
Internal Services	\$1,172,525	\$0	\$986,718	\$0
Total GF/non-GF	\$3,369,805	\$0	\$3,312,042	\$0
Program Total:	\$3,369,805		\$3,312,042	
Program FTE	16.80	0.00	16.80	0.00

Program Revenues				
Other / Miscellaneous	\$2,961,150	\$0	\$2,743,859	\$0
Total Revenue	\$2,961,150	\$0	\$2,743,859	\$0

Explanation of Revenues

County General Fund which includes \$2,000 from County District Attorney for Subpoena Copy Fees, and Dept Indirect Revenue of \$2,741,859. The copy fees are published in FY 2021 Master Fee Schedule, and Department Indirect Revenue rate is based on the FY 2021 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 2020: 50001-20 DCJ Business Services

During FY 2020, 1.00 FTE Office Assistant 2 was cut as part of the midyear State DOC SB1145 rebalance. In FY 2021, this position is restored. Also in FY 2021, a finance specialist 2 is decreased by 0.20 FTE and a program technician is increased by 0.20 FTE. Overall there is a net zero impact to FTE in this program offer.

Contractual Services (Interpreter Services) increased by \$40,429 due to the Deputy Director's Office being eliminated during the FY20 mid year rebalance.

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

Executive Summary

The Business Applications and Technology (BAT) unit supports the implementation and use of information systems and data reporting tools to increase the effectiveness of staff and improve the delivery of services to internal customers, public safety partners, and the justice-involved individuals we serve.

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.

This program offer contains services provided by the County's Information Technology organization which facilitate support for information needs of DCJ, system partners, and the public. This includes development and maintenance, training and on-going support of information systems to support business needs and easy access to data, the purchase and replacement of computer equipment, software, and technology tools.

BAT contributes to countywide priorities by managing DCJ's participation in the Service Coordination Portal Engine (SCoPE) project, including maintaining user access, performing quarterly system audits, and other data steward activities. SCoPE is a multi-departmental data sharing application that leverages existing sources of service information to create a summary view of a client's program enrollment. BAT also works with Case Companion, a multi-jurisdictional online resource that provides vital, easily accessible information for victims of crime in Multnomah County, to enhance the array of features available to victims on the site.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of system innovations, upgrades and system replacements implemented	21	20	20	15
Outcome	Number of technology requests completed	15	15	15	15
Outcome	Number of systems supported/administered	18	15	15	15

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$889,755	\$0	\$770,142	\$0
Contractual Services	\$104,861	\$0	\$77,861	\$0
Materials & Supplies	\$202,419	\$20,659	\$188,612	\$20,659
Internal Services	\$7,735,169	\$0	\$7,933,838	\$0
Total GF/non-GF	\$8,932,204	\$20,659	\$8,970,453	\$20,659
Program Total:	\$8,952,863		\$8,991,112	
Program FTE	6.25	0.00	5.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$20,659	\$0	\$20,659
Total Revenue	\$0	\$20,659	\$0	\$20,659

Explanation of Revenues

County General Fund plus 1) \$20,659 partial allocation from the Laura and John Arnold Foundation. This is a two-year non-governmental grant of \$731,240. Award 7/01/2019 - 6/30/2021. The Grant funds the developing, implementing, and hosting four dashboards for Oregon counties that provides parole and probation officers with data about their clients and caseloads in user-friendly formats, with the overall goal of reorienting community supervision towards promoting success by accelerating the adoption of evidence-based practices.

Significant Program Changes

Last Year this program was: FY 2020: 50002-20 DCJ Business Applications & Technology

This program offer reflects a decrease of 1.25 FTE business process consultant. During FY 2020, the business process consultant was reduced by 0.25 FTE as part of the midyear State DOC SB1145 rebalance. In FY 2021, a vacant 1.00 FTE business process consultant is cut.

Contractual Services: This program offer was reduced by \$40,000 and the automated reminder calling system (supervision fees) contract was eliminated.

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

Executive Summary

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

Program Summary

The Crime Victim Services Unit is responsible for advancing the goals of the Department of Community Justice (DCJ) Strategic Plan related to our long-term commitment to crime victims' rights and needs while 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, providing crime victim advocacy and safety planning, and providing emergency assistance to crime victims. The unit also provides training to DCJ staff on crime victims rights, restitution collection, and becoming more responsive to crime victims. A crime victims portal has been developed to increase and simplify victim access to the criminal justice system. Lastly, this unit includes a position devoted specifically to staffing Multnomah County's Sex Trafficking Collaborative, a partnership of more than 300 individuals and 15 agencies coordinating a community response to trafficking and supporting survivors.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of initial contacts with victims of probation cases	1,953	2,200	2,000	2,000
Outcome	Monthly average victims served through victim advocacy	NEW	NEW	70	70
Outcome	Number of crime victims registering for ongoing notifications	491	620	500	500

Performance Measures Descriptions

Measure 2 Changed: Alignment to Core Functions. The total for the measure prior to the change (number of victim probation violation contacts per year) would have been 529 for FY19 Actual.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$754,066	\$0	\$823,122	\$0
Contractual Services	\$96,747	\$0	\$101,010	\$0
Materials & Supplies	\$9,006	\$12,000	\$8,881	\$12,000
Internal Services	\$3,000	\$0	\$1,066	\$0
Total GF/non-GF	\$862,819	\$12,000	\$934,079	\$12,000
Program Total:	\$874,819		\$946,079	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,880	\$0	\$12,000
Beginning Working Capital	\$0	\$6,120	\$0	\$0
Total Revenue	\$0	\$12,000	\$0	\$12,000

Explanation of Revenues

County General Fund plus \$12,000 from Oregon Community Foundation (OCF) Joseph E Weston Public Foundation. Funding schedule for calendar year. \$12k comprise funding of \$6k for period of July 2020 to Dec 2020 and \$6k for period of Jan 2021 to June 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50003-20 DCJ Crime Victim Services Unit

Department: Community Justice

Program Contact: Debi Elliott

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of new research and evaluation requests received by unit annually	172	180	175	160
Outcome	Number of output and outcome measures analyzed for budgeting process	117	135	120	120

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,209,775	\$857,384	\$819,684	\$763,903
Contractual Services	\$3,200	\$11,043	\$3,200	\$198,158
Materials & Supplies	\$23,298	\$19,825	\$22,025	\$16,679
Internal Services	\$2,772	\$133,872	\$2,000	\$132,310
Total GF/non-GF	\$1,239,045	\$1,022,124	\$846,909	\$1,111,050
Program Total:	\$2,261,169		\$1,957,959	
Program FTE	8.83	3.77	6.07	5.13

Program Revenues				
Intergovernmental	\$0	\$628,439	\$0	\$733,466
Other / Miscellaneous	\$0	\$312,537	\$0	\$377,584
Beginning Working Capital	\$0	\$81,148	\$0	\$0
Total Revenue	\$0	\$1,022,124	\$0	\$1,111,050

Explanation of Revenues

This program generates \$132,310 in indirect revenues. County General Fund + \$60,410 from various counties allowing them to access DCJ Google Dashboard; \$21,451 from City of Gresham to partner with DCJ on their Project Respond Program. IGA 10/1/17-09/30/20; \$175,462 from Washington County to maintain Google Dashboard allowing access to DOC 400. IGA 1/1/19-12/31/20; \$377,584 from Laura and John Arnold Foundation. Award 7/1/19-6/30/21; \$56,352 from US DOJ Innovations in Supervision Initiative grant, to reduce violent recidivism for African American males with convictions for violent crimes by expanding the Rehabilitation, Empowerment, Accountability Therapy curriculum. Award 10/1/18-9/30/21; the following 3 grants assume a no-cost extension in FY 2021: \$73,454 US SAMHSA Treatment Drug Courts. Award 9/30/17-9/29/20; \$21,415 US DOJ SMART Reentry. Award 10/1/17-9/30/20; \$324,922 US DOJ W.E.B. Du Bois Program of Research on Race and Crime. Award 1/1/18-12/31/20.

Significant Program Changes

Last Year this program was: FY 2020: 50004-20 DCJ Research & Planning Unit

This program offer reflects a net decrease of 1.40 FTE. During FY 2020, 1.00 FTE executive specialist transferred to another DCJ program (refer # 50005) and 1.00 FTE program supervisor was cut as part of the midyear State CJC HB3194 rebalance. In FY 2021; 0.60 FTE data technician is added. This position was previously limited duration and is funded 100% by the US HHS SAMHSA Treatment Drug Courts grant; 1.00 FTE research evaluation analyst 1 is added; and 1.00 FTE data analyst senior is cut.

Contractual services increased in the amount of \$192,635 due to an award from the Arnold Foundation. These funds will be used to support database developers for grant related projects.

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

Executive Summary

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

Program Summary

The HR unit supports regular, temporary, and on-call employees. This includes three union contracts and employees assigned to 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, investigations, discipline and grievances, recruitment, and selection of a highly qualified and diverse workforce, personnel records, leave administration, layoffs and bumping, and compliance with County Personnel Rules, Department Work Rules, and union contracts;
- 3) Ensure compliance with all laws, rules, regulations, policies, and labor agreements so liability and costs of unlawful employment actions are reduced or eliminated.

The HR unit is tasked with developing and implementing HR initiatives with Central Human Resources and Labor Relations, coordinating internal employee investigations, policies and procedures, training and safety.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of regular employees supported per day	561	540	550	550
Outcome	Percent of people of color applying for open positions	55%	45%	50%	50%
Outcome	Total number of temps/on calls supported	217	250	215	215

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,462,108	\$0	\$1,561,553	\$0
Contractual Services	\$24,735	\$0	\$24,735	\$0
Materials & Supplies	\$51,062	\$0	\$50,876	\$0
Internal Services	\$101	\$0	\$71	\$0
Total GF/non-GF	\$1,538,006	\$0	\$1,637,235	\$0
Program Total:	\$1,538,006		\$1,637,235	
Program FTE	9.80	0.00	10.80	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50005-20 DCJ Human Resources

This program offer reflects an increase of 1.00 FTE HR technician. During FY 2020, this position transferred from another DCJ program (refer # 50004) and was reclassified from executive specialist to HR technician.

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

Executive Summary

Providing justice-involved adults with alcohol and drug treatment along with wraparound services is an effective strategy to reduce re-offense, especially for individuals classified as high risk. This includes outpatient treatment. Alcohol/drug and mental health treatment address major criminal risk factors and are a necessary correctional intervention for 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 recovery support, including stable and drug free housing, peer mentors, medication assisted treatment, and vocational assistance. A recovery system of care better supports long-term behavior change than treatment alone. Alcohol and drug treatment services are provided through contracts with non-profit providers who are also equipped to respond to culturally-specific needs and address criminal risk factors.

Some clinical services previously supported by DCJ's budget can now be reimbursed by insurance due to the expansion of Medicaid and increased access to private 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals that received DCJ funded treatment	1309	900	1300	1300
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	12%	10%	10%	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,099,220	\$342,020	\$729,075	\$144,019
Materials & Supplies	\$26,879	\$0	\$26,879	\$0
Total GF/non-GF	\$1,126,099	\$342,020	\$755,954	\$144,019
Program Total:	\$1,468,119		\$899,973	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$342,020	\$0	\$144,019
Total Revenue	\$0	\$342,020	\$0	\$144,019

Explanation of Revenues

County General Fund plus 1) \$92,495 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear budget re-balance (due to state reductions). 2) \$51,524 - State Department of Corrections M57 funding. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget. Funding restricted to clients being served on active supervision, convicted of crimes related to Measure 57, and have a substance abuse disorder. For example, the medication assisted treatment programs are included in the M57 state funding and support this program offer.

Significant Program Changes

Last Year this program was: FY 2020: 50011-20 Recovery System of Care

This program offer reflects the following general fund reductions in contracted services. The following services were impacted due to reductions; outpatient treatment includes staffing (peer mentors), medication assisted treatment and generic Outpatient treatment. These reductions were based on underutilization of funds and these services are Medicaid eligible. Providers are now eligible to bill for these services and there will minimum impact to services.

Department: Community Justice **Program Contact:** Jay Scroggin
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. The long-term collateral costs of re-arrest, re-incarceration, and inadvertent consequences for children of justice-involved adults significantly decline when individuals are successful in residential treatment.

Program Summary

This program supports residential drug and alcohol treatment for high risk adults and provides sanction options other than jail for individuals needing treatment. Fifty-four (50) 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 29 residential alcohol and drug treatment beds for high risk female adults in two facilities, and four beds for dependent children. The current community treatment providers have been in existence for over 20 years and work collaboratively with the Department of Community Justice (DCJ) to treat adults with addictions and criminality. The program uses evidence-based practices to address addiction, mental health issues, parenting skills, healthy relationship dynamics, criminality, employment resources, and relapse prevention counseling. Regular communication and coordination with a parole-probation officer (PPO) is maintained to develop and implement treatment and supervision plans.

Some clinical services previously supported by DCJ's budget can now be reimbursed by insurance due to the expansion of Medicaid and increased access to private insurance. DCJ will continue to provide funding for clinical services for 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 providers. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of males participating in treatment	348	350	350	350
Outcome	Percent of males convicted of a misd. or felony within 1 year of treatment admission date	17%	13%	15%	15%
Output	Number of females participating in treatment	303	250	300	300
Outcome	Percent of females convicted of a misd. or felony within 1 year of treatment admission date	22%	20%	20%	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,284,386	\$122,496	\$899,336	\$46,345
Total GF/non-GF	\$1,284,386	\$122,496	\$899,336	\$46,345
Program Total:	\$1,406,882		\$945,681	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$122,496	\$0	\$46,345
Total Revenue	\$0	\$122,496	\$0	\$46,345

Explanation of Revenues

County General Fund plus \$46,345 from State Department of Corrections (DOC) M57 funding. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget. Funding is restricted to clients being served on active supervision, convicted of crimes related to Measure 57, and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2020: 50012-20 Adult Residential Treatment Services

This program offer reflects reductions (general fund) in the following contracted services due to increased Oregon Health Care rates and operational alignment of provider claims processing; (1) \$380,850 alcohol & drug residential treatment (men and women) (2) \$4,200 in residential treatment for women.

In addition to general fund reductions, there is a decrease of \$22,206 in the M57 state funding for the men's and women's residential services.

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

Executive Summary

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

Program Summary

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

DCJ's role in the Treatment First program is to assess and supervise individuals with evidence-based tools and practices, placing incoming justice-involved individuals (JIIs) in the level of supervision that research shows to be the most effective for their level of risk and specific alcohol/drug need. The Assessment Team consists of three (3) parole-probation officers who assess JIIs both in and out of custody, and work closely with the Court, DA's Office and Defense Bar during the early Court process. Individuals placed in STOP Court are supervised by a total of 3 PPOs. STOP serves adults charged with various drug-related offenses. Another component of the Treatment First program is Multnomah County's Drug Court, one of the oldest of its kind that collaborates with criminal justice partners to expedite the court process and offer drug treatment. The treatment component is facilitated by a contracted agency who works closely with the court to provide mental health and drug treatment, employment resources, housing referrals, mentoring, residential treatment referrals, and long-term follow-up services. PPOs support STOP court by offering supervision, sanctions, and services. Participants may attend STOP as frequently as once a week during the first phases of their recovery and as little as one time per month as they stabilize with treatment.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals served annually	763	1,350	1,350	1,350
Outcome	Percent of individuals convicted of a misd. or felony within 1 year of treatment admission date	29%	17%	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$511,870	\$482,865	\$544,761	\$350,476
Contractual Services	\$935,129	\$82,660	\$975,263	\$148,451
Materials & Supplies	\$198	\$559	\$978	\$5,791
Internal Services	\$0	\$48,358	\$0	\$35,362
Total GF/non-GF	\$1,447,197	\$614,442	\$1,521,002	\$540,080
Program Total:	\$2,061,639		\$2,061,082	
Program FTE	3.82	3.18	3.78	2.22

Program Revenues				
Fees, Permits & Charges	\$0	\$1,172	\$0	\$5,345
Intergovernmental	\$0	\$613,270	\$0	\$534,735
Total Revenue	\$0	\$614,442	\$0	\$540,080

Explanation of Revenues

This program generates \$35,362 in indirect revenues. County General Fund plus 1) \$5,345 - 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) \$534,735 from OR CJC STOP Court Grant Program to fund Multnomah County Sanctions Treatment Opportunities Progress (STOP) Drug Court to meet the needs of individuals charged with possession of a controlled substance. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2020: 50014-20 Adult Treatment First/STOP Drug Court

This program offer reflects a decrease of 1.00 FTE parole-probation officer that was cut during FY 2020. This position was previously funded by the State CJC STOP Court grant in the 2017-2019 biennium. In the 2019-2021 award this position is no longer funded by the grant.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$129,546	\$0
Total GF/non-GF	\$0	\$0	\$129,546	\$0
Program Total:	\$0		\$129,546	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund back filling reduction in SB 1145

Significant Program Changes

Last Year this program was:

This program offer adds 1.00 FTE parole-probation officer.

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

Executive Summary

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 11,500 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.

DCJ's 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.

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults supervised annually	11,511	12,500	11,500	11,500
Outcome	Percent of adults convicted of misd. or felony within 1 year of supervision start date	18%	17%	18%	18%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,564,311	\$85,579	\$1,669,510	\$42,222
Contractual Services	\$88,810	\$4,703	\$77,202	\$3,078
Materials & Supplies	\$276,134	\$0	\$285,947	\$0
Internal Services	\$35,340	\$8,274	\$9,909	\$7,313
Total GF/non-GF	\$1,964,595	\$98,556	\$2,042,568	\$52,613
Program Total:	\$2,063,151		\$2,095,181	
Program FTE	8.75	0.47	8.72	0.28

Program Revenues				
Fees, Permits & Charges	\$0	\$61,311	\$0	\$52,613
Intergovernmental	\$0	\$37,245	\$0	\$0
Total Revenue	\$0	\$98,556	\$0	\$52,613

Explanation of Revenues

This program generates \$7,313 in indirect revenues. County General Fund plus 1) \$52,613 - 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 2020: 50016-20 Adult Services Management

This program offer reflects a decrease of 0.22 FTE community justice program manager. This was an 18 month career enrichment opportunity for an employee with the Oregon Board of Parole & Post-Prison Supervision that ended in September 2019.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,080,668	\$2,996,059	\$2,080,684	\$3,148,579
Contractual Services	\$28,021	\$1,654	\$75,340	\$0
Materials & Supplies	\$491,388	\$12,101	\$252,695	\$520
Internal Services	\$2,384,132	\$512,926	\$2,773,578	\$545,333
Total GF/non-GF	\$4,984,209	\$3,522,740	\$5,182,297	\$3,694,432
Program Total:	\$8,506,949		\$8,876,729	
Program FTE	23.00	30.00	21.00	31.00

Program Revenues				
Intergovernmental	\$0	\$3,522,740	\$0	\$3,694,432
Total Revenue	\$0	\$3,522,740	\$0	\$3,694,432

Explanation of Revenues

This program generates \$545,333 in indirect revenues.
 County General Fund plus 1) \$3,694,432 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50017-20 Adult Support Services

This program offer reflects a net decrease of 1.00 FTE. During FY 2020, 1.00 FTE office assistant senior transferred to another DCJ program (refer # 50031) and 1.00 FTE program specialist was cut as part of the midyear State DOC SB1145 rebalance. In FY 2021, 1.00 FTE office assistant 2 is added.

Contractual services: security enhancements increased in the amount of \$50,000.

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

Executive Summary

The 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 reoffend, and conducting interviews and assessments to determine release eligibility, the Recog and Pretrial units allow for scarce jail beds to be reserved for higher risk justice-involved adults.

Program Summary

The Recog unit is a 24/7 program housed at the Multnomah County Detention Center. From expedited release for low risk defendants, to detention holds, to in depth custody placement, Recog staff have the knowledge, expertise, and tools necessary to make preliminary decisions in the best interest of the community. They interview defendants who have a pending Multnomah County charge, which in turn provides a comprehensive, objective, and valid system for release decisions based on victim and community safety along with the defendant's flight risk. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to the standard risk screening.

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of recog cases processed annually	29,834	28,000	30,000	30,000
Outcome	Percent of recog cases interviewed	32%	33%	32%	33%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,548,913	\$0	\$2,631,432	\$0
Contractual Services	\$10,842	\$0	\$10,842	\$0
Materials & Supplies	\$23,272	\$0	\$23,634	\$0
Internal Services	\$88,981	\$0	\$95,827	\$0
Total GF/non-GF	\$2,672,008	\$0	\$2,761,735	\$0
Program Total:	\$2,672,008		\$2,761,735	
Program FTE	21.00	0.00	21.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50018-20 Adult Pretrial Release Services Program (PRSP)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$105,302	\$0	\$108,978
Contractual Services	\$0	\$1,448	\$0	\$1,448
Internal Services	\$0	\$24,771	\$0	\$25,931
Total GF/non-GF	\$0	\$131,521	\$0	\$136,357
Program Total:	\$131,521		\$136,357	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$131,521	\$0	\$136,357
Total Revenue	\$0	\$131,521	\$0	\$136,357

Explanation of Revenues

This program generates \$18,875 in indirect revenues.
 This program generates \$25,931 in indirect revenues.

\$136,357 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50019-20 Adult Local Control Release Unit

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

Executive Summary

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

Program Summary

If during supervision, a parole-probation officer (PPO) determines that a justice-involved adult has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged through the Hearings unit. Hearings Officers (HO) conduct local parole hearings and determine consequences for the adults found in violation of supervision. HO's are able to order jail releases, recommend revocations of adults and/or make other recommendations that are consistent with evidence-based practices. In addition, the unit provides support within the Justice Center to field PPO's for the purposes of testimony and DCJ representation on probation violation matters before the court.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of hearings completed by hearings officers	588	630	600	600
Outcome	Percent of hearings completed by hearings officers outside of Multnomah County	22%	30%	25%	30%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$471,426	\$0	\$490,218
Contractual Services	\$0	\$2,000	\$0	\$2,000
Internal Services	\$0	\$80,708	\$0	\$84,906
Total GF/non-GF	\$0	\$554,134	\$0	\$577,124
Program Total:	\$554,134		\$577,124	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$554,134	\$0	\$577,124
Total Revenue	\$0	\$554,134	\$0	\$577,124

Explanation of Revenues

This program generates \$84,906 in indirect revenues.

1) \$577,124 - from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) Although DCJ has received funding from the State Board of Parole Hearings in past fiscal years, DCJ does not anticipate the funding to continue in FY 2021. In FY 2020, DCJ budgeted \$18,859 from the Parole Board that supported personnel costs.

Significant Program Changes

Last Year this program was: FY 2020: 50020-20 Adult Parole/Post Prison Violation Hearings

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

Executive Summary

The Assessment and Referral Center (ARC) combines in-custody interviews, intakes (post prison and probation), orientations, and specialized services, for individuals released from state and local custody. Enhanced transition services provided at the ARC reduce duplication of efforts and increase the amount of screenings, referrals, and re-entry services available when an individual begins supervision (Post-Prison or Probation). The Health Assessment Team ensures interventions addressing criminogenic factors and social determinants of health are delivered effectively.

Program Summary

The ARC staff meets with justice-involved individuals before and after their release from incarceration. These individuals are considered high risk to re-offend, and ARC determines which strategies and services are most appropriate to reduce the risk of recidivism. Tailored referrals and re-entry services reduce re-offending and increase engagement. Coordinated and immediate service delivery before and after release addresses the individual's needs and enables effective interventions targeting criminogenic factors.

ARC staff meet with the majority of justice-involved individuals prior to their release from prison (reach-in visits), reducing the abscond rate for post-prison releases. Reach-in sessions inform the development of appropriate supervision plans and serve to reduce or remove potential roadblocks to the individual's successful transition from custody to the community. Reach-in sessions occur with individuals in state custody, as well as in County jails and residential treatment facilities.

ARC actively works to build partnerships with community based services and organizations, as well as other Multnomah County departments 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of probation and post prison intakes completed	2,798	2,800	3,000	3,000
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	97%	98%	97%	97%
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	94%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$743,509	\$2,142,446	\$2,618,019	\$813,744
Contractual Services	\$262,512	\$1,167,137	\$262,512	\$1,164,073
Materials & Supplies	\$5,401	\$31,430	\$8,194	\$31,430
Internal Services	\$28,670	\$366,787	\$103,562	\$140,941
Total GF/non-GF	\$1,040,092	\$3,707,800	\$2,992,287	\$2,150,188
Program Total:	\$4,747,892		\$5,142,475	
Program FTE	5.98	16.02	19.43	5.57

Program Revenues				
Fees, Permits & Charges	\$0	\$7,267	\$0	\$11,968
Intergovernmental	\$0	\$3,700,533	\$0	\$2,138,220
Total Revenue	\$0	\$3,707,800	\$0	\$2,150,188

Explanation of Revenues

This program generates \$140,941 in indirect revenues. County General Fund plus 1) \$2,066,467 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$71,753 funding from DOC Subsidy/Inmate Welfare Fund (IWF). Presume FY 2020 funding at same level as FY 2019. 3) \$4,944 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) \$7,024 - 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 2020: 50021A-20 Assessment and Referral Center

This program reflects an increase of 3.00 FTE. During FY 2020, 1.00 FTE parole-probation officer transferred from another DCJ program (refer # 50025). In FY 2021, 1.00 FTE corrections counselor (funded by State DOC SB1145) and 1.00 FTE parole-probation officer (funded by General Fund) are added.

This program offer reflects 12.45 FTE backfilled with General Fund per the FY 2020 midyear State DOC SB1145 rebalance.

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

Executive Summary

ARC Transition Services staff meet with high risk individuals, before and after their release from custody, to determine which strategies and services are most appropriate to reduce the risk of recidivism. Results indicate that using client specific referrals and re-entry services, including housing placement, reduces recidivism and increases engagement. Coordinated, immediate service delivery, including post-release housing, addresses client needs.

Program Summary

Transition Services' mission is to end homelessness and maintain community safety. Their approach to this includes placing high risk, high need individuals directly into housing with supportive services immediately following their release from incarceration. This approach is consistent with the current Multnomah County plan to end homelessness by interrupting and/or circumventing the individual's entry to homelessness and risk for cycling in and out of incarceration.

Evidence-based practices clearly dictate the need to provide case management, access to healthcare, and safe and secure housing for justice-involved individuals (JIIs) releasing from jail, prison or residential treatment. Currently, there is capacity to provide short and long-term housing services for an average of 350 high-risk adults identified with behavioral or medical needs using several contracted agencies within our community. Providing housing to JIIs is cost effective. On average, the cost to house an individual is \$39.50 daily, as compared to \$150-170 per day to incarcerate an individual in jail or prison.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average number of individuals housed monthly	350	350	350	350
Outcome	Average percentage of contracted beds utilized each month.	80%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$3,149,375	\$0	\$3,365,350	\$0
Total GF/non-GF	\$3,149,375	\$0	\$3,365,350	\$0
Program Total:	\$3,149,375		\$3,365,350	
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 2020: 50021B-20 Assessment and Referral Center - Housing

This program offer restored a FY 2020 contract reduction in the amount of \$97,021 within the alcohol and drug program. This service is needed to provide evaluation for people waiting in jail. In addition, there was a \$118,954 increase due to FY2020 COLA's issued to providers.

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

Executive Summary

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

Program Summary

Defendants facing a prison term who meet the eligibility requirements are identified by the District Attorney's Office. The Multnomah County Justice Reinvestment Program (MCJRP) includes funding for the jail to expedite assessments; for the court and the defense to assist with case coordination and scheduling; a deputy district attorney to facilitate case identification and case management; and additional staff at DCJ to carry out the program (assessment, report writing, and supervision). Additionally, 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 supervised in the community. This report is provided to the defense, prosecution, and court to aid them in making informed sentencing decisions. For those individuals who are sentenced to probation rather than prison, DCJ provides intensive supervision based on individualized case plans driven by risk assessments along with referrals to treatment and other community resources.

This program offer also supports the ongoing Reentry Enhancement Coordination program, an evidence-based addictions treatment program for people leaving prison, which includes treatment, housing, mentoring, parenting, and employment assistance. In 2017, MCJRP secured a supplemental grant through Criminal Justice Commission (CJC) which addresses special populations (young men of color, women and young JIIs) and second sentence programs. This additional funding provided a 0.50FTE victims advocate to the prosecution, a district attorney to review all probation violations to inform revocations, and two positions with the defense to support JII's accessing services and programs pre-adjudication, with a focus on young men of color. For women on supervision, two Community Health Specialists trained in providing gender-informed services and trauma-informed care work help the JIIs navigate the health and mental health systems, as well as other resources in the community. These specialists work in tandem with gender-responsive parole-probation officers.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults supervised annually	863	980	800	800
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	86%	85%	85%	85%
Outcome	Percent of adults who are NOT convicted of a misd. or felony within 1 year of supervision start date	77%	81%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$893,894	\$0	\$800,634
Contractual Services	\$0	\$2,474,252	\$0	\$2,300,571
Internal Services	\$0	\$65,212	\$0	\$54,193
Total GF/non-GF	\$0	\$3,433,358	\$0	\$3,155,398
Program Total:	\$3,433,358		\$3,155,398	
Program FTE	0.00	4.63	0.00	5.52

Program Revenues				
Intergovernmental	\$0	\$3,269,001	\$0	\$3,155,398
Beginning Working Capital	\$0	\$164,357	\$0	\$0
Total Revenue	\$0	\$3,433,358	\$0	\$3,155,398

Explanation of Revenues

This program generates \$54,193 in indirect revenues.
 \$3,155,398 from Oregon Criminal Justice Commission - Oregon Justice Reinvestment Grant Program (JRP). FY 2021 budget is the awarded 2019-2021 biennial amount minus County FY 2020 County midyear re-balance. JRP funding assists county to reduce prison populations, to reduce recidivism, to increase public safety, and to increase accountability of justice involved individuals.

Significant Program Changes

Last Year this program was: FY 2020: 50022-20 HB3194 Justice Reinvestment

This program offer reflects a net increase of 0.89 FTE. In FY 2020, 1.00 FTE parole-probation officer was cut as part of the State CJC HB3194 rebalance. In FY 2021 0.11 FTE community justice program manager transfers to another DCJ program (refer # 50023) and 2.00 FTE community health specialist 2 are added, which were previously limited duration.

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

Executive Summary

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

Program Summary

In 2020, reorganization of our unit structure will lead to this offer including all justice-involved adults supervised at the DCJ West campus. Thus this offer will increase significantly in size, as it changes to include justice-involved adults from the former Reduced Supervision Team (RST) unit.

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of high risk adults supervised annually in West Program	1,056	1,000	2,000	2,000
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	19%	20%	15%	15%

Performance Measures Descriptions

Measure 1 Note: In 2020, reorganization of the unit structure will lead to this program offer including all justice involved adults supervised at the DCJ West campus. Thus, this offer will increase significantly in size, as it changes to include justice involved adults from the former casebank unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,765,126	\$1,953,017	\$2,159,714	\$2,537,447
Contractual Services	\$22,318	\$47,273	\$22,318	\$57,187
Materials & Supplies	\$497	\$0	\$1,730	\$0
Internal Services	\$0	\$334,355	\$0	\$439,485
Total GF/non-GF	\$1,787,941	\$2,334,645	\$2,183,762	\$3,034,119
Program Total:	\$4,122,586		\$5,217,881	
Program FTE	11.51	14.86	13.36	18.12

Program Revenues				
Fees, Permits & Charges	\$0	\$446,579	\$0	\$466,434
Intergovernmental	\$0	\$1,888,066	\$0	\$2,567,685
Other / Miscellaneous	\$315,056	\$0	\$324,233	\$0
Total Revenue	\$315,056	\$2,334,645	\$324,233	\$3,034,119

Explanation of Revenues

This program generates \$439,485 in indirect revenues. County General Fund including \$324,233 from Circuit Court Jail Assessments per ORS 137.308 deposited into the general fund. Historically, fees for the Criminal Fine Account (CFA) are collected by Multnomah County Circuit Court per ORS 137.309. DCJ receives 60% and MCSO 40% of the monies collected per ORS 137.308. Plus 1) \$1,997,631 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$466,434 - Supervision fees from clients. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 3) \$570,054 from State Department of Corrections (DOC) M57 funding. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget. Funding restricted to clients being served on active supervision, convicted of crimes related to Measure 57, and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2020: 50023-20 Adult Field Generic Supervision High Risk-West

This program offer reflects a net increase of 5.11 FTE. During FY 2020, 1.00 FTE parole-probation officer was cut as part of the midyear State DOC SB1145 rebalance. In both FY 2020 and FY 2021, a net 6.11 FTE was added for positions that transferred to/from other DCJ programs (refer # 50022, 50030, and 50033).

In FY 2021, 0.11 FTE community justice program manager is backfilled with General Fund. In FY 2020, this FTE was funded by State CJC HB3194 in program offer # 50022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,450,987	\$0	\$1,632,340	\$0
Contractual Services	\$1,040,849	\$0	\$1,390,222	\$275,301
Materials & Supplies	\$0	\$0	\$0	\$66,327
Total GF/non-GF	\$2,491,836	\$0	\$3,022,562	\$341,628
Program Total:	\$2,491,836		\$3,364,190	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$341,628
Total Revenue	\$0	\$0	\$0	\$341,628

Explanation of Revenues

County General Fund plus \$341,628 from Oregon Criminal Justice Commission, Specialty Court grant program. Funding is to support Multnomah County Mental Health Court to reduce criminal activity committed by adults suffering from a qualifying mental health diagnosis with the goal of providing opportunity and diverting justice involved individuals from prison. Award 07/01/2019 - 06/30/2021. This is a 51% allocation for the 2nd half of the 2019-2021 state biennial budget.

Significant Program Changes

Last Year this program was: FY 2020: 50024-20 Adult Mental Health Unit - Supervision and Treatment

Count general fund contractual services: This program offer was increased by \$358,616 in order to meet the needs of justice-involved adults with dual diagnosis. Services for this population are needed and this will provide additional housing options within the community. Funding for these services were previously reduced in the FY2020 budget.

Due to our grant award, contractual services and materials / supplies were increased and will be used to support treatment services and supplies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,692,565	\$0	\$1,623,035
Contractual Services	\$356,497	\$5,599	\$339,278	\$10,978
Materials & Supplies	\$0	\$15,025	\$0	\$15,025
Internal Services	\$0	\$289,768	\$0	\$281,110
Total GF/non-GF	\$356,497	\$2,002,957	\$339,278	\$1,930,148
Program Total:	\$2,359,454		\$2,269,426	
Program FTE	0.00	12.00	0.00	11.00

Program Revenues				
Fees, Permits & Charges	\$0	\$121,085	\$0	\$144,931
Intergovernmental	\$0	\$1,881,872	\$0	\$1,785,217
Total Revenue	\$0	\$2,002,957	\$0	\$1,930,148

Explanation of Revenues

This program generates \$281,110 in indirect revenues. County General Fund plus 1) \$1,742,907 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$42,310 from State Dept of Corrections (DOC) SVDO. Funding is for supervising Sexually Violent Dangerous Offender (SVDO). Presume level of funding for FY 2020 continue through FY 2021. 3) \$144,931 - 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 2020: 50025-20 Adult Sex Offense Supervision & Treatment

This program offer reflects a decrease of 1.00 FTE parole-probation officer that transferred to another DCJ program during FY 2020 (refer # 50021A).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,073,930	\$1,158,155	\$1,191,731	\$1,382,502
Contractual Services	\$0	\$105,528	\$0	\$107,187
Materials & Supplies	\$350	\$100	\$2,230	\$0
Internal Services	\$82	\$198,277	\$0	\$239,449
Total GF/non-GF	\$1,074,362	\$1,462,060	\$1,193,961	\$1,729,138
Program Total:	\$2,536,422		\$2,923,099	
Program FTE	8.52	7.48	8.54	8.46

Program Revenues				
Fees, Permits & Charges	\$0	\$113,562	\$0	\$112,483
Intergovernmental	\$0	\$1,348,498	\$0	\$1,616,655
Total Revenue	\$0	\$1,462,060	\$0	\$1,729,138

Explanation of Revenues

This program generates \$239,449 in indirect revenues. County General Fund plus 1) \$112,483 - 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) \$1,598,006 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 3) \$18,649 from FBI Forensics Lab for one Parole and Probation Officer (PPO) position overtime costs. This is an open ended award.

Significant Program Changes

Last Year this program was: FY 2020: 50026-20 Adult Domestic Violence Supervision

This program offer reflects an increase of 1.00 FTE parole-probation officer that transferred from another DCJ program during FY 2020 (refer # 50033).

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

Executive Summary

The Women & Family Services Unit (WFSU) supervises approximately 850 justice-involved adults annually, most of whom identify as female. A number of these individuals are pregnant women and/or have children involved in the juvenile justice system. By collaborating with community partners, including the Juvenile Services Division (JSD), WFSU protects children and works to break the cycle of cross-generational antisocial behavior and crime.

Program Summary

WFSU approaches supervision through a multi-disciplinary team effort. WFSU works closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division, and mental health agencies. WFSU emphasizes collaboration with other agencies for case planning, resource allocation, and efficient service delivery to address dynamics that place an entire family at risk. WFSU utilizes the Women's Risk Need Assessment (WRNA) to appropriately assess each woman's actual risk and need areas. This tool allows WFSU staff to be more effective with cognitive behavioral interventions, as well as treatment and service referrals. The Family Support project, a community-based component, reduces recidivism through accountability, education and training, prioritization of self-sufficiency and child welfare, and facilitating access to necessary treatment or counseling. WFSU's approach strengthens the family's resistance to future involvement in the criminal justice system and successfully defrays long-term costs associated with inter-generational criminal activity.

House Bill 3503 established the Family Sentencing Alternative Pilot (FSAP) Program. This program is included in the Women & Family Services Unit, which diverts qualified justice-involved adults who have custody of a minor child at the time of the offense or are pregnant at the time of sentencing from prison to probation. The intent of this program is to promote reunification of families, prevent children from entering the foster care system, and holding individuals accountable, while utilizing wrap around services, with a primary focus on parenting. WFSU has 4 staff dedicated to working with clients who are either pregnant, parenting, or attempting to parent their children, through the Department of Human Services involvement. The rest of WFSU staff focus on women involved in the criminal justice system, who are not parenting, the majority due to termination of parental rights through the court system.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	856	520	850	850
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	15%	15%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,063,296	\$307,429	\$2,220,060	\$342,511
Contractual Services	\$40,339	\$1,245,880	\$40,339	\$425,522
Materials & Supplies	\$14,044	\$5,504	\$14,115	\$3,696
Internal Services	\$145,051	\$52,632	\$206,645	\$59,322
Total GF/non-GF	\$2,262,730	\$1,611,445	\$2,481,159	\$831,051
Program Total:	\$3,874,175		\$3,312,210	
Program FTE	13.98	3.02	14.87	3.13

Program Revenues				
Fees, Permits & Charges	\$0	\$9,985	\$0	\$25,382
Intergovernmental	\$0	\$667,836	\$0	\$805,669
Beginning Working Capital	\$0	\$933,624	\$0	\$0
Total Revenue	\$0	\$1,611,445	\$0	\$831,051

Explanation of Revenues

This program generates \$59,322 in indirect revenues. County General Fund plus 1) \$25,382 - Supervision fees from clients. Fees charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 2) \$280,598 from the state HB3503 Family Sentencing Alternative Program grant. Award 07/01/2019 - 06/30/2021. Funding is promoting family reunification, preventing children from entering foster care, and holding justice involved individuals accountable. 3) \$336,651 is partial allocation from US DOJ BJA SMART Reentry grant. Award 10/01/2017 - 09/30/2020. FY 2021 includes a no-cost extension in FY 2021. The grant focuses on evidence-based strategies for successful reentry from incarceration to the community. 4) \$188,420 from MacArthur Foundation. Award 10/01/2017 - 09/30/2019 with an approved no-cost extension to 11/30/2020. Funding focuses on the Safety + Justice Challenge to ensure access to jail alternatives for women with mental health issues. These funds will be used to fund the first quarter for the Diane Wade House.

Significant Program Changes

Last Year this program was: FY 2020: 50027-20 Adult Women & Family Services Unit

This program offer adds 1.00 FTE community health specialist 2 in FY 2021.

Contractual services: these funds are reduced due to the MacArthur grant ending in September 2020. A request for on-going county funds has been requested in program offer 50027B.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$546,920	\$0
Total GF/non-GF	\$0	\$0	\$546,920	\$0
Program Total:	\$0		\$546,920	
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:

MC public safety partners prioritized the development of housing and treatment for African American women through the MacArthur Foundation Grant. Grant funding ends September 2020 and this program offer will fund the balance through the end of FY2021 (9 months).

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

Executive Summary

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

Program Summary

EM technologies are useful case management tools that allow for a broader range of responses to non-conformance and an alternative to more expensive incarceration during pre-adjudication and post-conviction. EM allows parole-probation officers (PPO) to know where high risk justice-involved adults are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective client management by having the individual pay a portion of the equipment costs (based upon subsidy eligibility). Current data indicate most defendants and justice-involved adults on EM complete their obligation successfully. Last year, DCJ clients were on EM, saving the county more than 45,000 jail bed days.

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served	1,243	1,200	1,250	1,250
Outcome	Number of jail beds saved	45,723	55,000	45,000	45,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$184,454	\$111,185	\$199,032	\$115,200
Contractual Services	\$332,000	\$0	\$332,000	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Internal Services	\$0	\$19,035	\$0	\$19,953
Total GF/non-GF	\$516,454	\$130,220	\$551,032	\$135,153
Program Total:	\$646,674		\$686,185	
Program FTE	2.00	1.00	2.00	1.00

Program Revenues				
Intergovernmental	\$0	\$130,220	\$0	\$135,153
Total Revenue	\$0	\$130,220	\$0	\$135,153

Explanation of Revenues

This program generates \$19,953 in indirect revenues. County General Fund plus 1) \$135,153 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019 -2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50029-20 Adult Electronic Monitoring

Materials and supplies: This program offer includes an increase of \$20,000 in supplies for lost/stolen electronic devices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$470,772	\$400,368	\$658,945	\$324,853
Contractual Services	\$100,501	\$911,010	\$99,666	\$580,882
Materials & Supplies	\$1,963	\$33,530	\$1,963	\$12,925
Internal Services	\$0	\$40,998	\$0	\$32,803
Total GF/non-GF	\$573,236	\$1,385,906	\$760,574	\$951,463
Program Total:	\$1,959,142		\$1,712,037	
Program FTE	3.44	3.56	4.47	2.53

Program Revenues				
Fees, Permits & Charges	\$0	\$4,951	\$0	\$5,429
Intergovernmental	\$0	\$1,380,955	\$0	\$946,034
Total Revenue	\$0	\$1,385,906	\$0	\$951,463

Explanation of Revenues

This program generates \$32,803 in indirect revenues. County General Fund plus 1) \$772,352 - State Criminal Justice Commission START Court. Award 07/01/19 - 06/30/21. Success through Accountability, Restitution and Treatment (START) is an intensive drug court for high risk/high need property crime offenders with the goal of diverting them from prison. 2) \$5,429 - Supervision fees from clients. Fees charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status. 3) \$173,682 is partial allocation from SAMHSA Treatment Drug Courts, US Dept. of HHS to expand and/or enhance substance use disorder treatment services. Award 09/30/2017 - 09/29/2020. FY 2021 budget is comprised of a no-cost extension in FY 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50030-20 Adult START Court Program

During FY 2020, 1.00 FTE corrections technician was cut. In the previous biennium this FTE was funded by the State CJC START Court grant. The 2019-2021 biennial grant award did not fund this FTE. Also during FY 2020, 1.00 FTE parole-probation officer transferred from another DCJ program (refer # 50023). In FY 2021, 0.05 FTE community justice program manager is backfilled with General Fund. This FTE was previously funded by the US HHS SAMHSA Treatment Drug Courts grant. Overall there is a net zero impact to FTE in this program offer.

Due to a reduction in grant funding, the contractual services and materials & supplies expenses are reduced.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,087,640	\$122,120	\$1,239,236	\$114,183
Contractual Services	\$22,293	\$106,476	\$26,993	\$107,881
Materials & Supplies	\$45,712	\$0	\$43,137	\$0
Internal Services	\$110,924	\$20,908	\$112,115	\$19,777
Total GF/non-GF	\$1,266,569	\$249,504	\$1,421,481	\$241,841
Program Total:	\$1,516,073		\$1,663,322	
Program FTE	9.33	0.67	10.42	0.58

Program Revenues				
Fees, Permits & Charges	\$0	\$14,384	\$0	\$7,812
Intergovernmental	\$12,000	\$235,120	\$19,700	\$234,029
Other / Miscellaneous	\$3,000	\$0	\$0	\$0
Total Revenue	\$15,000	\$249,504	\$19,700	\$241,841

Explanation of Revenues

This program generates \$19,777 in indirect revenues. County General Fund including \$15,000 (audits) and \$4,700 (Youth) in revenue collected from various government agencies who perform community services deposited into the general fund and passed through to victims for restitution. Budget based on average of prior 3 years actual. Plus 1) \$41,200 - IGA with PDX Water Bureau for general heavy brushing and cleanup work. Anticipating FY 2021 funding same as FY 2020. IGA 07/01/19 - 06/30/24. 2) \$85,405 - IGA with PDX Parks & Recreation. IGA ends 06/30/21. Funding supports Alternative Community Service (ACS) crew leaders to work in city sites. 3) \$7,812 - Fees collected per ORS 423.570. Fee payable by person on supervised release. This is a one-time-only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more. 4) \$75,000 - IGA with PDX Water Bureau. IGA ends 06/30/2021. Youths in Project Payback program perform outdoor maintenance and landscape to city sites. 5) \$32,424 - IGA with Metro ends 06/30/20. Anticipating FY 2021 funding same as FY 2020. Youths in the program provide twice weekly litter pick-up in metro sites.

Significant Program Changes

Last Year this program was: FY 2020: 50031-20 Community Service

This program offer reflects an increase of 1.00 FTE office assistant senior that transferred from another DCJ program during FY 2020 (refer # 50017).

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	528	520	525	525
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	17%	17%	15%	15%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$164,450	\$1,317,994	\$277,648	\$1,354,903
Contractual Services	\$674,779	\$203,390	\$672,618	\$227,131
Materials & Supplies	\$6,076	\$10,650	\$4,576	\$7,650
Internal Services	\$6,532	\$225,641	\$6,669	\$234,670
Total GF/non-GF	\$851,837	\$1,757,675	\$961,511	\$1,824,354
Program Total:	\$2,609,512		\$2,785,865	
Program FTE	1.00	9.00	2.00	9.00

Program Revenues				
Intergovernmental	\$0	\$1,757,675	\$0	\$1,824,354
Total Revenue	\$0	\$1,757,675	\$0	\$1,824,354

Explanation of Revenues

This program generates \$234,670 in indirect revenues. County General Fund plus 1) \$1,604,213 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$220,141 from US DOJ BJA for Innovations in Supervision Initiative grant. Funding is to reduce violent recidivism rate for African American males with convictions for violent crimes by refining and expanding the use of the Habitation, Empowerment, Accountability Therapy (HEAT) curriculum. Award 10/01/2018 - 9/30/2021.

Significant Program Changes

Last Year this program was: FY 2020: 50032-20 Adult Gang and African American Program

This program offer reflects an increase of 1.00 FTE corrections counselor that transferred from the Change Center during FY 2020 (refer # 50028). The Change Center closed during FY 2020 as part of the midyear State DOC SB1145 rebalance.

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

Executive Summary

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

Program Summary

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

DCJ continues to use Effective Practices in Community Supervision (EPICS) as an evidence-based case management model. With EPICS, parole-probation officers (PPOs) reinforce law-abiding behavior and link clients to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) collaboration with law enforcement agencies. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. Implementing effective supervision practices has contributed to lower recidivism rates as compared to the Statewide average. MMP is instrumental in holding bench probation clients accountable. The Formally Supervised Misdemeanor Program (FSMP) provides similarly effective supervision to those whose probation is overseen by the Department of Corrections. The Reduced Supervision 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.

In 2020, reorganization of our unit structure will lead to this offer including all justice-involved adults supervised at the DCJ East campus. Thus this offer will increase significantly in size, as it changes to include justice-involved adults from both misdemeanor DUII units (MMP and FSMP) and the former Reduced Supervision Team (RST) unit.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of high risk adults supervised annually in East Program	1,513	1,700	4,500	4,500
Outcome	Percent of adults who are convicted of a misd. or felony within 1 year of supervision start date	15%	15%	10%	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,254,506	\$2,706,832	\$1,754,755	\$1,554,982
Contractual Services	\$32,631	\$4,114	\$1,208	\$415,004
Materials & Supplies	\$1,248	\$3,216	\$1,248	\$9,378
Internal Services	\$178,409	\$463,408	\$179,581	\$269,324
Total GF/non-GF	\$2,466,794	\$3,177,570	\$1,936,792	\$2,248,688
Program Total:	\$5,644,364		\$4,185,480	
Program FTE	15.55	18.95	12.35	10.15

Program Revenues				
Fees, Permits & Charges	\$0	\$238,413	\$0	\$175,854
Intergovernmental	\$0	\$2,939,157	\$0	\$2,072,834
Total Revenue	\$0	\$3,177,570	\$0	\$2,248,688

Explanation of Revenues

This program generates \$269,324 in indirect revenues. County General Fund plus 1) \$1,665,772 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance. 2) \$53,792 - Supervision fees from clients. Fees charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status 3) \$407,062 - Oregon Criminal Justice Commission, Specialty Court Grant to fund the Mult County DUII Court with the goal to help high risk offender to be placed in treatment within 2 weeks of sentencing and diverting from prison. 4) \$122,062 - Monitored Misdemeanor Probation (MMP) fees. Fees are set by and ordered by the Circuit Court as a condition of probation and payable to DCJ for the monitoring of clients. The current MMP monitoring fees are \$25 per month, previously \$15 dollars.

Significant Program Changes

Last Year this program was: FY 2020: 50033-20 Adult Field Generic Supervision High Risk-East

This program offer reflects a net decrease of 12.00 FTE. During FY 2020, 3.00 FTE parole-probation officer and 1.00 FTE community justice program manager were cut as part of the midyear State DOC SB1145 rebalance. In both FY 2020 and FY 2021, a net 8.00 FTE was reduced for positions that transferred to/from other DCJ programs (refer # 50023 and 50026).

Contractual services and supplies increased based upon the new DUII award.

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

Executive Summary

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

Program Summary

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

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	96	100	100	100
Outcome	Percent of adults convicted of a misd. or felony within 1 year of supervision start date	6%	8%	7%	7%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$119,185	\$0	\$136,683	\$0
Total GF/non-GF	\$119,185	\$0	\$136,683	\$0
Program Total:	\$119,185		\$136,683	
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 2020: 50036-20 Adult Domestic Violence Deferred Sentencing

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

Executive Summary

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

In accordance with the Risk/Need/Responsivity model, the SORS program limits the extent of resources invested in low risk individuals and focuses on allocating the majority of resources to high and medium risk adults convicted of sex offenses. One (1) Sex Offense Specialist parole-probation officer (PPO) supervises the SORS caseload and is required to complete a home visit every six months. The individual on supervision is required to submit monthly reports, report in person every six months, successfully complete a maintenance polygraph every six months, participate in sexual offense specific treatment until discharged, and pay supervision and court ordered fees. Individuals are returned to a high risk caseload if there are any indications of status instability or verified behaviors that present an increased risk to the community or victim.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served annually	216	200	200	200
Outcome	Percent of adults convicted of a misd. or felony within one year of supervision start date	0%	0%	0%	0%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within one year of supervision start date	0%	0%	0%	0%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$249,811	\$0	\$251,763
Internal Services	\$0	\$42,768	\$0	\$43,606
Total GF/non-GF	\$0	\$292,579	\$0	\$295,369
Program Total:	\$292,579		\$295,369	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$292,579	\$0	\$295,369
Total Revenue	\$0	\$292,579	\$0	\$295,369

Explanation of Revenues

This program generates \$43,606 in indirect revenues.
 \$295,369 from State Dept of Corrections (DOC) SB1145. Calculation based on awarded 2019-2021 biennial amount minus FY 2020 County midyear re-balance.

Significant Program Changes

Last Year this program was: FY 2020: 50037-20 Adult Sex Offense Reduced Supervision (SORS)

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 accountable, provide reformation opportunities, and promote equitable and fair approaches to public safety. Juvenile Services Management (JSM) leads, supports and monitors delinquency intervention, probation, accountability, community engagement, 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 juvenile justice system in Multnomah County. Specific oversight responsibilities include:

- 1) Court and Community Supervision Services - Oversees intake/assessment, prevention/intervention, and adjudication. Coordinates and monitors units devoted to probation supervision, sanctioning, connection to resources. Interfaces with youth-serving community resources to improve access and integration. Oversees contracts with community providers that delivers temporary shelter services and the Community Monitoring program as alternatives to detention. Provides support staff to the Juvenile Justice Complex, including data and document services.
- 2) Detention and Residential Services - Responsible for the operations and security of a regional juvenile detention facility. This 64-bed facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including youth charged as adults under Measure 11), or those serving a sanction. Provides an assessment and evaluation (A&E) residential program that operates 24 hours a day, 7 days a week.
- 3) System Change and Detention Alternatives Initiative Programming - Focuses on developing and implementing strategies to reduce racial and ethnic disparities in the juvenile justice system, and enhancing multi-system integration. Holds youth accountable and protects public safety through shelter care, residential placement, and other detention alternative intervention outlets.
- 4) Family Court Services - Provides mediation, parent education, and child custody evaluations. In addition, Juvenile Services Management oversees a position that serves as a liaison to the family court judiciary for community-based programs and agencies, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for foster care and juvenile justice reform.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of juvenile criminal referrals received annually	1,251	1,100	1,200	1,200
Outcome	Percent of youth that had one or more subsequent adjudications within 1 year post disposition	25%	25%	25%	25%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,258,465	\$62,099	\$1,375,639	\$21,334
Contractual Services	\$161,840	\$155,907	\$155,335	\$16,780
Materials & Supplies	\$125,653	\$48,172	\$125,495	\$32,683
Internal Services	\$0	\$7,541	\$655	\$2,133
Total GF/non-GF	\$1,545,958	\$273,719	\$1,657,124	\$72,930
Program Total:	\$1,819,677		\$1,730,054	
Program FTE	6.72	0.28	6.88	0.12

Program Revenues				
Intergovernmental	\$0	\$223,720	\$0	\$72,930
Other / Miscellaneous	\$0	\$24,500	\$0	\$0
Beginning Working Capital	\$0	\$25,499	\$0	\$0
Total Revenue	\$0	\$273,719	\$0	\$72,930

Explanation of Revenues

This program generates \$2,133 in indirect revenues. County General Fund plus 1) \$24,999 - Annie E. Casey Foundation grant. Amount includes carryover from FY 2020 in the amount of \$12,499 which is the projected unspent balance. 2) \$47,931 - US DOJ OJJDP Juvenile Justice Emergency Planning Demonstration Program. Award 10/01/17 - 09/30/09 with an approved no-cost extension through 09/30/20. This grant funds the development of an emergency plan for the County Juvenile Detention Facility.

Significant Program Changes

Last Year this program was: FY 2020: 50050A-20 Juvenile Services Management

In FY 2021, 0.16 FTE community justice program manager is backfilled with General Fund. In FY 2020, this FTE was funded by a grant from the Annie E. Casey Foundation. This grant has been decreasing over the years and from FY 2020 to FY 2021, the budgeted award amount decreased from \$50K to \$25K.

Personnel expenses: increased expenses in this offer reflects a grant backfill, annual salary increases, addition of student intern funding and the county wide pay equity study.

Contractual services and supplies decreased in this budget due to the emergency planning grant ending.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$90,000	\$0
Total GF/non-GF	\$0	\$0	\$90,000	\$0
Program Total:	\$0		\$90,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50050B-20 Training for Juvenile Custody Services Specialists

This one time only funding request for FY 2021 will be to cover both personnel costs and expenses for an expert/trainer to provide a train the trainer curriculum on the new model (Rational Behavioral Training (RBT)). In FY2020, staff completed foundational training on the fundamentals of behavior management. This funding will complete the full training program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,715,963	\$0	\$1,195,203	\$0
Contractual Services	\$13,500	\$0	\$13,500	\$0
Materials & Supplies	\$51,877	\$0	\$49,975	\$0
Internal Services	\$1,282,147	\$0	\$1,290,858	\$0
Total GF/non-GF	\$3,063,487	\$0	\$2,549,536	\$0
Program Total:	\$3,063,487		\$2,549,536	
Program FTE	16.00	0.00	11.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50051A-20 Juvenile Services Support

This program offer reflects a decrease of 5.00 FTE. During FY 2020, 1.00 FTE juvenile counseling assistant, 1.00 FTE community justice program manager, and 1.00 FTE office assistant senior transferred to other DCJ programs (refer # 50051, 50054A, and 50066). In FY 2021, 1.00 FTE office assistant senior and 1.00 FTE records technician are cut. Both positions are vacant.

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

Executive Summary

Family Court Services (FCS) helps keep children safe, families stable, and promotes public safety through services to families as they experience the major life transition of separation or divorce. Exposure to parental conflict and the potential loss of a parent through separation or divorce places children at risk for delinquency, teen pregnancy, behavioral health issues, and poor school performance, which can lead to a cycle of dysfunction and offending behavior. These services help promote healthy parenting dynamics and communication.

Program Summary

Through parent education, mediation, information and referral services, and child custody evaluation, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction, childhood stress, and juvenile delinquency. Parent education and mediation are state mandated services for parents involved in the Family Court system.

The Parent Education Program provides relevant legal and parenting information to Multnomah County parents experiencing separation or divorce.

In addition to Parent Education, FCS provides child custody and parenting time mediation to over 1,000 families per year and conducts comprehensive child custody evaluations 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 co-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 available at the Juvenile Court and East County Courthouse in order to better serve the residents of East Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of individuals satisfied with parent education classes	91%	90%	90%	90%
Outcome	Percent of custody/parenting time evaluations resulting in settlement	80%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$336,820	\$764,427	\$426,894	\$711,818
Contractual Services	\$0	\$61,819	\$0	\$62,684
Materials & Supplies	\$0	\$23,546	\$320	\$22,990
Internal Services	\$0	\$211,997	\$0	\$272,412
Total GF/non-GF	\$336,820	\$1,061,789	\$427,214	\$1,069,904
Program Total:	\$1,398,609		\$1,497,118	
Program FTE	2.43	6.37	2.96	6.04

Program Revenues				
Fees, Permits & Charges	\$0	\$978,172	\$0	\$989,354
Intergovernmental	\$0	\$83,617	\$0	\$80,550
Total Revenue	\$0	\$1,061,789	\$0	\$1,069,904

Explanation of Revenues

This program generates \$123,287 in indirect revenues. County General Fund plus 1) \$778,354 in State funding for conciliation and mediation services assumes continued funding at current level. 2) \$81,000 - Conciliation Services fee collected as part of \$60 marriage license fees of which \$10 is a conciliation services fee. 3) \$5,000 - Child Custody Evaluation Case-Opening Fees. 70% of clients qualify for a waiver. 4) \$125,000 for Parenting Education Program fees. Fee of \$70 is collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. 5) \$80,550 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access and visitation services to non-custodial parents who are having difficulty establishing visitation and a legally enforceable parenting plan. Assuming FY 2020 funding will continue in FY 2021.

Significant Program Changes

Last Year this program was: FY 2020: 50052-20 Family Court Services

This program offer adds 0.20 FTE marriage and family counselor associate in FY 2021. The temporary pay budget was reduced in this program offer to cover the cost of the increased FTE.

Additionally, 0.35 FTE is backfilled with General Fund that was previously funded by a State contract for conciliation and mediation services and 0.02 FTE is shifted from General Fund to the US Dept. of HHS Access & Visitation grant for a net 0.33 FTE backfill in the General Fund.

Internal services costs increased by \$68,000 based on the opening of the new courthouse.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$276,394	\$0	\$280,448	\$0
Contractual Services	\$8,322	\$0	\$8,322	\$0
Materials & Supplies	\$97,284	\$0	\$97,518	\$0
Internal Services	\$24,571	\$0	\$21,912	\$0
Total GF/non-GF	\$406,571	\$0	\$408,200	\$0
Program Total:	\$406,571		\$408,200	
Program FTE	3.20	0.00	3.20	0.00

Program Revenues				
Other / Miscellaneous	\$214,000	\$0	\$217,649	\$0
Total Revenue	\$214,000	\$0	\$217,649	\$0

Explanation of Revenues

County General Fund including revenue of \$126,709 in Courtyard Cafe sales and \$90,940 in Catering sales. FY 2021 budget is based on average of FY 2018 and FY 2019 actual.

Significant Program Changes

Last Year this program was: FY 2020: 50053-20 Courtyard Cafe and Catering

Department: Community Justice **Program Contact:** Rosa Garcia & 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. In FY 2019, over 620 youth were brought to Juvenile Detention for intake screening. This offer funds 48 of the 64 beds required to meet the County's daily detention needs.

Program Summary

Though originally constructed with 191 beds, only 64 beds are needed to meet the County's daily detention needs. Thirty beds are contracted and reserved for Clackamas and Washington Counties. The remaining 34 beds hold high risk Multnomah County youth who are not appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	323	350	350	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	318	300	300	300

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$6,856,418	\$0	\$7,421,457	\$0
Contractual Services	\$5,461	\$0	\$5,461	\$0
Materials & Supplies	\$191,386	\$140,065	\$146,903	\$136,905
Internal Services	\$1,355,914	\$0	\$1,374,161	\$0
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$8,420,179	\$140,065	\$8,958,982	\$136,905
Program Total:	\$8,560,244		\$9,095,887	
Program FTE	52.40	0.00	53.40	0.00

Program Revenues				
Intergovernmental	\$3,615,195	\$140,065	\$3,580,650	\$136,905
Total Revenue	\$3,615,195	\$140,065	\$3,580,650	\$136,905

Explanation of Revenues

County General Fund plus 1) \$136,905 - total reimbursement by USDA ODE for youth that qualify for the school breakfast lunch program; \$49,234/breakfast & \$87,671/lunch. Projection uses trending from prior three fiscal years actual. 2) \$3,580,650 - anticipating current IGAs with Clackamas County (13 beds) and Washington County (17 beds), respectively for Juvenile Detention Center. The number of daily bed usage will continue through FY 2021 with an estimated 3% increase of current bed/day rate. The 3% increase is the estimated CPI index based on the IGA.

Significant Program Changes

Last Year this program was: FY 2020: 50054A-20 Juvenile Detention Services - 48 Beds

This program offer reflects an increase of 1.00 FTE community justice program manager that transferred from another DCJ program during FY 2020 (refer # 50051).

Personnel Expenses: The juvenile detention services is a 24-7 operation which requires mandatory staffing ratios. In this program offer, an operational realignment was made to increase the overtime budget in the amount of \$98,159 to align with current service level needs. The additional increases in this budget were due to the Local 86 contract settlement in FY20, annual salary costs and pay equity adjustments. Materials and supplies are reduced based upon the 8-bed detention reduction in FY2020.

Department: Community Justice **Program Contact:** Rosa Garcia & 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. In FY 2019, over 620 youth were brought to Juvenile Detention for intake screening. This offer funds 16 of the 64 beds required to meet the County's daily detention needs.

Program Summary

Though originally constructed with 191 beds, only 64 beds are needed to meet the County's daily detention needs. Thirty beds are contracted and reserved for Clackamas and Washington Counties. The remaining 34 beds hold high risk Multnomah County youth who are not appropriate for community placement. Of those 64 beds, a unit of 16 beds must be kept available for youth who identify as female.

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	323	350	350	350
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	318	300	300	300

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,128,250	\$0	\$1,227,594	\$0
Materials & Supplies	\$40,630	\$0	\$29,700	\$0
Total GF/non-GF	\$1,168,880	\$0	\$1,257,294	\$0
Program Total:	\$1,168,880		\$1,257,294	
Program FTE	9.00	0.00	9.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50054B-20 Juvenile Detention Services - 16 Beds

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

Executive Summary

One of the key components for supervision of pre-adjudicated, at risk youth is to allow for qualified youth to remain at home or in community placements while awaiting court processing. The Community Monitoring Program (CMP) provides supervision and support while reserving the use of costly detention bed spaces for higher risk youth. 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 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 possible for youth who are involved in the court process. Without a range of alternatives to detention, Multnomah County JSD would detain over 100 additional youth per year.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth served	254	200	250	250
Outcome	Percent of youth who attend their court appearance	97%	98%	98%	98%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$222,097	\$419,715	\$216,829	\$419,715
Total GF/non-GF	\$222,097	\$419,715	\$216,829	\$419,715
Program Total:	\$641,812		\$636,544	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund plus \$419,715 from Oregon Youth Authority Gang Transition Services (OYA GTS). Award 07/01/2019 - 06/30/2021. This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions.

Significant Program Changes

Last Year this program was: FY 2020: 50055-20 Community Monitoring Program

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

Executive Summary

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 justice-involved youth are Latino and African American. By placing these youth in culturally appropriate placements (short-term shelter care or treatment foster care), fewer youth of color are confined. Juvenile shelter and residential placements additionally save the County significant funding each year while preserving public safety.

Program Summary

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

Multnomah County serves as a model site, and has long been regarded as a national leader in the Juvenile Detention Alternatives Initiative (JDAI). Shelter care is one of the alternatives to detention that the Juvenile Services Division (JSD) utilizes. Shelter care services offer at-risk youth who would otherwise be placed in costly detention beds an opportunity to remain safely in the community under a high level of structure and supervision by professional shelter care providers. JSD contracts with Boys and Girls Aid and Maple Star Oregon to provide short-term shelter and treatment foster care to pre- and post-adjudicated youth. Services are focused on providing a safe, secure, and supportive environment that assists with behavioral stabilization, strengthens individual and family relationships, uses evidence-based practices (EBP) and strength-based approaches in dealing with the criminogenic needs of the youth, and facilitates the youth's reintegration back to the family and/or community. The majority of justice-involved youth placed in these shelter programs are Latino and African American. By serving youth of color in culturally appropriate placements (short-term shelter care or treatment foster care), research has shown the disproportionate confinement of youth of color drops significantly and keeps youth connected to their communities without a reduction in public safety.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth served	69	75	70	70
Outcome	Percent of youth who do not leave the shelter during their placement	84%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$208,983	\$505,815	\$262,478	\$505,815
Total GF/non-GF	\$208,983	\$505,815	\$262,478	\$505,815
Program Total:	\$714,798		\$768,293	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$271,175	\$0	\$271,175
Service Charges	\$0	\$234,640	\$0	\$234,640
Total Revenue	\$0	\$505,815	\$0	\$505,815

Explanation of Revenues

County General Fund plus 1) \$271,175 from Oregon Youth Authority Gang Transition Services (OYA GTS). This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease minority youth commitment to OYA institutions. 2) \$234,640 from Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). Services are provided by two County contracted providers.

Significant Program Changes

Last Year this program was: FY 2020: 50056-20 Juvenile Shelter & Residential Placements

This program offer reflects a rate increase for shelter beds.

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, Informal and Adjudication (IAIA) carries an average daily caseload of 180 youth (12 to 18 years of age). Youth who are at imminent risk of becoming chronic juvenile offenders are identified using validated risk assessment instruments; supervision and services are provided to over 250 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of cases referred for adjudication	259	265	265	265
Outcome	Percent of youth who do not receive a new adjudication within one year of the start of informal supervision	86%	80%	80%	80%
Output	Total number of cases referred for informal handling	209	200	200	200

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,248,180	\$0	\$1,505,847	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,427	\$0	\$4,947	\$0
Internal Services	\$10,871	\$0	\$24,321	\$0
Total GF/non-GF	\$1,269,622	\$0	\$1,541,259	\$0
Program Total:	\$1,269,622		\$1,541,259	
Program FTE	9.00	0.00	11.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2020: 50057-20 Juvenile Intake, Assessment, Intervention & Adjudication (IAIA)

This program offer reflects an increase of 2.00 FTE. During FY 2020, 1.00 FTE juvenile counseling assistant transferred from another DCJ program (refer # 50051). In FY 2021, 1.00 FTE juvenile counselor is added per legislative changes in SB 1008.

Internal services increase due the transfer of two vehicles from the ATYF program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,467,732	\$1,051,834	\$1,640,850	\$1,307,180
Contractual Services	\$143,093	\$123,366	\$66,505	\$126,000
Materials & Supplies	\$9,206	\$0	\$9,986	\$0
Internal Services	\$63,117	\$163,328	\$61,706	\$194,995
Total GF/non-GF	\$1,683,148	\$1,338,528	\$1,779,047	\$1,628,175
Program Total:	\$3,021,676		\$3,407,222	
Program FTE	10.70	8.30	12.23	9.77

Program Revenues				
Intergovernmental	\$0	\$1,338,528	\$0	\$1,628,175
Total Revenue	\$0	\$1,338,528	\$0	\$1,628,175

Explanation of Revenues

This program generates \$194,995 in indirect revenues. County General Fund plus 1) \$1,030,205 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. This is a 52% allocation for the 2nd year of the 2019-2021 biennial budget. Funding provides services designed to impact youth gang involvement and decrease youth of color commitment to OYA institutions. 2) \$471,970 - IGA with Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. This is a 65% allocation for the 2nd year 2019-2021 biennial budget. Funding must be allocated to evidence-based programs. 3) \$126,000 - Oregon Youth Authority (OYA) Flex Fund grant. Funding is to provide individualized services tailored to meet individual needs and case plans of youth offenders. Award 07/01/19 - 06/30/21. FY 2021 is 51% allocation for 2nd year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2020: 50058-20 Juvenile Probation Services

This program offer reflects an increase of 3.00 FTE to the General Fund. In FY 2021, 2.00 FTE juvenile counselor are added per legislative changes in SB 1008 and 1.00 FTE juvenile counseling assistant is added.

In FY 2021, this program offer reflects the reallocation of 1.33 FTE juvenile counselor from the General Fund to Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic Services funding. This reallocation is due to the elimination of the DCJ Assessment & Treatment for Youth & Families (ATYF) program in FY2021. In addition, 0.14 FTE juvenile counselor is reallocated from the General Fund to Oregon Youth Authority Gang Transition Services (OYA GTS) funding.

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of outreach/contacts with suspected gang members/associates	406	450	420	420
Outcome	Number of gang-activity related criminal arrests	253	400	300	300

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$523,260	\$0	\$544,617
Total GF/non-GF	\$0	\$523,260	\$0	\$544,617
Program Total:	\$523,260		\$544,617	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$523,260	\$0	\$544,617
Total Revenue	\$0	\$523,260	\$0	\$544,617

Explanation of Revenues

\$544,617 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease youth of color commitment to OYA institutions. This is the 2nd year of the 2019-2021 biennial budget as pass-through to the Gresham Police Dept.

Significant Program Changes

Last Year this program was: FY 2020: 50060-20 Juvenile East Multnomah Gang Enforcement Team (EMGET)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$447,146	\$1,531,185	\$575,808	\$1,581,019
Contractual Services	\$131,627	\$69,000	\$143,851	\$30,751
Materials & Supplies	\$9,740	\$0	\$12,509	\$0
Internal Services	\$252,310	\$190,108	\$255,420	\$193,121
Total GF/non-GF	\$840,823	\$1,790,293	\$987,588	\$1,804,891
Program Total:	\$2,631,116		\$2,792,479	
Program FTE	2.02	13.98	2.76	13.24

Program Revenues				
Intergovernmental	\$0	\$1,180,799	\$0	\$1,242,619
Service Charges	\$0	\$609,494	\$0	\$562,272
Total Revenue	\$0	\$1,790,293	\$0	\$1,804,891

Explanation of Revenues

This program generates \$193,121 in indirect revenues. County General Fund plus 1) \$1,242,619 - IGA w/Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services. Funding includes 1a) \$309,767 Diversion Services: provide youth-specific treatment including but not limited to substance abuse, mental health and 1b) \$932,852 Basic Services to prevent the highest risk youth offenders from re-offending in the community. This is a 51% allocation for the 2nd year of the 2019-2021 biennial budget. 2) \$236,870 - Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth who are authorized to receive Behavior Rehabilitation Services (BRS). FY 2021 per FY 2020 current year estimate. 3) \$198,953 - Anticipating renewal of IGA w/Oregon Dept. of Human Services to provide 4 A&E beds to youth authorized to receive Behavior Rehabilitation Services (BRS). 4) \$126,449 - IGA w/Clackamas County to provide A&E beds for youth requiring a staff-secured, out of home placement for assessment/evaluation, stabilization and transition planning. IGA ends 06/30/2020. Assuming funding continues in FY 2021 per current service level.

Significant Program Changes

Last Year this program was: FY 2020: 50063-20 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

This program offer reflects an increase of 1.00 FTE juvenile counselor and a decrease of 1.00 FTE mental health consultant for a net zero impact to FTE. During FY 2020, 1.00 FTE transferred from another DCJ program (refer # 50064) and was reclassified from a mental health consultant to a juvenile court counselor. In FY 2021, 1.00 FTE mental health consultant is cut.

In FY 2021, 0.74 FTE are backfilled with General Fund as follows: 0.47 FTE reallocated from Oregon Health Authority BRS; 0.23 FTE reallocated from IGA with Clackamas County; and 0.04 FTE reallocated from IGA with State Dept. of Human Services (DHS).

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

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of African American and Latino youth referred through Juvenile service	99	100	100	100
Outcome	Percent of African American and Latino youth who did not receive a new adjudication after entering services	74%	NEW	NEW	75%

Performance Measures Descriptions

Measure 2 Changed: Realignment with division-wide recidivism definition. Under the previous definition of percent of African American and Latino youth who did not receive a new criminal referral after entering service, the FY19 actual was 51%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,515,143	\$169,787	\$1,565,405	\$169,787
Total GF/non-GF	\$1,515,143	\$169,787	\$1,565,405	\$169,787
Program Total:	\$1,684,930		\$1,735,192	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund plus 1) \$159,787 from Oregon Youth Authority Gang Transition Services (OYA GTS) funds. Funding provides services designed to impact youth gang involvement and decrease youth of color commitment to OYA institutions. This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget. 2) \$10,000 - from Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) Basic and Diversion Services to provide youth with culturally specific services. This is a 50% allocation for the 2nd year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2020: 50065A-20 Juvenile Community Healing Initiative (CHI)

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

Executive Summary

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

Program Summary

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

Lastly, also included is funding to provide gang prevention services to culturally specific organizations. Services target gang impacted youth and their families and are aligned with the Multnomah County Strategic Plan to address gang violence based on the Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model Implementation Plan.

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of CHI Early Intervention youth referred	246	275	250	250
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	82%	65%	75%	75%
Output	Number of youth who receive gang prevention services	139	100	125	125

Performance Measures Descriptions

Measure 4 Eliminated: Data for measure (previously obtained from contractor) no longer available. Prior measure language: Percent of youth enrolled in school at time of exit from Youth Gang Prevention Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$60,409	\$60,409	\$0	\$0
Contractual Services	\$517,018	\$0	\$250,923	\$281,611
Materials & Supplies	\$260	\$0	\$0	\$0
Internal Services	\$0	\$10,342	\$0	\$0
Total GF/non-GF	\$577,687	\$70,751	\$250,923	\$281,611
Program Total:	\$648,438		\$532,534	
Program FTE	0.50	0.50	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$70,751	\$0	\$281,611
Total Revenue	\$0	\$70,751	\$0	\$281,611

Explanation of Revenues

County General Fund plus \$281,611 from Oregon Department of Education, Youth Development Division. Funding is allocated to the Culturally Specific/Community Healing Initiative (CHI) /Gang Prevention Unit providing prevention and intervention services to at risk youth or gang impacted youth and their families. Unit provides employment/educational skills to youth, and strengthens parenting skills of families and guardians. This is a 48% allocation for the 2nd year of the 2019-2021 biennial budget.

Significant Program Changes

Last Year this program was: FY 2020: 50065B-20 CHI Early Intervention & Youth Gang Prevention Services

This program offer is reduced by 1.00 FTE program specialist senior that transfers to another DCJ program in FY 2021 (refer # 50066).

Department: Community Justice **Program Contact:** Tracey Freeman
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 (CIS) consists of the following:

Education and treatment access coordinator - Serves as a liaison between JSD, school districts, and mental health/substance use disorder treatment providers to improve school and treatment connectivity for youth involved in the juvenile justice system.

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

Hands of Wonder program coordinator - Plans, administers, and leads the Hands of Wonder program that includes the garden program as well as other restorative justice and workforce development efforts.

Intervention and resource connection specialists - Juvenile court counselors who serve as law enforcement liaisons by working with 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).

Youth and gang violence prevention coordinator - In partnership with the Portland Office of Youth Violence Prevention, leads the implementation of Multnomah County's Strategic Plan to Address Gang Violence, and other strategic partnerships related to youth violence prevention.

Community Interface Services office assistant - Provides administrative and clerical support to the CIS Unit.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth and family connections made in the community for diversion from juvenile system	640	550	550	550
Outcome	Percent of youth on probation actively engaged in school	88%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$690,746	\$0	\$641,036	\$338,327
Contractual Services	\$71,800	\$0	\$71,395	\$0
Materials & Supplies	\$7,411	\$0	\$7,931	\$0
Internal Services	\$19,462	\$0	\$17,973	\$38,594
Total GF/non-GF	\$789,419	\$0	\$738,335	\$376,921
Program Total:	\$789,419		\$1,115,256	
Program FTE	5.00	0.00	4.50	2.50

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$376,921
Total Revenue	\$0	\$0	\$0	\$376,921

Explanation of Revenues

This program generates \$38,594 in indirect revenues.
 County General Fund plus 1) \$300,610 from Oregon Dept. of Education, Youth Development Division Prevention program. Funding is to provide assessment & treatment to youth who are at a high risk. Award 07/01/119 - 06/30/21. 2) \$76,311 from City of Portland for 1.00 FTE Youth & Gang Violence Coordinator to monitor and provide ongoing evaluation of the strategic plan under the guidance of the LPSCC Youth and Gang Violence Steering Committee. IGA07/01/2020 -06/30/2021.

Significant Program Changes

Last Year this program was: FY 2020: 50066-20 Juvenile Community Interface Services

This program offer reflects an increase of 2.00 FTE. During FY 2020, 1.00 FTE office assistant senior transferred from another DCJ program (refer # 50051). In FY 2021, 1.00 FTE program specialist senior transfers from another DCJ program (refer # 50065B).

In FY 2021, this program offer reflects the reallocation of 2.00 FTE juvenile counselor from the General Fund to Oregon Dept. of Education, Youth Development Division Prevention program (aka JCP Prevention) funding. This reallocation is due to the elimination of the DCJ Assessment & Treatment for Youth & Families (ATYF) program in FY2021.

Department Overview

Multnomah County Department of Community Services (DCS) has developed a performance and accountability strategy that focuses on results. The foundation of our performance and accountability strategy is our department-wide Strategic Plan.

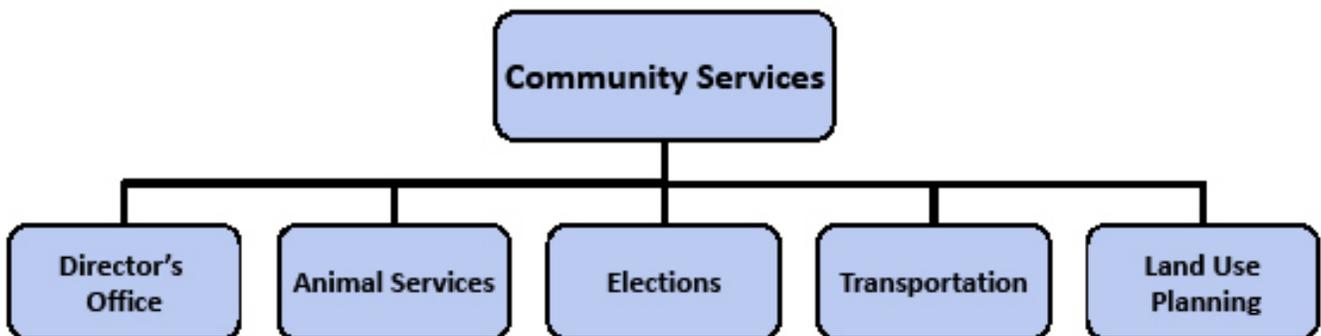
The guiding principles for the FY 2021 Budget development were to provide our residents and employees with a sense safety, trust and belonging through our services; look for efficiencies whenever possible; alignment with DCS Mission and Strategic Plan; and using an equity lens (diversity, equity and inclusion).

The department delivers a number of essential services throughout Multnomah County. The divisions include Animal Services, Elections, Land Use Planning and Transportation. The common mission of these diverse divisions is articulated in the department’s mission, vision and values.

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 2021 Department of Community Services Proposed budget is \$145.9 million. County General Fund comprises \$18.8 million (13%), Other Funds include the Road Fund \$71.6 million (49%), Willamette River Bridge Fund \$21.3 million (15%), Burnside Bridge Fund \$18.4 million (13%), Sellwood Bridge Replacement Fund \$10.2 million (7%), Land Corner Preservation Fund \$2.2 million (2%), Animal Control Fund , Fed/State Fund, Video Lottery Fund and Bicycle Path Construction Fund (2%).

Significant changes in Other Funds include:

- Willamette River Bridge Fund increased by \$9.7 million and Burnside Bridge Fund by \$3.5 million mainly due to increased vehicle registration fees (VRF). The County Board approved County Ordinance 1277 in 2019. The ordinance increases the vehicle registration fee starting January 1, 2021 and is dedicated to Willamette River Bridges.
- Sellwood Bridge Replacement Fund decreased by \$10.8 million as an outstanding claim was settled.
- Road Fund increased by \$2.3 million primarily due HB 2017 (Keep Oregon Moving), a transportation funding package passed by the Oregon Legislature.

This is the second and final year of General Fund (\$82,962) support for half of the department Equity and Organizational Culture Manger position in the Director’s Office (90000). The department will support the position with department indirect funds starting in FY 2022.

The budget includes \$500,000 in one-time-only funding. The one-time-only funding is allocated to Presidential Elections (90010B) for \$450,000 and Levee Ready Columbia - IGA Obligation (90014) for \$50,000. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current	Adopted	Proposed	
	Actual	Estimate	Budget	Budget	
Staffing FTE	217.67	216.00	216.00	216.00	0.00
Personnel Services	\$24,735,950	\$26,179,347	\$27,932,447	\$29,325,120	\$1,392,673
Contractual Services	50,997,063	58,236,400	61,205,825	87,665,362	26,459,537
Materials & Supplies	3,724,154	7,921,870	3,675,664	6,298,862	2,623,198
Internal Services	18,290,795	20,014,581	22,177,218	22,377,834	200,616
Debt Service	16,200	3,016,200	3,016,200	0	(3,016,200)
Capital Outlay	869,185	1,268,269	21,052,407	253,500	(20,798,907)
Total Costs	\$98,633,347	\$116,636,667	\$139,059,761	\$145,920,678	\$6,860,917

*Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

The Department of Community Services Divisions have successfully met several significant milestones during FY 2020 and is committed to the challenges that lay ahead in FY 2021:

Animal Services – The division partnered with the University of Wisconsin Shelter Medicine program to conduct a full evaluation of operations, protocols and procedures to enhance the quality of care provided and provide for services catered to our community needs. Multnomah County is working with an outside agency to develop the programming and service delivery recommendations for the future animal shelter operations.

Elections – Once every four years, the Presidential General election takes place and this will occur on November 3, 2020 in fiscal year 2021. This election is different from all other elections in the four year cycle because of the significant spike in voter registration and ballots cast. This large increase in workload requires a significant increase in staffing and materials. The Elections Division continues to experience extraordinary sustained period of growth in registered voters. Through population growth and implementation of automatic voter registration, the County's active registered voter count has shot up by more than 100,000 voters since 2016 and is expected to continue to climb.

Land Use Planning – The program continues to implement the revised comprehensive plan through the development and implementation of land use code in close coordination with the community. Staff will focus on the development of code that will mitigate wildfire and landslide risk as well as provide a framework for regulating development of floating structures. New for next fiscal year is a necessary software change designed to enhance the customer experience for permit applications and increase transparency for the community by providing an online self-service portal for submitting applications, paying fees and looking up permit information.

Transportation – The Road Fund revenue has increased as a result of Oregon legislation passed in 2017. This legislation established stepped fee increases in both gas tax and vehicle registration fees over eight year period. Even with the new revenue, funding does not keep up with system needs. Update of the County Capital Improvement Plan and Program was completed in FY 2020. This update provided an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates, and resulted in a prioritized transportation capital projects list. The Earthquake Ready Burnside Environmental Review Phase will continue through FY 2021 and is anticipated to be completed in December 2021. Infrastructure financing continues to be the most significant challenge still facing the Transportation Division. The division is actively looking for ways to fund much needed improvement to the County's system of roads and bridges.

Diversity, Equity, and Inclusion

DCS remains committed to providing equitable and accessible services to the community from all backgrounds including the underserved and historically marginalized groups. The leadership team is utilizing the equity and empowerment lens in decision making around the budget, on programs provided and on delivery of services, recognizing who is burdened and/or most impacted by the decisions. DCS continues to practice inclusion by bringing in a broad spectrum of voices to help guide program planning and implementation through community involvement in public meetings, Citizen Advisory Committees and the Planning Commission.

Following the Workforce Equity Strategic Plan to ensure safety, trust and belonging is established in the workplace environment, in FY 2020, DCS has hired an Equity and Organizational Culture Manager who is collaborating with Human Resources and Leadership to ensure that the department is achieving the metrics laid out in the plan. Efforts toward creating a diverse workplace that is also inclusive and equitable is a top priority. To that end, there is an Equity and Think Yes team also established in FY 2020, and a collaboration with the Center for Equity and Inclusion to create a strategic plan that upholds the County’s core values while making it applicable to the unique needs of the department and its divisions. DCS continues to have customized staff training in partnership with Organizational Learning and with the support of the Equity and Organizational Culture manager so as to tend to our organizational culture.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$3,078,706	\$2,670,377	\$5,749,083	30.00
Animal Services	8,196,358	3,793,950	11,990,308	59.00
Elections	5,503,668	0	5,503,668	12.00
Land Use Planning	2,035,684	35,000	2,070,684	11.00
Transportation	100,000	137,254,225	137,354,225	104.00
Non-Represented Wage Freeze	<u>(140,040)</u>	<u>0</u>	<u>(140,040)</u>	<u>0.00</u>
Total Community Services*	\$18,774,376	\$143,753,552	\$162,527,928	216.00

*Does include cash transfers, contingencies or unappropriated balances.

Director's Office

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

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

Significant Changes

At DCS, we pride ourselves on our ability to not only meet our statutory requirements, but to provide services and programs that the community expects to have access to. This year, DCS's budget was developed with a focused on three key elements:

- 1) our mission: to preserve harmony between natural and built environments, keep people and pets safe and ensure every voice is heard;
- 2) assessing programs and activities for which we are mandated by the federal, state, or local governments;
- 3) with a diversity, equity and inclusion lens. These elements thread our diverse lines of businesses together to enable us to best serve our community.

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

Animal Services

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

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

Significant Changes

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

1. MCAS has partnered with the University of Wisconsin Shelter Medicine program to conduct a full evaluation of operations, protocols and procedures to enhance the quality of care provided and provide for services catered to our communities' needs.
2. Working closely with the Office of Emergency Management, MCAS has partnered with several local organizations and agencies to ensure the County is prepared to respond to animal related issues in the event of a disaster.
3. The Animal Health team upgraded its diagnostic equipment, including the installation of digital x-rays, creating improved diagnostic capabilities in-house.
4. In an effort to enhance accessibility and provide greater information to the public, a complete re-design of the shelter website, multcopets.org, will be completed by the end of FY 2020. The new site will provide improved navigation and resources, as well as, simplifying lost and found reporting.
5. The dog kennel renovation project will be completed in FY 2020, creating a calmer and less stressful shelter environment for the dogs in our care. Additionally, cat kennels will also be expanded creating larger spaces for cats.

Elections

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

Conducting elections involves registering voters, maintaining voter, address and district data, checking signatures on city and local candidate and initiative petitions, accepting candidate and measure filings, producing voters' pamphlets, issuing and mailing ballots, managing the main office, a voting center, and 27 other drop site locations, accepting and processing returned ballots, providing assistance to voters with disabilities and voters who speak languages other than English, counting ballots, and releasing results. During major elections, the division employs as many as 275 temporary workers. The division also provides voter education and outreach as a core service, working to identify and remove barriers to voter participation in underserved communities through building relationships, community engagement, and targeted education and outreach opportunities. In 2019, the Elections Division implemented the new campaign finance disclosure program and is responsible for investigating complaints.

Significant Changes

Once every four years, the Presidential General election takes place and this will occur on November 3, 2020 in fiscal year 2021. This election is different from all other elections in the four year cycle because of the significant spike in voter registration and ballots cast. It is very likely that Multnomah County will see records set for both total number of registered voters and total ballots cast. This large increase in workload requires a significant increase in staffing and materials. Program Offer 90010B is a one-time-only offer that will fund additional on-call Election Workers, two limited duration Office Assistant Sr. positions, increased traffic support and security. This program offer will also provide funding to replace workstations and servers that are part of critical systems and supplies that are necessary to accommodate the Presidential General election.

Land Use Planning

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

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

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

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

Significant Changes

The Land Use Planning Division also has the responsibility of conducting erosion control inspections. The Compliance Section is responsible for completing these inspections because they travel throughout the County. This new duty was assigned just prior to a staff reduction during the last fiscal year, and has compounded the impact of the staff reduction on the Compliance Section's ability to respond to complaints from the community.

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

State Law obligates the Division to review land use applications within a specific time frame. Development of new Federal, State and Regional laws often obligates the County to adopt or revise existing ordinances in a specific time frame. Staff are looking at a number of housekeeping amendments to the zoning code that will better align the relevant review and approval process with the potential impact of the proposed development activity and achieve efficiencies and improved customer service.

Transportation

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

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

Significant Changes

Road Fund revenue has increased as a result of HB 2017. Even with the new revenue, funding does not keep up with system needs. Update of the County Capital Improvement Plan and Program was completed in FY 2020. This update provided an in-depth review of existing conditions, improvement needs, and preliminary project development and cost estimates and resulted in a prioritized transportation capital projects list. Capital projects completed in FY 2020 include the Cochran Rd Bridge and the Burnside Bridge Maintenance Project. The Earthquake Ready Burnside Environmental Review Phase will continue through FY 2021 and is anticipated to be completed in December 2021. A failed culvert on NW Rock Creek Rd required replacement.

The Transportation Division is working through the budgetary impacts of the decline in state and county dedicated transportation revenues resulting from COVID-19. Transportation's dedicated revenues generated through both gasoline consumption and trucking activity are in decline. County staff are committed to developing budget reductions that reflect the County's commitment to equity, safety and access recommendation that will be based on what's ultimately best for the county as whole.

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 2021 General Fund	Other Funds	Total Cost	FTE
Director's Office					
90000	Director's Office	\$1,656,911	\$100,725	\$1,757,636	7.00
90001	Human Resources	822,870	0	822,870	5.00
90002	Business Services	598,925	2,569,652	3,168,577	18.00
Animal Services					
90005	Animal Services Client Services	1,820,173	1,424,000	3,244,173	16.00
90006A	Animal Services Field Services	1,784,240	11,000	1,795,240	12.00
90006B	Animal Services Field Services Animal Control Officer 1	83,603	0	83,603	1.00
90006C	Animal Services Field Services Animal Control Officer 1	82,726	0	82,726	1.00
90007	Animal Services Animal Care	4,425,616	2,358,950	6,784,566	29.00
Elections					
90010A	Elections	4,951,490	0	4,951,490	12.00
90010B	Presidential Election	450,000	0	450,000	0.00
90010C	Election Access & Education	102,178	0	102,178	0.00
Land Use Planning					
90021	Land Use Planning	2,035,684	35,000	2,070,684	11.00
Transportation					
90012	County Surveyor's Office	0	4,584,279	4,584,279	11.00
90013	Road Services	100,000	14,522,796	14,622,796	58.00
90014	Levee Ready Columbia (IGA Obligation)	0	50,000	50,000	0.00
90015	Bridge Services	0	10,163,146	10,163,146	35.00
90018A	Transportation Capital	0	64,759,752	64,759,752	0.00
90022	State Transportation Improvement Fund/ Transit	0	1,234,038	1,234,038	0.00
90024	City Supplemental Payments	0	41,940,214	41,940,214	0.00
All Divisions					
	Non-represented Wage Freeze*	<u>(140,040)</u>	<u>0</u>	<u>(140,040)</u>	<u>0.00</u>
Total Community Services		\$18,774,376	\$143,753,552	\$162,527,928	216.00

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$115,218. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds is unchanged.

Department: Community Services

Program Contact: Kim Peoples

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of development trainings attended by department leadership and key leaders	6	6	10	6
Outcome	Percent of employees receiving an annual evaluation	100%	100%	100%	100%

Performance Measures Descriptions

Development trainings address supervisory, management and leadership competencies, and include the Executive Learning Series and trainings scheduled with the Center for Equity and inclusion work with DCS Equity and Think Yes for DCS committee. Percent of employees receiving an annual evaluation reflects the desired outcome that all employees receive performance feedback from their supervisor every year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,135,873	\$74,640	\$1,178,787	\$79,105
Contractual Services	\$167,500	\$0	\$160,000	\$0
Materials & Supplies	\$45,912	\$0	\$43,412	\$0
Internal Services	\$302,360	\$4,874	\$274,712	\$21,620
Total GF/non-GF	\$1,651,645	\$79,514	\$1,656,911	\$100,725
Program Total:	\$1,731,159		\$1,757,636	
Program FTE	6.00	1.00	6.00	1.00

Program Revenues				
Intergovernmental	\$0	\$79,514	\$0	\$100,725
Other / Miscellaneous	\$1,377,925	\$0	\$1,209,780	\$0
Total Revenue	\$1,377,925	\$79,514	\$1,209,780	\$100,725

Explanation of Revenues

This program generates \$9,176 in indirect revenues.
 The Director's Office is supported by department indirect (Cost Allocation Plan), County General Fund and Transportation Fund.

Significant Program Changes

Last Year this program was: FY 2020: 91000A-20 Director's Office

No significant changes to report.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$763,342	\$0	\$819,718	\$0
Materials & Supplies	\$2,500	\$0	\$2,500	\$0
Internal Services	\$0	\$0	\$652	\$0
Total GF/non-GF	\$765,842	\$0	\$822,870	\$0
Program Total:	\$765,842		\$822,870	
Program FTE	5.00	0.00	5.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2020: 91001-20 Human Resources

No significant changes in this program offer.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$543,966	\$1,908,743	\$542,570	\$2,028,883
Contractual Services	\$5,000	\$31,000	\$5,000	\$16,500
Materials & Supplies	\$4,980	\$42,180	\$4,980	\$49,100
Internal Services	\$7,903	\$466,389	\$46,375	\$475,169
Total GF/non-GF	\$561,849	\$2,448,312	\$598,925	\$2,569,652
Program Total:	\$3,010,161		\$3,168,577	
Program FTE	3.00	15.00	3.00	15.00

Program Revenues				
Intergovernmental	\$0	\$1,820,563	\$0	\$1,795,349
Other / Miscellaneous	\$0	\$224,620	\$0	\$363,059
Beginning Working Capital	\$0	\$298,079	\$0	\$311,244
Service Charges	\$0	\$105,050	\$0	\$100,000
Total Revenue	\$0	\$2,448,312	\$0	\$2,569,652

Explanation of Revenues

This program generates \$229,257 in indirect revenues.

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

Significant Program Changes

Last Year this program was: FY 2020: 91002-20 Business Services

No significant changes in this program offer.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,581,695	\$0	\$1,585,756	\$0
Contractual Services	\$46,000	\$16,000	\$91,000	\$14,240
Materials & Supplies	\$20,500	\$0	\$27,300	\$9,968
Internal Services	\$96,844	\$0	\$116,117	\$0
Cash Transfers	\$0	\$1,697,000	\$0	\$1,399,792
Total GF/non-GF	\$1,745,039	\$1,713,000	\$1,820,173	\$1,424,000
Program Total:	\$3,458,039		\$3,244,173	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,680,000	\$0	\$1,374,000
Other / Miscellaneous	\$0	\$28,000	\$0	\$50,000
Financing Sources	\$1,697,000	\$0	\$1,399,792	\$0
Service Charges	\$0	\$5,000	\$0	\$0
Total Revenue	\$1,697,000	\$1,713,000	\$1,399,792	\$1,424,000

Explanation of Revenues

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

Specifically, MCAS currently processes approximately 50,000 pet licences per year which would generate approximately \$1,728,500 in revenue and \$58,500 in fines related to license non-compliance.

Significant Program Changes

Last Year this program was: FY 2020: 91005A-20 Animal Services Client Services

Animal Services is pursuing a legislative change to decouple proof of rabies at time of an animal license issuance. The legislative update is forecasted to promote increased revenues from license sales. Forecasted revenues are expected to continue to decline until proof of rabies is decoupled from license fee process. FY20 collection had been lower than budget, therefore, we reduced our planned revenue for FY21 to better reflect the actual collection rate.

Legal / Contractual Obligation

ORS 609.010 to 609.190 Animal Control mandates, ORS 609.205 prohibitions against keeping wild or exotic animals. ORS 433.340 - 433.390 Rabies Control and Multnomah County Code Chapter 13 provides local regulations for animal ownership.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,396,656	\$0	\$1,271,410	\$0
Contractual Services	\$137,500	\$700	\$157,500	\$275
Materials & Supplies	\$38,000	\$0	\$43,000	\$0
Internal Services	\$337,359	\$0	\$312,330	\$0
Cash Transfers	\$0	\$11,300	\$0	\$10,725
Total GF/non-GF	\$1,909,515	\$12,000	\$1,784,240	\$11,000
Program Total:	\$1,921,515		\$1,795,240	
Program FTE	14.00	0.00	12.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$4,500	\$0	\$2,500
Other / Miscellaneous	\$0	\$7,500	\$0	\$8,500
Financing Sources	\$11,300	\$0	\$10,725	\$0
Total Revenue	\$11,300	\$12,000	\$10,725	\$11,000

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2020: 91006A-20 Animal Services Field Services

No significant changes in this program offer.

Legal / Contractual Obligation

The Animal Control Officer 1 (ACO-1) position, although it is not mandated, the community has become accustomed to the services they provide such as picking up stray and deceased animals and supporting Animal Control Officer 2's (ACO-2) in responding to calls.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$83,603	\$0
Total GF/non-GF	\$0	\$0	\$83,603	\$0
Program Total:	\$0		\$83,603	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2020: 91006A-20 Animal Services Field Services

No significant changes in this program offer.

Legal / Contractual Obligation

The Animal Control Officer 1 (ACO-1) position, although it is not mandated, the community has become accustomed to the services they provide such as picking up stray and deceased animals and supporting Animal Control Officer 2's in responding to calls.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$82,726	\$0
Total GF/non-GF	\$0	\$0	\$82,726	\$0
Program Total:	\$0		\$82,726	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is supported by County General Funds.

Significant Program Changes

Last Year this program was: FY 2020: 91006A-20 Animal Services Field Services

No significant changes in this program offer.

Department: Community Services **Program Contact:** Wade Sadler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90005, 90006
Program Characteristics:

Executive Summary

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

Program Summary

The Animal Care program delivers the following services: (1) Provides a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter. (2) Reunites animals with their owners. (3) Provides lost and found pet services. (4) Provides pet adoption services. (5) Provides shelter medicine and veterinary hospital services, which include veterinary health care and treatment for all shelter animals, spay and neuter surgeries for adopted animals and subsidized veterinary services for low income pet owners. (6) Provides animal behavioral assessment and training services to determine adoption suitability or transfer to partner organizations. (7) Works directly with over 225 foster families who provide care and support to shelter animals in need of temporary respite care for behavioral or medical reasons.

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Animal intake at the shelter (number of animals)	5,679	5,600	5,600	5,600
Outcome	Live Release Rate - dogs (calendar year)	92%	92%	92%	92%
Outcome	Live Release Rate - cats (calendar year)	90%	90%	90%	90%

Performance Measures Descriptions

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

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,776,146	\$132,500	\$2,942,885	\$50,000
Contractual Services	\$144,000	\$484,275	\$132,000	\$886,500
Materials & Supplies	\$234,755	\$183,405	\$195,351	\$293,000
Internal Services	\$1,093,823	\$0	\$1,155,380	\$0
Capital Outlay	\$0	\$0	\$0	\$11,000
Cash Transfers	\$0	\$299,000	\$0	\$326,000
Unappropriated & Contingency	\$0	\$230,871	\$0	\$792,450
Total GF/non-GF	\$4,248,724	\$1,330,051	\$4,425,616	\$2,358,950
Program Total:	\$5,578,775		\$6,784,566	
Program FTE	29.00	0.00	29.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$312,000	\$0	\$352,000
Other / Miscellaneous	\$0	\$114,500	\$0	\$114,500
Financing Sources	\$299,000	\$0	\$326,000	\$300,000
Beginning Working Capital	\$0	\$891,551	\$0	\$1,580,450
Service Charges	\$0	\$12,000	\$0	\$12,000
Total Revenue	\$299,000	\$1,330,051	\$326,000	\$2,358,950

Explanation of Revenues

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

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

Significant Program Changes

Last Year this program was: FY 2020: 91007-20 Animal Services Animal Care

The program is in the process of a Facility Master Plan to explore the replacement or renovation of the existing shelter this year. Funding to support the Master Plan are supported through the Animal Control Capital Donation Fund (Shelter of Dreams Account/Dedicated Revenue). \$300,000 from the sale proceeds of County land in Troutdale will be transferred to support ongoing planning for the future capital needs of the Animal Shelter. The Other Fund balance growth in fiscal year 2021 is due to a large bequest received in May 2019 and the \$300,000 cash transfer planned in fiscal year 2021. These funds will be used to support programming and service delivery recommendations identified in the University of Wisconsin Shelter Medicine Report. The University of Wisconsin Team evaluated operations, protocols, and procedures to enhance the quality of care provided and provide for services catered to our community needs.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,868,950	\$0	\$1,951,773	\$0
Contractual Services	\$1,126,387	\$0	\$1,442,128	\$0
Materials & Supplies	\$707,172	\$0	\$436,287	\$0
Internal Services	\$1,080,089	\$0	\$1,121,302	\$0
Total GF/non-GF	\$4,782,598	\$0	\$4,951,490	\$0
Program Total:	\$4,782,598		\$4,951,490	
Program FTE	12.00	0.00	12.00	0.00

Program Revenues				
Intergovernmental	\$75,000	\$0	\$80,000	\$0
Other / Miscellaneous	\$0	\$0	\$21,659	\$0
Service Charges	\$1,199,121	\$0	\$1,362,459	\$0
Total Revenue	\$1,274,121	\$0	\$1,464,118	\$0

Explanation of Revenues

Some revenue is generated through reimbursements from districts for their apportioned share of the cost of an election. Election expenses are always reimbursed by special districts. Special elections called by the State or cities are reimbursed by the State or the city calling the election. By state law, cities and the State cannot be charged for the cost of the election in the primary or general election. The county must pay for those district's apportioned cost in these elections. In addition to election reimbursement, the budget has revenue of \$6,650 for reimbursement of costs related to petition processing. Two smaller special elections are included in the FY 2020 budget at \$350,000 each. The May Special District Election is also in the budget at \$631,179. Budget amounts for these special elections are calculated at 100% reimbursement. Reimbursement for the Presidential general election in November 2020 is budgeted at 3%, or \$24,630. Revenue also includes \$80,000 in projected revenue from the State for costs associated with Oregon Motor Voter. This funds 1.00 FTE whose primary job function is to process new voter registrations, many of which originate from the DMV.

Significant Program Changes

Last Year this program was: FY 2020: 91010A-20 Elections

In order to meet the 2% general fund constraint this program offer was reduced by \$102,178. In anticipation of unprecedented interest in and turnout for the November 2020 Presidential general election, the Elections Division prioritized statutorily mandated functions like voter registration and printing, mailing and processing ballots. To cover the reduction, Elections was unable to fund the ballot tracking and voter communication program or the November 2020 voters' pamphlet. Neither of these items are statutorily mandated but they are key components to voter engagement, education and access. Related program offer 90010C has been submitted to request restoration of those two popular programs.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$253,667	\$0
Contractual Services	\$0	\$0	\$44,000	\$0
Materials & Supplies	\$0	\$0	\$152,333	\$0
Total GF/non-GF	\$0	\$0	\$450,000	\$0
Program Total:	\$0		\$450,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Additional revenue associated with the Presidential General Election has been included in the regular Elections program offer 90010A.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$45,226	\$0	\$0	\$0
Contractual Services	\$60,024	\$0	\$102,178	\$0
Total GF/non-GF	\$105,250	\$0	\$102,178	\$0
Program Total:	\$105,250		\$102,178	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

There are no revenues associated with this program.

Significant Program Changes

Last Year this program was: FY 2020: 91010C-20 Elections Restoration - Sept 2019, Nov 2019 and Mar 2020 Elections

This program offer will restore reductions made in the Elections main program offer, 90010A. In anticipation of unprecedented interest in and turnout for the November 2020 Presidential general election, the Elections Division prioritized statutorily mandated functions like voter registration and printing, mailing and processing ballots. To cover the reduction, Elections was unable to fund the ballot tracking and voter communication program or the November 2020 voters' pamphlet. Neither of these items are statutorily mandated but they are key components to voter engagement, education and access. This program offer, 90010C, has been submitted to request restoration of those two popular programs.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,479,496	\$0	\$1,551,676
Contractual Services	\$0	\$9,500	\$0	\$82,347
Materials & Supplies	\$0	\$49,450	\$0	\$74,500
Internal Services	\$0	\$459,838	\$0	\$477,010
Unappropriated & Contingency	\$0	\$1,457,922	\$0	\$2,398,746
Total GF/non-GF	\$0	\$3,456,206	\$0	\$4,584,279
Program Total:	\$3,456,206		\$4,584,279	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$852,000	\$0	\$1,640,234
Interest	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$2,319,206	\$0	\$2,454,045
Service Charges	\$0	\$225,000	\$0	\$430,000
Total Revenue	\$0	\$3,456,206	\$0	\$4,584,279

Explanation of Revenues

This program generates \$184,649 in indirect revenues.

The County Surveyor's Office is self supporting. All revenues are from user fees or charges for services. Maintenance and restoration of Public Land Corners make up the largest part of our program. This is funded by a fee (proposing increase from \$6 to \$10) charged when documents are recorded in the County records. Another large portion of our revenue is derived from a filing fee (proposing increase from \$400 to \$475) which is charged for all records of survey and plats that are submitted to our office for review and filing. Land division plats are reviewed on a full cost recovery basis.

Significant Program Changes

Last Year this program was: FY 2020: 91012A-20 County Surveyor's Office

No significant changes.

Department: Community Services **Program Contact:** Ian Cannon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90012, 90018, 90015
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of development proposals reviewed	N/A	N/A	180	160
Outcome	Urban Pavement Condition Index (PCI)	66	72	72	69
Outcome	Rural Pavement Condition Index (PCI)	N/A	63	63	59

Performance Measures Descriptions

Number of proposals reviewed represents development and transportation impacts being reviewed and mitigated. The County assesses road surfaces using a pavement management system and assigns a Pavement Condition Index (PCI) rating between 0 and 100 (100=excellent).

Legal / Contractual Obligation

The program fulfills its obligation as a road authority under the provisions of ORS 368 and 371, and OAR 660-012 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$7,649,863	\$0	\$7,895,275
Contractual Services	\$0	\$1,344,461	\$0	\$1,219,186
Materials & Supplies	\$0	\$1,610,000	\$0	\$1,511,850
Internal Services	\$100,000	\$4,257,215	\$100,000	\$3,896,485
Cash Transfers	\$0	\$0	\$0	\$0
Total GF/non-GF	\$100,000	\$14,861,539	\$100,000	\$14,522,796
Program Total:	\$14,961,539		\$14,622,796	
Program FTE	0.00	57.00	0.00	58.00

Program Revenues				
Fees, Permits & Charges	\$0	\$70,000	\$0	\$70,000
Intergovernmental	\$0	\$11,276,287	\$0	\$9,687,816
Taxes	\$0	\$50,000	\$0	\$0
Other / Miscellaneous	\$0	\$172,600	\$0	\$356,677
Financing Sources	\$0	\$500,000	\$0	\$348,091
Interest	\$0	\$250,000	\$0	\$150,000
Beginning Working Capital	\$0	\$2,490,152	\$0	\$2,775,101
Service Charges	\$0	\$52,500	\$0	\$365,000
Total Revenue	\$0	\$14,861,539	\$0	\$13,752,685

Explanation of Revenues

This program generates \$665,591 in indirect revenues.

The program is funded by a combination of dedicated money received from the state highway fund, County gas tax, Federal forest receipts, Federal and State grants and allocations, developer contributions and service reimbursements.

Significant Program Changes

Last Year this program was: FY 2020: 91013-20 Road Services

Increased by 1.00 FTE due to the position being moved from Bridge Services Program Offer 90015 to Road Services Program Offer 90013.

In fiscal year 2019-2020 a budget modification was approved authorizing the County to receive new revenue created through HB 2017. This initial start-up year (FY 2020) the operating budget was assigned to Road Services and moves to a new program offer (90022 - State Transportation Improvement Fund/Transit) in FY 2021.

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

Executive Summary

The Levee Ready Columbia program supports work to secure the Columbia River levees' accreditation, reduce the risk of catastrophic flooding and protect the health and resilience of County communities and the broader region. The FY 2021 budget includes a cash contribution to fund the program administration of the Levee Ready Columbia partnership to ensure that the region addresses federal requirements for levee accreditation.

Program Summary

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

The partnership has made major accomplishments in the past five years, including completing evaluations of the levee systems, securing federal investment through a US Army Corps of Engineers New Start project, and successfully advocating for the passage of state legislation to create a new Urban Flood Safety & Water Quality District with the authorities necessary for long-term governance and funding of the levee system. Work is currently underway to transition to the new district governance, coordinate with the US Army Corps of Engineers on a feasibility study for modernizing the system, and scope remediation projects for completion of the certification and accreditation processes. This work will be supported by Levee Ready Columbia program staff funded through partnership financial contributions until the new district is able to collect revenue.

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

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Participation in levee accreditation process	100%	100%	100%	100%
Outcome	Number of grant/loan contracts administered	2	2	2	2

Performance Measures Descriptions

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

Legal / Contractual Obligation

County commitments include contractual loan repayment obligations to the project and cash contribution for FY 2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$50,000	\$0	\$50,000
Total GF/non-GF	\$0	\$50,000	\$0	\$50,000
Program Total:	\$50,000		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2020: 91014-20 Levee Ready Columbia

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90012, 90013, 90018
Program Characteristics:

Executive Summary

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

Program Summary

Bridge Engineering provides planning, engineering and construction project management for the preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the County's bridges. Most design and construction work is performed by contractors with direction and oversight by Engineering. Projects are identified, prioritized and ranked in the Transportation Capital Improvement Plan (TCIP) using a variety of criteria, including equity. TCIP ranking and available funds from the Bridge Services program or grants determine the projects chosen for design and construction. Engineering also works with other agencies to secure funding from State and Federal sources. Engineering is typically engaged in multiple capital improvement projects at various stages of development/construction. The Burnside Maintenance project is anticipated to be completed in FY 2020. The Earthquake Ready Burnside Bridge environmental review phase will continue through FY 2021. This project incorporates equity principles by considering impacts to under served populations and ensuring representation of these communities on our advisory committees. The Morrison Bridge Paint Project design will continue through FY 2020 with construction starting in FY 2021. The Burnside Bridge control system will be replaced in FY 2020 and the Broadway Bridge control system will be replaced in FY 2021.

Bridge Maintenance performs preventative maintenance and smaller scale upgrades/enhancements on the bridges. Maintenance ensures the operational reliability of mechanical, electrical, structural and corrosion protection (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs/enhancements as needed. Tasks include bridge repairs resulting from vehicle accidents, mechanical and electrical repairs, replacements and systems troubleshooting, and graffiti removal and snow removal.

Bridge Operations operates bridge draw spans to allow passage of river traffic and assists with preventative maintenance tasks. Spanish and Russian language bridge lift announcements were added on the Hawthorne Bridge in FY 2019. Multi language announcements will be added to the remaining 3 movable bridges in FY 2021. Both Maintenance and Operations work closely with Engineering on a wide variety of projects and issues.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of preventative maintenance tasks completed	1,411	1,449	1,376	1,449
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 reliable access for river traffic.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$5,031,556	\$0	\$5,225,519
Contractual Services	\$0	\$532,226	\$0	\$428,992
Materials & Supplies	\$0	\$529,150	\$0	\$2,638,125
Internal Services	\$0	\$1,756,839	\$0	\$1,810,510
Capital Outlay	\$0	\$514,497	\$0	\$60,000
Cash Transfers	\$0	\$508,779	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$8,873,047	\$0	\$10,163,146
Program Total:	\$8,873,047		\$10,163,146	
Program FTE	0.00	36.00	0.00	35.00

Program Revenues				
Fees, Permits & Charges	\$0	\$350,000	\$0	\$1,810,557
Intergovernmental	\$0	\$6,383,681	\$0	\$6,462,538
Other / Miscellaneous	\$0	\$631,150	\$0	\$358,507
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$1,508,216	\$0	\$1,521,544
Service Charges	\$0	\$0	\$0	\$10,000
Total Revenue	\$0	\$8,873,047	\$0	\$10,163,146

Explanation of Revenues

This program generates \$445,317 in indirect revenues.

Revenue for this program comes from State and County gas tax and vehicle registration fees that are collected by the State and distributed based on an intergovernmental agreement (IGA) that specifies the amount to be allocated to Bridge Services. These are dedicated funds and can only be used for the Willamette River bridges. These funds are used to leverage Federal and State dollars to construct projects identified in the TCIP. Other/miscellaneous revenue comes from reimbursements for work performed for other projects and programs.

Significant Program Changes

Last Year this program was: FY 2020: 91015-20 Bridge Services

Decreased by 1.00 FTE due to the position being moved from Bridge Services Program Offer 90015 to Road Services Program Offer 90013.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$39,450	\$0	\$372,966
Contractual Services	\$0	\$13,432,450	\$0	\$39,642,947
Materials & Supplies	\$0	\$146,500	\$0	\$766,456
Internal Services	\$0	\$11,838,674	\$0	\$12,153,996
Capital Outlay	\$0	\$20,537,910	\$0	\$182,500
Debt Service	\$0	\$3,016,200	\$0	\$0
Unappropriated & Contingency	\$0	\$1,843,505	\$0	\$11,640,887
Total GF/non-GF	\$0	\$50,854,689	\$0	\$64,759,752
Program Total:	\$50,854,689		\$64,759,752	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$11,650,000	\$0	\$22,089,443
Intergovernmental	\$0	\$11,811,789	\$0	\$21,765,822
Financing Sources	\$0	\$16,508,779	\$0	\$0
Interest	\$0	\$80,000	\$0	\$180,000
Beginning Working Capital	\$0	\$10,804,121	\$0	\$21,494,598
Total Revenue	\$0	\$50,854,689	\$0	\$65,529,863

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 gas tax, County vehicle registration fees, permits, development charges, State and Federal grants, and intergovernmental agreements.

Significant Program Changes

Last Year this program was: FY 2020: 91018A-20 Transportation Capital

An increase of the County's vehicle registration fee will take effect January 1, 2021. Proceeds from this are dedicated to the Willamette River bridges and will primarily be used for the Earthquake Ready Burnside Bridge project.

Bridge Services will be partnering with County Government Relations Office to provide \$100,000 in support towards contracts with transportation experts specifically, subject matter experts with experience in transportation funding from the Federal and State Government. These experts will provide insight into funding mechanisms, advocacy and statutory requirements specific to transportation.

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

Executive Summary

Land Use Planning (LUP) guides thoughtful development while preserving and protecting open spaces, natural resources, scenic views, wildlife, forest and farmland 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 unincorporated 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 federal, state and Metro requirements while ensuring public health and safety, and preservation and protection of the County's rural character.

Program Summary

Unincorporated Multnomah County is a unique and highly sought after location to live, work and recreate because it offers open spaces, natural and scenic resources, and forests and farmland in close proximity to the State's largest urban area. Land Use Planning develops and implements codes and policies to preserve the rural character by preventing urban sprawl.

The focus of the Long-Range Planning program is to create, revise and adopt plans, policies, and zoning codes in a pragmatic, fair and equitable manner to ensure that development is consistent with the rural character of the County. At the end of 2016, the County adopted the revised Comprehensive Plan which continues to be implemented through legislative actions. Long-Range Planning staff will continue in FY 2021 to focus on drafting code to implement the community's vision articulated within the revised plan. Planning staff also play a key role in coordinating with regional partners, such as Metro and the Columbia River Gorge Commission, to ensure the County's vision and values continue to be upheld.

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, other agencies, and community members.

The Code Compliance program responds to possible land use complaints on a voluntary compliance basis. The focus of this program is education and compliance to successfully resolve existing and potential issues. This is accomplished by encouraging property owners to voluntarily resolve land use conflicts without the use of penalties or fines whenever possible. Code Compliance also manages a Solid Waste and Recycling Management program, which provides outreach materials and licenses service providers in the unincorporated areas of the County for solid waste and recyclable materials.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	% of land use decisions made in 120 days	75%	80%	65%	60%
Outcome	Legislative actions completed	7	5	1	4
Output	Number of compliance cases closed	36	20	20	20

Performance Measures Descriptions

The first measure describes the percentage of final land use decisions issued within 120 days of the application being deemed complete. The second measure describes the number of legislative applications processed each year by ordinance adoption. The goal of the second measure for FY 2021 is to complete one large and three small legislative actions (four total). The third measure describes the total number of cases closed by the Compliance section.

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets State planning goals, including implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. These laws mandate review of development, prescribe procedures to ensure due process and set out a time frame within which 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,504,345	\$0	\$1,548,841	\$0
Contractual Services	\$55,000	\$34,834	\$55,000	\$34,814
Materials & Supplies	\$61,160	\$0	\$50,700	\$0
Internal Services	\$374,845	\$166	\$381,143	\$186
Total GF/non-GF	\$1,995,350	\$35,000	\$2,035,684	\$35,000
Program Total:	\$2,030,350		\$2,070,684	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Fees, Permits & Charges	\$197,400	\$0	\$230,000	\$0
Intergovernmental	\$12,378	\$35,000	\$14,000	\$35,000
Total Revenue	\$209,778	\$35,000	\$244,000	\$35,000

Explanation of Revenues

Fees are set and collected for land use permits. We estimate \$237,246 in revenues from land use permits which includes collection of an estimated \$32,130 in waste franchise fees in FY 2020. Metro provides additional support of \$15,597 to assist with the administration of the rural waste hauler and rural recycle at work program. LUP receives \$35,000 from the Oregon Department of Land Conservation and Development in the form of a grant to assist with the management of the Columbia River Gorge National Scenic Area.

Significant Program Changes

Last Year this program was: FY 2020: 91021A-20 Land Use Planning

The Code Compliance Program was reduced from 2.0 to 1.0 FTE in FY 2020 to meet the general fund constraint which continues to impact the program's ability to investigate and resolve complaints in a timely manner. The program proposes to under fill a vacant Senior Planner position to meet the FY 2021 general fund constraint which will reduce resources available for permit processing.

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

Executive Summary

The State Transportation Improvement Fund/Transit Program plans and provides public transit options to residents and visitors in rural Multnomah County and to industrial or shift-work commuters within three urban Multnomah County job centers: Swan Island, Airport Way Industrial Area, and Troutdale Reynolds Industrial Park. The program implements Oregon Planning Goal 12: Transportation and OAR 660-012 - Transportation Planning and is required by HB 2017 "Keep Oregon Moving" that created new Public Transportation revenue.

Program Summary

The Oregon Legislature passed HB 2017, the "Keep Oregon Moving" Transportation Package in 2017. This created new revenue and new transportation programs. One key program created the State Transportation Improvement Fund (STIF). The intent of STIF funds is to provide for more public transit around the state. The State designated TriMet as a "Qualified Entity" to receive STIF revenues both within the TriMet district and in areas of Multnomah, Clackamas, and Washington Counties outside the TriMet district.

TriMet, as the Qualified Entity, will receive revenue from the Oregon Department of Transportation (ODOT) and provide it to the County. A plan for how Multnomah County will spend the revenue for FY2019 through FY 2021 was approved by ODOT in May 2019. Multnomah County has begun receiving funds to implement the projects in the plan.

Projects in the plan include the following: development of a transit element for the Transportation System Plan for unincorporated Multnomah County, demand response for transit in rural areas, and job connector shuttle service for Swan Island, Troutdale Reynolds Industrial Park, and the Airport Way Industrial Area.

Funding for the activities is ongoing and is expected to continue beyond the biennium. Services will be scaled to fit available dedicated funding.

The implementation of the service is consistent with goals in Multnomah County's Transportation System Plan for Rural Areas, Troutdale Transportation System Plan, Portland Growing Transit Communities Plan, and TriMet Service Enhancement Plans. Projects in this program offer are approved in the TriMet STIF Plan, approved by ODOT.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of rides per week provided in urban areas	N/A	N/A	150	450
Outcome	Number of number of requested rides per month in rural areas	N/A	N/A	5	10

Performance Measures Descriptions

The first describes the number of individuals that take a trip on one of the two transit routes that are operating between Rose Quarter and Swan Island or between Gresham City Hall and Troutdale Reynolds Industrial Park (TRIP). The second measure describes the number of calls we receive from residents that live outside the TriMet service boundary, requesting rides on the demand response service to get to/from places that don't have regular fixed route service.

Legal / Contractual Obligation

HB 2017 created State Transportation Improvement Fund (STIF). The County has an intergovernmental agreement (IGA) with Trimet for the County to provide these services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$1,160,541
Internal Services	\$0	\$0	\$0	\$34,847
Unappropriated & Contingency	\$0	\$0	\$0	\$38,650
Total GF/non-GF	\$0	\$0	\$0	\$1,234,038
Program Total:	\$0		\$1,234,038	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$593,263
Interest	\$0	\$0	\$0	\$13,200
Beginning Working Capital	\$0	\$0	\$0	\$627,575
Total Revenue	\$0	\$0	\$0	\$1,234,038

Explanation of Revenues

This program generates \$2,436 in indirect revenues.

Revenue comes from employee payroll taxes and is distributed to TriMet by ODOT. TriMet distributes funds to Multnomah County based on revenues collected.

Significant Program Changes

Last Year this program was: FY 2020: 91013-20 Road Services

This program started in FY 2020 after an intergovernmental agreement was signed with Tri Met. In FY 2020 program operated inside the Road Services program offer (91013).

Legal / Contractual Obligation

Funding obligations are prescribed in the city/county agreements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$43,028,968	\$0	\$41,940,214
Total GF/non-GF	\$0	\$43,028,968	\$0	\$41,940,214
Program Total:	\$43,028,968		\$41,940,214	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$36,028,968	\$0	\$35,040,214
Taxes	\$0	\$7,000,000	\$0	\$6,900,000
Total Revenue	\$0	\$43,028,968	\$0	\$41,940,214

Explanation of Revenues

Monies transferred to the cities originate from State Highway Money and County Gas Tax received by Multnomah County. These revenues coming to Multnomah County are transferred through a pass-through payment to the cities under prescribed revenue sharing formulas.

Significant Program Changes

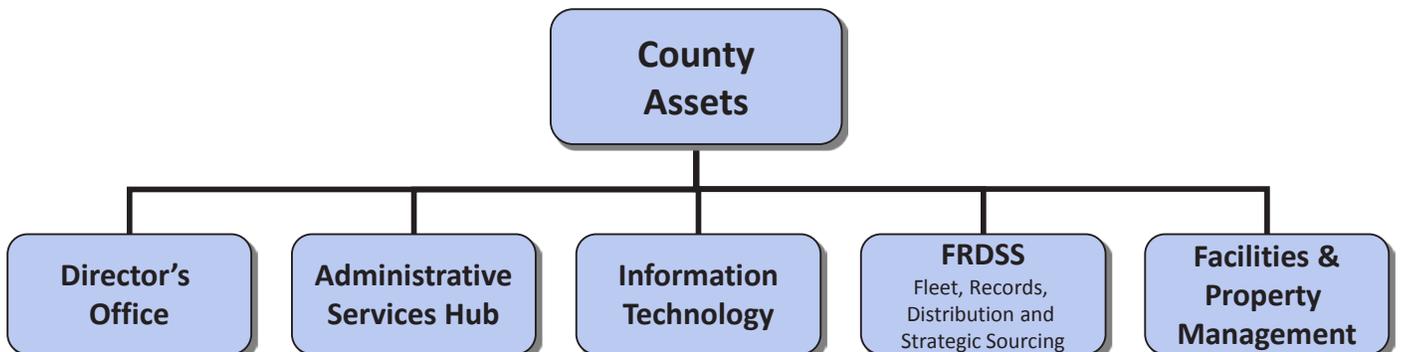
Last Year this program was: FY 2020: 91024-20 City Supplemental Payments

Overall, State Highway Fund revenues continue to grow as a result of the tax increase from HB 2017, but compared to the prior forecast growth is weaker due to a larger than anticipated slowdown in new vehicle sales, tracking activity, and fuel sales. The decline in forecasted revenue aligns with updated revenue projections provide by the Oregon Department of Transportation.

Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. DCA coordinates the use of tools, infrastructure, employees and programs for the efficient and effective delivery of critical community services. The DCA Director’s Office oversees four divisions:

- Facilities and Property Management (FPM) manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, and other leased and owned space in over 140 locations.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages over 8,800 PCs, laptops, and tablets, 8,000 phone numbers, 130 network circuits, 1,040 servers and about 480 applications.
- Fleet Motor Pool Records, and Distribution maintains and manages fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Administrative Services Hub provides human resources, procurement, contracting, finance, budget, rate-setting, capital planning and accounts payable, and other services to DCA. The Hub also manages countywide strategic sourcing initiatives and provides administrative support to the Department of County Management (DCM) and non-departmental agencies and offices (NOND).
- DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes. County efforts to focus scarce financial resources on direct services drive long-term DCA goals to:
 - Create financial accountability for the County’s assets;
 - Streamline processes and implement best practice in asset management; and
 - Provide cost-effective, client-focused infrastructure and business services.



Budget Overview

The FY 2021 budget for the Department of County Assets (DCA) is \$249.1 million, a \$103.2 million decrease from the FY 2020 budget. It includes: \$9.2 million in the General and Video Lottery funds, \$157.8 million from Internal Service funds and \$82.1 million in Capital funds. Internal Service Funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling \$103.2 million include the following: \$102.7 million (91.9%) for construction of the Downtown Courthouse, \$2.0 million (26.7%) for the construction of the Health Department Headquarters, and \$6.5 million for the ERP replacement. These capital funds are reduced as projects are completed. Increases include \$5.3 million (7.9%) in the Information Technology (IT) Fund, \$4.9 million in the Library Capital Construction and Asset Preservation Funds.

Decreases in contractual services primarily relate to the Downtown Courthouse (\$102.5 million), Health Headquarters (\$2.0 million) and the ERP Project (\$6.0 million) Funds, offset by increases in Other Funds.

The following are programs that are new with one-time-only funding:

- Behavioral Health Resource Center Capital (78219) \$1,700,000
- Justice Center Critical Electrical System Upgrade (78233) \$900,000

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	346.65	347.65	347.65	357.50	9.85
Personnel Services	\$54,136,078	\$56,316,037	\$58,537,456	\$60,893,740	\$2,356,284
Contractual Services	192,965,767	123,944,622	197,506,861	95,944,884	(101,561,977)
Materials & Supplies	42,146,912	49,211,341	49,742,204	46,237,911	(3,504,293)
Internal Services	33,439,558	32,501,632	30,613,286	26,401,329	(4,211,957)
Capital Outlay	7,552,374	4,204,934	15,909,324	19,634,767	3,725,443
Total Costs	\$330,240,689	\$266,178,565	\$352,309,131	\$249,112,631	(\$103,196,500)

Figures on this page do not include cash transfers, contingencies or unappropriated balances. Division and program offer summary tables on subsequent pages DO contain contingencies, transfers, and unappropriated balances.

Successes and Challenges

DCA's FY 2020 strategic project accomplishments include:

- Stabilization of the new Enterprise Resource Planning (ERP) Suite launch under the Multco Align Program;
- Replacement of the County's Assessment Taxation System;
- Opening of the remodeled Department of Community Justice East Campus;
- Launch of the new Library Information Management System;
- Opening of the Laurelwood Shelter; and
- "Think Yes" customer service program training and rollout.

Important projects in process include:

- Construction of the Downtown Courthouse, planned to open in summer 2020;
- The Digital Accessibility Initiative;
- Planning for the Multnomah County Sheriff's Office site consolidation;
- Evaluation and implementation of investments in the County's Business intelligence structure and tools; and
- The Fleet Services Strategic Plan.

DCA considers County values and industry best practices in all of its work:

- FPM construction projects support sustainability and Minority-owned, Women-owned, Service Disabled Veteran-owned, and Emerging Small Businesses (MWSDEVESB) participation;
- IT work includes design characteristics based on user centered principles, using agile methodologies, and anticipation of technology use by people with various abilities;
- DCA's continued partnership with CityFleet brings best practices to fleet maintenance; and
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

Key challenges include:

- Providing high quality, cost-effective internal services: Each year we strive to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost;
- Staff recruitment and retention: Retention of staff with critical institutional knowledge, refocusing and re-training current staff, and recruiting diverse staff with the skills to expand our capabilities and fill vacancies are high priorities.

Diversity, Equity, and Inclusion

DCA makes a significant investment in equity and inclusion. Its senior management team is at the forefront to lead these efforts. DCA believes it is imperative to build an inclusive workplace from a moral perspective and from a business perspective. To do our work; recruit the best talent; and provide quality services to our community, our workplace must be safe, welcoming and inclusive for all employees, regardless of race, ethnicity, national origin, ability, gender, gender identity, sexual orientation, religion, or political preference.

Exercises and learning around behavior that supports equity and inclusion are at the heart of senior management meetings. Managers modeling this behavior demonstrates the importance of equity and inclusion, engages employees in the work, and furthers efforts to change culture and build a safe, inclusive workplace. Equity and inclusion are explicitly addressed in DCA’s mission, vision, values and FY 2020-2021 goals. The DCA Equity and Inclusion Manager is an active member of the DCA’s senior management team, and leads and supports DCA participation in the County’s Workforce Equity initiatives.

DCA’s Equity and Sustainability Advisory Team (ESAT) developed a “Think Yes” program that promotes customer service and inclusion. ESAT is now turning its attention to the implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). Providing an equitable and inclusive workplace is a journey that will be measured through tactical efforts underway now and, over time, results from employee engagement surveys. The senior management team is committed to being an employer of choice and to provide all employees a safe, equitable and inclusive work environment.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$999,160	\$0	\$999,160	4.00
Administrative Hub Services	8,125,516	0	8,125,516	46.00
Facilities & Property Management	0	142,592,638	142,592,638	118.75
Information Technology	0	77,384,546	77,384,546	164.00
Fleet, Records, Distribution Services & Motor Pool	0	20,493,567	20,493,567	24.75
DCA Non-Represented Wage Freeze	(150,730)	0	(150,730)	0.00
Total County Assets	\$8,973,946	\$240,470,751	\$249,444,697	357.50

Includes cash transfers, contingencies, and unappropriated balances.

Director's Office

The Department of County Assets (DCA) Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. This work includes information technology (IT), facilities and property management (FPM), fleet, records, motor pool, and distribution services, and oversight of an administrative hub for contracts, budget, finance, and human resource services. The Office works with County departments and elected officials to establish priorities and guidelines to acquire, maintain, monitor, replace, and dispose of assets.

Balancing the support of several large capital projects with managing day to day operations will be a focus in FY 2021. IT will focus on the transition to ongoing support for the Multco Align program. FPM will celebrate the completion and opening of the DCJ East Campus, begin Library Capital Program planning and development, and complete the final construction phases and opening of the Central Courthouse. Fleet will transition to executing initiatives under its new long term strategic plan, and Fleet and Motor Pool will continue to partner with CityFleet and utilize the CarShare program. Records will continue the countywide roll out of the new electronic records management system, and facilitate the effort to plan and develop an Information Governance program for the County.

Significant Changes

In FY 2021, two positions are transferred into the Director's Office. Deputy DCA Director position is transferred from the DCA Procurement and Contracting Division and the Strategic Project Coordinator position is transferred from IT Shared Operating Expenses.

Administrative Hub

The DCA Administrative Hub includes five functional areas:

- Human Resources and Administration provides strategic planning, job recruitment/outreach, investigations, performance management, HR transaction processing, and timekeeping to DCA, Department of County Management (DCM) and Non-Departmental (NOND) agencies and offices.
- Procurement and Contracting provides contract development, negotiation, risk assessment and management, vendor management and contract administration in commercial services, construction, leases, software, maintenance and repair, and architecture and engineering across County operations.
- Budget and Planning provides budget development, monitoring and analysis, and capital planning and analysis for DCA, as well as countywide rate setting and internal service billing.
- Finance processes accounts payable and receivable transactions, and provides grant accounting and travel and training arrangements to DCA, DCM and NOND.
- Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County.

Significant Changes

In FY 2021, two positions are transferred into the Administrative Hub. An HR Analyst and Program Administrator are added to Human Resources to support Nondepartmental programs.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages an inventory of over 3.5 million gross square feet of owned and leased space in approximately 140 buildings, across the County. FPM's mission is to proactively plan, operate and manage County properties in a safe, accessible, effective, and efficient manner. FPM strives to provide innovative, sustainable, and affordable workplace solutions for the delivery of effective County public services.

While buildings are FPM's business, people are its purpose. In addition to serving clients' specific needs, FPM has a broader vision of building thriving communities, and promoting stewardship of taxpayers' assets. FPM supports environmental, sustainability and energy efficiency through ongoing energy conservation projects, recycling initiatives, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with Minority-owned, Women-owned, Service Disabled Veteran-owned, and Emerging Small Businesses (MWSDVESB) and Qualified Rehabilitation Facility (QRF) firms for services.

In FY 2021, FPM will continue to implement the Facilities Asset Strategic Plan, with emphasis on the identification of critical reinvestment and redevelopment opportunities to align with the County's future service goals. FPM will also initiate planning and support for the Library Capital Program pending the outcome of an anticipated bond on the November 2020 ballot.

Significant Changes

The Downtown Courthouse will be completed in early FY 2021. FPM will focus on commissioning the building, training staff to operate and maintain new systems, and relocating Courthouse programs to the new location. The historic courthouse will then be vacated and prepared for the new owners.

Due to the addition of new buildings over the past few years, FPM has increased staffing in FY 2021 to operate and maintain these additional properties.

New one-time-only requests include: replenishing the Capital Improvement Fund for the reallocation of \$1 million to the Detention Electronics Project (program offer 78221); and management of syringe drop boxes will transition to Metro but will be administered by FPM.

Information Technology

Information Technology's (IT's) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide County employees, residents and visitors the technology and information they need, any time, any place. IT diligently focuses its mission and vision on providing affordable services and technologies that its customers deserve. The mission and vision guide development and implementation of the County's FY 2021 technology initiatives. This solid framework empowers IT employees to solve challenges by focusing on priority projects and by embracing new technologies to enhance service and reduce costs.

The IT Division manages more than 8,800 PCs, laptops, and mobile devices, 8,000 phone numbers, 1,040 servers, 130 network circuits and approximately 480 business applications. IT supports a wide array of business applications across primary health care, social services, transportation, bridges, facilities, finance, payroll, benefits, animal services, elections, emergency management, assessment and taxation, land use planning, libraries, detention center management and community justice. IT also supports the County's public facing web presence, and an employee intranet. Employees using these systems are located in more than 140 County sites, and the technologies required are as diverse as the lines of business.

Significant Changes

The IT budget reflects no significant changes in operations and carries over funds for multi-year projects still underway that include:

- Corrections Juvenile Health Electronic Medical Records software (FY 2021 completion planned);
- Facilities Capital Project Management software (FY 2021 completion planned); and
- Technology Improvement Program to refresh obsolete technology.

Fleet, Records, Distribution and Motor Pool

In the Department of County Assets (DCA), the Fleet Services, Records Fleet Services, Records Management, Distribution Services, and Motor Pool support all County departments and agencies.

- Fleet Services manages over 800 vehicles and equipment of various types, that include standard light duty passenger vehicles, cargo vans, dump trucks, and law enforcement vehicles.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research and destruction of public records dating back to 1885; and leads and supports countywide strategic information initiatives.
- Distribution Services pick ups and delivers mail, supplies and medical lab tests; processes and meters US Mail; and provides related training, consultation and contract management.
- Motor Pool provides short term vehicle use via a County's program and a third-party vendor.

Significant Changes

In FY 2021, Fleet Services will implement the Fleet Business Strategy, deploy Priority 1 initiatives and begin work on Priority 2 initiatives. This strategy is a blueprint for our next 3-5 years, and will inform investment decisions and long term needs to support County operations.

The Records Management team will collaborate with IT and business units to integrate existing records-producing systems into the countywide electronic document management system in order to automate the capture and management of essential records.

The Motor Pool CarShare program will change from renting a car by the hour to renting a car by the month. This change will lead to operational changes to best maximize the value of the CarShare program.

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 2021 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000	DCA Director's Office	\$999,160	\$0	\$999,160	4.00
Administrative Hub Services					
78100	Administrative Hub Budget & Planning	1,298,407	0	1,298,407	7.00
78101	Administrative Hub Procurement & Contracting	2,985,462	0	2,985,462	16.00
78102	Administrative Hub Finance	1,357,271	0	1,357,271	9.00
78103	Administrative Hub Human Resources	2,185,045	0	2,185,045	12.00
78104	Countywide Strategic Sourcing	299,331	0	299,331	2.00
Facilities & Property Management					
78200	Facilities Director's Office	0	3,563,954	3,563,954	10.25
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,309,047	6,309,047	0.00
78202	Facilities Operations and Maintenance	0	25,624,016	25,624,016	76.50
78203	Facilities Client Services	0	11,609,519	11,609,519	8.65
78204	Facilities Capital Operation Costs	0	1,906,642	1,906,642	9.80
78205	Facilities Capital Improvement Program	0	23,014,667	23,014,667	0.00
78206	Facilities Capital Asset Preservation Program	0	19,710,907	19,710,907	0.00
78207	Facilities Interiors Group	0	773,257	773,257	4.55
78208	Facilities Utilities Pass Through	0	6,334,630	6,334,630	0.00
78209	Facilities Lease Management	0	8,903,259	8,903,259	2.00
78210A	Facilities Strategic Planning and Projects	0	1,619,997	1,619,997	7.00
78210B	Facilities Vance Property Master Plan	0	370,000	370,000	0.00
78212	Facilities Downtown Courthouse	0	9,000,000	9,000,000	0.00
78213	Library Construction Fund	0	6,266,852	6,266,852	0.00
78214	Health Headquarters Construction	0	5,500,000	5,500,000	0.00
78218	MCSO Facilities Relocation and Reconfiguration	0	3,358,765	3,358,765	0.00

County Assets

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Facilities and Property Management cont'd					
78219	Behavioral Health Resource Center Capital	0	1,700,000	1,700,000	0.00
78220	DCJ East County Campus	0	500,000	500,000	0.00
78221	MCDC Detention Electronics	0	4,474,226	4,474,226	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	1,152,900	1,152,900	0.00
78233	Justice Center Critical Electrical System Upgrade	0	900,000	900,000	0.00
Information Technology					
78301	IT Innovation & Investment Projects	0	1,494,724	1,494,724	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,372,820	2,372,820	10.00
78303	IT Help Desk Services	0	1,185,291	1,185,291	8.75
78304	IT Telecommunications Services	0	2,987,250	2,987,250	5.00
78305	IT Mobile Device Expense Management	0	1,271,366	1,271,366	1.00
78306	IT Network Services	0	6,882,424	6,882,424	12.00
78307	IT Desktop Services	0	2,669,849	2,669,849	16.50
78308	IT Asset Replacement	0	8,202,776	8,202,776	0.00
78309	IT Health and Human Services Application Services	0	2,014,562	2,014,562	6.00
78310	IT Public Safety Application Services	0	3,506,012	3,506,012	19.00
78311	IT General Government Application Services	0	1,733,047	1,733,047	6.00
78312	IT Data & Reporting Services	0	6,838,055	6,838,055	28.00
78313	IT ERP Application Services	0	3,872,428	3,872,428	7.00
78314	IT Enterprise and Web Application Services	0	5,192,014	5,192,014	15.00
78315	IT Library Application Services	0	386,423	386,423	2.00
78316	IT Shared Operating Expenses	0	16,996,418	16,996,418	4.00
78317	IT Data Center & Technical Services	0	5,749,340	5,749,340	23.75
78319	CRIMES Replacement	0	1,219,272	1,219,272	0.00
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	966,887	966,887	0.00

County Assets

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Information Technology (continued)					
78323	Capital Project Management Software	0	908,588	908,588	0.00
78326	DART Orion Assessment & Taxation Project	0	935,000	935,000	0.00
Fleet, Records, Distribution Services & Motor Pool					
78400	Fleet Services	0	5,157,317	5,157,317	11.00
78401	Fleet Vehicle Replacement	0	9,494,466	9,494,466	0.00
78402	Motor Pool	0	1,474,336	1,474,336	2.25
78403	Distribution Services	0	2,118,048	2,118,048	6.50
78404	Records Management	0	2,249,400	2,249,400	5.00
All Divisions					
	Non-Represented Wage Freeze*	(150,730)	0	(150,730)	0.00
	Total County Assets	\$8,973,946	\$240,470,751	\$249,444,697	357.50

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$338,036. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

Department: County Assets

Program Contact: Bob Leek

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Assets (DCA) Director's Office is accountable for leadership in the oversight and management of county assets including information technology, facilities and property management, fleet administration and maintenance, motorpool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic county-wide initiatives including the Climate Action Plan, the Wellness Program, the 20 Year Strategic Capital Plan, and the Workforce Equity Strategic Plan.

Program Summary

DCA aligns the management of specific County assets including Information Technology, Facilities and Property Management, Fleet Services, Motor Pool, Records, and Distribution Services. The goals of DCA include managing physical assets and the associated costs to ensure that the County's limited resources are invested where they are needed most. DCA management provides leadership, strategic direction, and operational assessment and accountability to ensure these goals are met.

The organization also includes an Administrative Services Hub (HUB) providing Human Resources and Administration, Procurement and Contracting, Strategic Sourcing, and Budget and Finance services. The HUB provides the services to DCA, and a variety of services to the Department of County Management (DCM), the Chair's Office, the Board of County Commissioners, and other Non-Departmental entities and offices. The HUB strives to eliminate duplication of resources and streamline processes through economies of scale across these groups, where appropriate.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Equity and Inclusion exercises included in Sr Management bi-weekly meetings	20	20	20	20
Outcome	Department and Division strategic plan updates	N/A	1	1	1

Performance Measures Descriptions

PM #1 Output - Building an inclusive workplace is key to the success of DCA. Providing Sr. Management the opportunity to practice and model an inclusive workplace will build our culture.

PM #2 Outcome - Complete updates to the Overall Department, Facilities Division, Information Technology Division, and Fleet Division strategic plans.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$498,224	\$0	\$825,597	\$0
Contractual Services	\$101,928	\$0	\$35,205	\$0
Materials & Supplies	\$45,420	\$0	\$92,115	\$0
Internal Services	\$88,577	\$0	\$46,243	\$0
Total GF/non-GF	\$734,149	\$0	\$999,160	\$0
Program Total:	\$734,149		\$999,160	
Program FTE	2.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$734,149	\$0	\$999,160	\$0
Total Revenue	\$734,149	\$0	\$999,160	\$0

Explanation of Revenues

Cost of the Director's Office are allocated proportionately among the County's internal services. Internal service charges recover the costs associated with the supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2020: 78000-20 DCA Director's Office

Transferred two positions, one from DCA Procurement & Contracting, one from IT Shared Operating Expenses.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,101,049	\$0	\$1,173,416	\$0
Contractual Services	\$0	\$0	\$400	\$0
Materials & Supplies	\$13,768	\$0	\$7,200	\$0
Internal Services	\$113,866	\$0	\$117,391	\$0
Total GF/non-GF	\$1,228,683	\$0	\$1,298,407	\$0
Program Total:	\$1,228,683		\$1,298,407	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,228,683	\$0	\$1,298,407	\$0
Total Revenue	\$1,228,683	\$0	\$1,298,407	\$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 2020: 78100-20 Administrative Hub Budget & Planning

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,532,806	\$0	\$2,649,829	\$0
Contractual Services	\$18,215	\$0	\$0	\$0
Materials & Supplies	\$48,962	\$0	\$27,915	\$0
Internal Services	\$357,886	\$0	\$307,718	\$0
Total GF/non-GF	\$2,957,869	\$0	\$2,985,462	\$0
Program Total:	\$2,957,869		\$2,985,462	
Program FTE	17.00	0.00	16.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,536,737	\$0	\$2,617,457	\$0
Total Revenue	\$2,536,737	\$0	\$2,617,457	\$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 2020: 78101-20 Administrative Hub Procurement & Contracting

Transferred one FTE to the DCA Director's Office program offer (78000-20). Added one LDA from the IT Library Application Services (PO 78315-20) for contract creation.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,137,266	\$0	\$1,233,054	\$0
Materials & Supplies	\$6,250	\$0	\$4,550	\$0
Internal Services	\$136,810	\$0	\$119,667	\$0
Total GF/non-GF	\$1,280,326	\$0	\$1,357,271	\$0
Program Total:	\$1,280,326		\$1,357,271	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$666,766	\$0	\$966,265	\$0
Total Revenue	\$666,766	\$0	\$966,265	\$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 2020: 78102-20 Administrative Hub Finance

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,609,823	\$0	\$1,919,695	\$0
Contractual Services	\$500	\$0	\$5,000	\$0
Materials & Supplies	\$20,750	\$0	\$14,700	\$0
Internal Services	\$217,976	\$0	\$245,650	\$0
Total GF/non-GF	\$1,849,049	\$0	\$2,185,045	\$0
Program Total:	\$1,849,049		\$2,185,045	
Program FTE	10.00	0.00	12.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,158,390	\$0	\$1,232,721	\$0
Total Revenue	\$1,158,390	\$0	\$1,232,721	\$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 2020: 78103-20 Administrative Hub Human Resources

Added new HR Senior Analyst and Program Specialist positions to support Non-Departmental Human Resources.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$232,950	\$0	\$257,881	\$0
Materials & Supplies	\$6,547	\$0	\$500	\$0
Internal Services	\$49,054	\$0	\$40,950	\$0
Total GF/non-GF	\$288,551	\$0	\$299,331	\$0
Program Total:	\$288,551		\$299,331	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

This program is funded in the General Fund.

Significant Program Changes

Last Year this program was: FY 2020: 78104-20 Countywide Strategic Sourcing

An open position in the Strategic Sourcing program was reclassified from a Procurement Analyst Senior to a Contract Specialist in FY20. Strategic Sourcing is taking over responsibility for contract development, execution, and monitoring as well as supplier management activities for Strategic Sourcing initiative contracts from Central Purchasing.

Department: County Assets

Program Contact: Naomi Butler

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Director's Office provides comprehensive strategic and operational guidance for facilities related issues to County executives and operating departments. It directs and supports the strategies, policies, and operations of the Facilities and Property Management Division within the Department of County Assets and guides the proper operation of all County occupied facilities (owned and leased).

Program Summary

The Facilities Director's Office provides the oversight and direction that ensures the functionality and safety of the County's built environment by integrating people, place, processes and technology. Working with County departments, the Facilities and Property Management Division creates safe and cost effective work environments for County programs operating in a wide variety of facilities, from office space to jails to health clinics and libraries.

The Director's Office provides leadership and cohesive management of the division's work units, including: Client Services, Strategic Planning, Capital Improvement and Operations & Maintenance. It ensures that division strategies, policies, procedures and activities are guided by Countywide goals and initiatives, including leading the energy and utility strategy to achieve the Department of County Assets carbon reduction goals and County Climate Action Plan goals. This office is responsible for centralizing and maintaining all critical building information, coordinating technology systems, administering the division-wide process improvement projects, and overseeing key performance and benchmark metrics.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Facility Portfolio Performance Report Completed	1	1	1	1
Outcome	Percent of employee performance evaluations completed	99%	100%	100%	100%

Performance Measures Descriptions

Output: Portfolio performance report demonstrates effectiveness of current initiatives and informs future strategies.

Outcome: All employees will receive annual feedback on their performance, develop appropriate work goals and competencies, and assess professional development opportunities. One PPR was incomplete in FY19 due to an extended medical leave.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,411,652	\$0	\$1,648,610
Contractual Services	\$0	\$30,000	\$0	\$15,825
Materials & Supplies	\$0	\$3,228,918	\$0	\$135,016
Internal Services	\$0	\$1,748,964	\$0	\$1,764,503
Total GF/non-GF	\$0	\$6,419,534	\$0	\$3,563,954
Program Total:	\$6,419,534		\$3,563,954	
Program FTE	0.00	8.75	0.00	10.25

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	(\$224)
Total Revenue	\$0	\$0	\$0	(\$224)

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78200-19 Facilities Director's Office

2 new positions added for ongoing TRIRIGA and FPM technology support. These positions were previously funded through the Multco Align Project.

.5 FTE is reduced through a realignment of admin support duties and is offset by a like increase in Program Offer 78204.

\$1M beginning working capital transferred to Capital Improvement Fund to restore fund for detention electronics.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Internal Services	\$0	\$10,691,481	\$0	\$5,976,981
Cash Transfers	\$0	\$507,811	\$0	\$332,066
Total GF/non-GF	\$0	\$11,199,292	\$0	\$6,309,047
Program Total:	\$11,199,292		\$6,309,047	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$10,300,780	\$0	\$5,944,928
Total Revenue	\$0	\$10,300,780	\$0	\$5,944,928

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78201-20 Facilities Debt Service and Capital Fee Pass Through

Series 2014 debt has been retired for Multnomah County East, Blanchard, and Multnomah Buildings.

Department: County Assets **Program Contact:** Michael Strauch

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

Related Programs:
Program Characteristics:
Executive Summary

This program comprises a broad spectrum of services ensuring that over 140 Multnomah County buildings are operating and functioning as designed and constructed, and are meeting the requirements of County programs and operations. These services are provided to operate, maintain, and repair the mechanical, electrical, and structural systems in all Multnomah County buildings which total over 3.5 million gross square feet. The program is responsible for operations, services, compliance, and projects that are regulated by multiple federal, state, and local laws, codes, and mandates.

Program Summary

The Facilities Operations and Maintenance program consists of 76.5 FTE in 9 trade groups who cover the 24/7/365 day-to-day activities necessary to effectively maintain the County's diverse facility portfolio and respective assets of building systems and equipment. Preventive, predictive (planned) and corrective (reactive) maintenance activities form a comprehensive Operations and Maintenance program that:

- Reduces capital repairs;
- Reduces unscheduled shutdowns and repairs;
- Extends equipment and facility life to realize life-cycle cost savings;
- Meets Climate Action Plan goals by conserving energy and resources through the optimization of more efficient equipment and systems;
- Minimizes administrative costs while maximizing human resource capacity;
- Institutes data collection systems that create management control reports and performance indices of operating effectiveness;
- Provides safe, compliant, efficient and functional facilities that meet programmatic requirements;
- Supports County departments' program delivery by providing 24x7 services, including non facilities related services, such as servicing needle collection drop boxes;
- Coordinates and distributes communication of building related activities and emergency events;
- Manages inclement weather response;
- Maximizes occupant comfort; and
- Maintains credible relations with clients and the public by providing safe, accessible, and well-maintained facilities and information on planned maintenance activities.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of Preventive Maintenance to Reactive Maintenance	70%	65%	50%	60%
Outcome	Customer Satisfaction Rating	97%	95%	95%	95%

Performance Measures Descriptions

Output: The percentage of preventive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

Output: Customer service surveys are issued with each closed work order notification with a goal of 100% client satisfaction.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$9,980,547	\$0	\$10,732,340
Contractual Services	\$0	\$320,716	\$0	\$329,535
Materials & Supplies	\$0	\$12,147,625	\$0	\$12,714,982
Internal Services	\$0	\$1,621,048	\$0	\$1,804,529
Capital Outlay	\$0	\$0	\$0	\$42,630
Total GF/non-GF	\$0	\$24,069,936	\$0	\$25,624,016
Program Total:	\$24,069,936		\$25,624,016	
Program FTE	0.00	71.50	0.00	76.50

Program Revenues				
Other / Miscellaneous	\$0	\$35,545,817	\$0	\$36,579,295
Beginning Working Capital	\$0	\$3,270,582	\$0	\$3,341,034
Service Charges	\$0	\$2,156,986	\$0	\$1,055,073
Total Revenue	\$0	\$40,973,385	\$0	\$40,975,402

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78202-19 Facilities Operations and Maintenance

3 FTE added due to the cumulative add of shelter facilities, DCJ East Campus buildings, and significantly larger replacements of the McCoy and Courthouse buildings, 1 FTE added to review projects for OSHA and JCAHO compliance and to ensure compliance policies are up to date and maintained and 1 FTE to ensure 24/7 Dispatch coverage.

Legal / Contractual Obligation

The Facilities Division contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,391,695	\$0	\$1,417,073
Contractual Services	\$0	\$7,234,773	\$0	\$9,398,964
Materials & Supplies	\$0	\$669,325	\$0	\$470,847
Internal Services	\$0	\$300,207	\$0	\$322,635
Total GF/non-GF	\$0	\$9,596,000	\$0	\$11,609,519
Program Total:	\$9,596,000		\$11,609,519	
Program FTE	0.00	7.65	0.00	8.65

Program Revenues				
Other / Miscellaneous	\$0	\$3,188,702	\$0	\$4,372,266
Financing Sources	\$0	\$135,000	\$0	\$0
Total Revenue	\$0	\$3,323,702	\$0	\$4,372,266

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78203-19 Facilities Client Services

Contractual Services increase due primarily to a new custodial contracts and services at the new courthouse.

One Project Manager/Property Manager FTE, previously funded as an LDA with one-time-only support, is added to support the homeless shelters. This position will continue to coordinate with Joint Office of Homeless Services (JOHS), Facilities staff, shelter operators, vendors, and service providers to help ensure shelter facilities are successfully established and maintained from a building perspective.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,448,256	\$0	\$1,041,609
Contractual Services	\$0	\$90,000	\$0	\$0
Materials & Supplies	\$0	\$28,600	\$0	\$28,126
Internal Services	\$0	\$582,364	\$0	\$836,907
Total GF/non-GF	\$0	\$2,149,220	\$0	\$1,906,642
Program Total:	\$2,149,220		\$1,906,642	
Program FTE	0.00	9.30	0.00	9.80

Program Revenues				
Other / Miscellaneous	\$0	\$1,801,232	\$0	\$909,983
Total Revenue	\$0	\$1,801,232	\$0	\$909,983

Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds. Additional revenue comes from other departments in the form of billable service request work.

AP Fees: \$909,983

Significant Program Changes

Last Year this program was: FY 2020: 78204-20 Facilities Capital Operation Costs

Administrative overhead costs are recovered from the Asset Preservation Fund.

.5 FTE is added through a realignment of admin support duties and is offset by a like decrease in Program Offer 78200.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$16,165,873	\$0	\$22,777,711
Internal Services	\$0	\$0	\$0	\$106,270
Capital Outlay	\$0	\$127,671	\$0	\$130,686
Total GF/non-GF	\$0	\$16,293,544	\$0	\$23,014,667
Program Total:	\$16,293,544		\$23,014,667	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,091,953	\$0	\$8,818,361
Financing Sources	\$0	\$313,973	\$0	\$1,167,824
Interest	\$0	\$7,200	\$0	\$434,608
Beginning Working Capital	\$0	\$13,970,471	\$0	\$12,112,219
Service Charges	\$0	\$233,799	\$0	\$481,655
Total Revenue	\$0	\$18,617,396	\$0	\$23,014,667

Explanation of Revenues

Fund 2507 Capital Improvement Program:

BWC \$12.0 Million from Project Carryover, \$0.1 Million from Asset Replacement program offer

IG City of Portland share of Justice Center Projects \$0.5 Million

Intl Svc Reimbursement CIP Fee from County Occupants \$3.8 Million

Cash Transfer Revenue from External Clients \$0.2 Million

Other Revenue \$5.0 Million from Client Funded Projects

Interest Income \$0.4 Million

OTO \$1M cash transfer from Facilities Fund 3505 to restore CIP fund for detention electronic increased costs

Significant Program Changes

Last Year this program was: FY 2020: 78205-20 Facilities Capital Improvement Program

Capital Operations administrative overhead costs reallocated to Asset Preservation Fund.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$16,514,395	\$0	\$19,710,907
Total GF/non-GF	\$0	\$16,514,395	\$0	\$19,710,907
Program Total:	\$16,514,395		\$19,710,907	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,655,476	\$0	\$7,576,752
Financing Sources	\$0	\$193,838	\$0	\$164,242
Interest	\$0	\$0	\$0	\$303,904
Beginning Working Capital	\$0	\$11,800,000	\$0	\$12,662,668
Service Charges	\$0	\$170	\$0	\$0
Total Revenue	\$0	\$16,649,484	\$0	\$20,707,566

Explanation of Revenues

BWC from Routine Project Carryover \$12.7 Million
Intl Svc Reimbursement AP Fee from County Occupants \$7.6 Million
Cash Transfer Revenue from External Clients \$0.2 Million
Interest Income \$0.3 Million

Significant Program Changes

Last Year this program was: FY 2020: 78206-20 Facilities Capital Asset Preservation Program

Department: County Assets

Program Contact: Kate Vance

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Facilities Interiors Group provides support to all County departments for the purpose of systems furniture moves, adds and changes and modest renovation services for building interiors. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

Program Summary

This program coordinates the moving, adding or changing of systems furniture throughout the County, as well as the inventorying of surplus systems furniture for later re-use. The team manages the move coordination for major and minor moves within the County. It also delivers project management services for interior building renovations requested by County programs.

The team consists of project managers knowledgeable in systems furniture, space design, and re-configurations. The team also coordinates the selection of interior finishes and furnishings, as appropriate.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average Customer Service Satisfaction Survey Score on a 5 point scale.	4.6	4.5	4.6	4.5
Outcome	Percent of newly occupied sites implementing the County's Workplace Modernization Initiative (WMI) stand	NA	70%	95%	95%

Performance Measures Descriptions

PM#1: Perform ongoing Customer Service Satisfaction Surveys with overall minimum score of 4.5 on a 5-point scale.

PM#2: Percent of new furniture projects follow the County's Workplace Modernization Initiative (WMI) standards, contributing to the County's goals to modernize the workplace and support the County's values around diversity and equity.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$672,077	\$0	\$698,570
Contractual Services	\$0	\$4,000	\$0	\$4,110
Materials & Supplies	\$0	\$27,057	\$0	\$19,039
Internal Services	\$0	\$47,283	\$0	\$51,538
Total GF/non-GF	\$0	\$750,417	\$0	\$773,257
Program Total:	\$750,417		\$773,257	
Program FTE	0.00	4.55	0.00	4.55

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$483,866
Total Revenue	\$0	\$0	\$0	\$483,866

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78207-20 Facilities Interiors Group

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Materials & Supplies	\$0	\$6,150,000	\$0	\$6,334,630
Total GF/non-GF	\$0	\$6,150,000	\$0	\$6,334,630
Program Total:	\$6,150,000		\$6,334,630	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,440,020	\$0	\$5,600,770
Total Revenue	\$0	\$5,440,020	\$0	\$5,600,770

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78208-20 Facilities Utilities Pass Through

FY 2021 will be the first year that includes new Central Courthouse

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$276,391	\$0	\$286,109
Contractual Services	\$0	\$55,000	\$0	\$55,545
Materials & Supplies	\$0	\$7,676,038	\$0	\$8,536,439
Internal Services	\$0	\$22,766	\$0	\$25,166
Total GF/non-GF	\$0	\$8,030,195	\$0	\$8,903,259
Program Total:	\$8,030,195		\$8,903,259	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,872,487	\$0	\$8,801,029
Service Charges	\$0	\$0	\$0	\$1,106,233
Total Revenue	\$0	\$7,872,487	\$0	\$9,907,262

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2019: 78209-19 Facilities Lease Management

The largest increase is in the main Five Oaks (formerly Lincoln) lease. This lease included a 3-month (or \$720,000) rent holiday at the start of the new lease agreement in FY 2020. Since this rent holiday is no longer included, the budget for this lease has increased accordingly above regular annual increases.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,130,721	\$0	\$1,182,819
Contractual Services	\$0	\$260,000	\$0	\$267,150
Materials & Supplies	\$0	\$9,840	\$0	\$10,114
Internal Services	\$0	\$144,439	\$0	\$159,914
Total GF/non-GF	\$0	\$1,545,000	\$0	\$1,619,997
Program Total:	\$1,545,000		\$1,619,997	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$684,443
Total Revenue	\$0	\$0	\$0	\$684,443

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers.

Significant Program Changes

Last Year this program was: FY 2020: 78210A-20 Facilities Strategic Planning and Projects

Legal / Contractual Obligation

The project received Business Oregon Brownfield Redevelopment Grant. The project has submitted an application to receive funding through the DEQ Solid Waste Orphan Site Fund. The Board of County Commissioners approved submission of this application in December 2019.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$300,000	\$0	\$370,000
Total GF/non-GF	\$0	\$300,000	\$0	\$370,000
Program Total:	\$300,000		\$370,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$370,000
Total Revenue	\$0	\$0	\$0	\$370,000

Explanation of Revenues

Beginning working capital is all carry over of unspent one-time-only funding and includes \$130,000 from General Fund and \$240,000 from Video Lottery Fund.

Significant Program Changes

Last Year this program was: FY 2020: 78210B-20 Vance Property Master Plan

Receipt and approval of Brownfield Redevelopment funds increases scope of work that can be completed and will extend completion of this program offer.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$177,051	\$0	\$0
Contractual Services	\$0	\$111,498,571	\$0	\$9,000,000
Internal Services	\$0	\$7,474	\$0	\$0
Total GF/non-GF	\$0	\$111,683,096	\$0	\$9,000,000
Program Total:	\$111,683,096		\$9,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$37,842,337	\$0	\$0
Other / Miscellaneous	\$0	\$775,000	\$0	\$0
Beginning Working Capital	\$0	\$68,000,000	\$0	\$9,000,000
Service Charges	\$0	\$5,125,000	\$0	\$0
Total Revenue	\$0	\$111,742,337	\$0	\$9,000,000

Explanation of Revenues

• \$9.0 Million working capital carryover of unrestricted funds from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78212-20 Facilities Downtown Courthouse

Decrease of \$103.5 million from FY 2020 as is projected to be substantially completed in FY 2020.

Legal / Contractual Obligation

There are a number of projects carrying over into FY21 that have contractual obligations to vendors and/or service providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$5,332,881	\$0	\$6,266,852
Total GF/non-GF	\$0	\$5,332,881	\$0	\$6,266,852
Program Total:	\$5,332,881		\$6,266,852	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,632,881	\$0	\$2,843,511
Interest	\$0	\$0	\$0	\$80,235
Beginning Working Capital	\$0	\$2,700,000	\$0	\$3,343,106
Total Revenue	\$0	\$5,332,881	\$0	\$6,266,852

Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$3.3 Million
Intl Svc Reimbursement Capital Fee on Owned Library Buildings \$2.8 Million
Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2020: 78213-20 Library Construction Fund

The Library District has chosen to increase the funding level for FY21 to better meet the needs of their building stock by investing in capital improvement projects, similar to the increases in FY20.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$7,500,000	\$0	\$5,500,000
Total GF/non-GF	\$0	\$7,500,000	\$0	\$5,500,000
Program Total:	\$7,500,000		\$5,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$7,500,000	\$0	\$5,500,000
Total Revenue	\$0	\$7,500,000	\$0	\$5,500,000

Explanation of Revenues

The carryover is to meet contractual obligations to vendors and service providers.

Significant Program Changes

Last Year this program was: FY 2019: 78214-19 Health Headquarters Construction

Project is Complete. Minor building and systems adjustments continue through April 2020.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$4,255,896	\$0	\$3,358,765
Total GF/non-GF	\$0	\$4,255,896	\$0	\$3,358,765
Program Total:	\$4,255,896		\$3,358,765	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,255,896	\$0	\$3,358,765
Total Revenue	\$0	\$4,255,896	\$0	\$3,358,765

Explanation of Revenues

This program offer will be funded with \$3.4 Million in carryover from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78218-20 MCSO Facilities Relocation and Reconfiguration

Legal / Contractual Obligation

BCC has earlier approved limited funding to proceed with Pre-Construction contracts using the CM/GC model for Architectural, Engineering and General Contractor services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$1,700,000
Total GF/non-GF	\$0	\$0	\$0	\$1,700,000
Program Total:	\$0		\$1,700,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$1,700,000
Total Revenue	\$0	\$0	\$0	\$1,700,000

Explanation of Revenues

\$1.7 Million working capital carryover from FY 2020.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$6,746,499	\$0	\$500,000
Total GF/non-GF	\$0	\$6,746,499	\$0	\$500,000
Program Total:	\$6,746,499		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,000,000	\$0	\$500,000
Total Revenue	\$0	\$6,000,000	\$0	\$500,000

Explanation of Revenues

This program offer is funded by beginning working capital carried over from FY 2020. The Project is scheduled to be substantially completed in spring 2020 with \$500K carryover for payment of work not completed in FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78220-20 DCJ East County Campus

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$4,771,626	\$0	\$4,474,226
Total GF/non-GF	\$0	\$4,771,626	\$0	\$4,474,226
Program Total:	\$4,771,626		\$4,474,226	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$3,400,000	\$0	\$4,474,226
Total Revenue	\$0	\$3,400,000	\$0	\$4,474,226

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2020, which includes \$1.3 M transferred from other projects within the same fund.

Significant Program Changes

Last Year this program was: FY 2020: 78221-20 MCDC Detention Electronics

Due to procurement challenges, project was significantly delayed and additional budget of \$1.3M is required to complete the scope of work.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2021. An imminent danger correction notice for all Columbia River Patrol boat houses from electrical inspector to prevent Electrical Shock Drowning (ESD).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,026,349	\$0	\$1,152,900
Total GF/non-GF	\$0	\$1,026,349	\$0	\$1,152,900
Program Total:	\$1,026,349		\$1,152,900	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,033,521	\$0	\$1,152,900
Total Revenue	\$0	\$1,033,521	\$0	\$1,152,900

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 78227-20 MCSO River Patrol Boathouses Capital Improvements

After further investigation, it was determined that Gleason Landing Columbia Boat House 1 and Chinook Landing Boathouse will be replaced instead of repaired.

Legal / Contractual Obligation

Condo agreement with City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$900,000
Total GF/non-GF	\$0	\$0	\$0	\$900,000
Program Total:	\$0		\$900,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$900,000
Total Revenue	\$0	\$0	\$0	\$900,000

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$194,896	\$0	\$268,853
Contractual Services	\$0	\$1,427,603	\$0	\$1,225,871
Total GF/non-GF	\$0	\$1,622,499	\$0	\$1,494,724
Program Total:	\$1,622,499		\$1,494,724	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$468,020	\$0	\$0
Beginning Working Capital	\$0	\$1,154,479	\$0	\$1,404,724
Service Charges	\$0	\$0	\$0	\$90,000
Total Revenue	\$0	\$1,622,499	\$0	\$1,494,724

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2021 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2020: 78301-20 IT Innovation & Investment Projects

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,949,457	\$0	\$2,089,429
Contractual Services	\$0	\$40,000	\$0	\$86,641
Materials & Supplies	\$0	\$178,705	\$0	\$196,350
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$2,168,562	\$0	\$2,372,820
Program Total:	\$2,168,562		\$2,372,820	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,168,562	\$0	\$2,372,820
Total Revenue	\$0	\$2,168,562	\$0	\$2,372,820

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 2020: 78302-20 IT Planning, Projects & Portfolio Management

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Help Desk 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 residents of and visitors to Multnomah County. Professional, customer service oriented 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 more than 6,000 employees and business partners. By focusing on first call resolution of problems, such as inability to access documents, working with Google and 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, 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 remaining 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	Percent of total calls to the Help Desk that are abandoned.	5%	5%	5%	5%
Outcome	Calls resolved at the Help Desk	64%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – Percent of calls to the Help Desk that are abandoned. This should be between 0-5 percent per industry standards.

PM #3 Outcome - Percent of calls resolved at the Help Desk without requiring escalation. Target is 60%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,165,203	\$0	\$1,172,731
Contractual Services	\$0	\$0	\$0	\$1,800
Materials & Supplies	\$0	\$7,244	\$0	\$10,760
Total GF/non-GF	\$0	\$1,172,447	\$0	\$1,185,291
Program Total:	\$1,172,447		\$1,185,291	
Program FTE	0.00	8.40	0.00	8.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,172,447	\$0	\$1,185,291
Total Revenue	\$0	\$1,172,447	\$0	\$1,185,291

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 2020: 78303-20 IT Help Desk Services

Partial position 707814 [+0.50] moved from Program Offer 78307 (IT Desktop Services), partially offset against reduced position [-0.15].

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$996,498	\$0	\$1,071,107
Contractual Services	\$0	\$130,000	\$0	\$0
Materials & Supplies	\$0	\$2,194,199	\$0	\$1,859,943
Internal Services	\$0	\$16,200	\$0	\$16,200
Capital Outlay	\$0	\$40,000	\$0	\$40,000
Total GF/non-GF	\$0	\$3,376,897	\$0	\$2,987,250
Program Total:	\$3,376,897		\$2,987,250	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,058,018	\$0	\$2,060,906
Beginning Working Capital	\$0	\$1,102,414	\$0	\$734,943
Service Charges	\$0	\$216,465	\$0	\$191,401
Total Revenue	\$0	\$3,376,897	\$0	\$2,987,250

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 2020: 78304-20 IT Telecommunications Services

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$95,913	\$0	\$101,817
Contractual Services	\$0	\$0	\$0	\$1,095,650
Materials & Supplies	\$0	\$1,119,383	\$0	\$73,899
Total GF/non-GF	\$0	\$1,215,296	\$0	\$1,271,366
Program Total:	\$1,215,296		\$1,271,366	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,215,296	\$0	\$1,233,909
Beginning Working Capital	\$0	\$0	\$0	\$37,457
Total Revenue	\$0	\$1,215,296	\$0	\$1,271,366

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 2020: 78305-20 IT Mobile Device Expense Management

NONE

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,586,097	\$0	\$2,703,907
Contractual Services	\$0	\$120,000	\$0	\$282,000
Materials & Supplies	\$0	\$3,605,608	\$0	\$3,895,517
Internal Services	\$0	\$1,000	\$0	\$1,000
Total GF/non-GF	\$0	\$6,312,705	\$0	\$6,882,424
Program Total:	\$6,312,705		\$6,882,424	
Program FTE	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,312,705	\$0	\$6,882,424
Total Revenue	\$0	\$6,312,705	\$0	\$6,882,424

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 2020: 78306-20 IT Network Services

Position 705551 moved from Program Offer 78317 (IT Data Center & Technical Services).

Department: County Assets

Program Contact: Dan Gorton

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Desktop Services program supports end users with desktops, laptops, tablets, smartphones, 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 more than 7,000 County devices (desktops, laptops, tablets, printers, multifunction devices, iPhones, iPads and other personal computing devices). PCs for public use in the libraries, assessment & taxation and land use planning are also supported to provide residents and visitors 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	95%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	90%	95%	95%
Outcome	Device refresh occurs within 3 months of warranty end date	70%	70%	70%	70%

Performance Measures Descriptions

PM #1 Output Measure - This measures moves of County staff desktop devices from one County location to another.

PM #2 Outcome Measure - This measures our ability to have desktops ready when employee arrives to work on their first day.

PM #3 Outcome Measure - This measures our ability to replace aging desktop devices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,484,820	\$0	\$2,551,471
Contractual Services	\$0	\$70,000	\$0	\$78,505
Materials & Supplies	\$0	\$49,199	\$0	\$24,873
Internal Services	\$0	\$0	\$0	\$15,000
Total GF/non-GF	\$0	\$2,604,019	\$0	\$2,669,849
Program Total:	\$2,604,019		\$2,669,849	
Program FTE	0.00	17.00	0.00	16.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,604,019	\$0	\$2,669,849
Total Revenue	\$0	\$2,604,019	\$0	\$2,669,849

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 2020: 78307-20 IT Desktop Services

Position 707814 moved to Program Offer 78303 (IT Help Desk Services).

Department: County Assets

Program Contact: Gary Wohlers

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County has made a significant financial investment in our technology infrastructure. This program provides for the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets allowing the County to spread the cost of the equipment replacements over multiple years and keep pace with rapidly changing technology.

Program Summary

This program supports the IT asset management lifecycle replacements for desktop and laptop computers, smartphones, iPads/tablets, monitors, desktop software, network router and switching equipment, telephones, data center servers and storage, printers, copiers and other output devices. It also supports the acquisition and disposition of hardware in a safe and environmentally friendly manner. Currently, the refresh schedule for laptops is three years and desktops is four years. The County looks for opportunities to assist the local community via donating operational retired equipment via Free Geek and local public schools, e.g. Portland Public Schools.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	70%	80%	80%	80%
Outcome	Asset database quality, accuracy and completeness	98%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - This measure tracks how many desktop and laptop devices are replaced according to the replacement schedule.

PM #2 Outcome Measure - Measures the effectiveness of the asset database(s) for quality, accuracy and completeness.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$360,000	\$0	\$360,000
Materials & Supplies	\$0	\$2,600,597	\$0	\$2,885,529
Capital Outlay	\$0	\$3,673,087	\$0	\$4,957,247
Total GF/non-GF	\$0	\$6,633,684	\$0	\$8,202,776
Program Total:	\$6,633,684		\$8,202,776	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,400,589	\$0	\$4,432,589
Beginning Working Capital	\$0	\$2,233,095	\$0	\$3,770,187
Total Revenue	\$0	\$6,633,684	\$0	\$8,202,776

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 2020: 78308-20 IT Asset Replacement

Beginning Working Capital carryover from FY 2020 for replacement of IT assets.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,116,736	\$0	\$1,338,518
Contractual Services	\$0	\$650,000	\$0	\$650,000
Materials & Supplies	\$0	\$112,721	\$0	\$26,044
Total GF/non-GF	\$0	\$4,879,457	\$0	\$2,014,562
Program Total:	\$4,879,457		\$2,014,562	
Program FTE	0.00	21.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,879,457	\$0	\$2,014,562
Total Revenue	\$0	\$4,879,457	\$0	\$2,014,562

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics.

Significant Program Changes

Last Year this program was: FY 2020: 78309-20 IT Health and Human Services Application Services

Due to the type of work required to to support this program offer, personnel costs were moved to the IT Data and Reporting Services Program Offer.

Department: County Assets

Program Contact: Debra Lee

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 an increase in IT resources available for higher value projects that will move County business strategies forward.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	77%	68%	77%	75%
Outcome	Percentage point increase in time spent on planned projects	5%	4%	9%	0%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,251,786	\$0	\$3,417,645
Contractual Services	\$0	\$70,000	\$0	\$0
Materials & Supplies	\$0	\$80,821	\$0	\$88,367
Total GF/non-GF	\$0	\$3,402,607	\$0	\$3,506,012
Program Total:	\$3,402,607		\$3,506,012	
Program FTE	0.00	18.00	0.00	19.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,402,607	\$0	\$3,506,012
Total Revenue	\$0	\$3,402,607	\$0	\$3,506,012

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 2020: 78310-20 IT Public Safety Application Services

Personnel increased due to movement within IT organization.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,820,568	\$0	\$1,692,985
Materials & Supplies	\$0	\$6,845	\$0	\$40,062
Total GF/non-GF	\$0	\$1,827,413	\$0	\$1,733,047
Program Total:	\$1,827,413		\$1,733,047	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,827,413	\$0	\$1,733,047
Total Revenue	\$0	\$1,827,413	\$0	\$1,733,047

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 2020: 78311-20 IT General Government Application Services

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,969,615	\$0	\$5,721,071
Materials & Supplies	\$0	\$1,050,384	\$0	\$1,116,984
Total GF/non-GF	\$0	\$4,019,999	\$0	\$6,838,055
Program Total:	\$4,019,999		\$6,838,055	
Program FTE	0.00	15.50	0.00	28.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,019,999	\$0	\$6,338,055
Total Revenue	\$0	\$4,019,999	\$0	\$6,338,055

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 2020: 78312-20 IT Data & Reporting Services

Data & Reporting Services increase in materials and supplies is due to increase spending on software needed to meet program goals. Personnel increased due to movement within IT organization. Position 714940 added from Program Offer 78306 (IT Network Services).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,657,261	\$0	\$1,346,950
Contractual Services	\$0	\$289,202	\$0	\$185,000
Materials & Supplies	\$0	\$2,335,339	\$0	\$2,340,478
Total GF/non-GF	\$0	\$4,281,802	\$0	\$3,872,428
Program Total:	\$4,281,802		\$3,872,428	
Program FTE	0.00	8.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,108,746	\$0	\$3,872,428
Beginning Working Capital	\$0	\$173,056	\$0	\$0
Total Revenue	\$0	\$4,281,802	\$0	\$3,872,428

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 2020: 78313-20 IT ERP Application Services

Personnel decreased due to movement within IT organization.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,487,877	\$0	\$3,303,548
Materials & Supplies	\$0	\$1,417,125	\$0	\$1,888,466
Total GF/non-GF	\$0	\$3,905,002	\$0	\$5,192,014
Program Total:	\$3,905,002		\$5,192,014	
Program FTE	0.00	13.50	0.00	15.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,905,002	\$0	\$5,192,014
Total Revenue	\$0	\$3,905,002	\$0	\$5,192,014

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 2020: 78314-20 IT Enterprise and Web Application Services

Personnel increased due to movement within IT organization.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$474,979	\$0	\$386,423
Materials & Supplies	\$0	\$12,210	\$0	\$0
Total GF/non-GF	\$0	\$487,189	\$0	\$386,423
Program Total:	\$487,189		\$386,423	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$487,189	\$0	\$386,423
Total Revenue	\$0	\$487,189	\$0	\$386,423

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 2020: 78315-20 IT Library Application Services

Program change reflects the movement of one Limited Duration Assignment position moving out of IT into the DCA HUB.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$864,726	\$0	\$1,245,766
Contractual Services	\$0	\$49,055	\$0	\$180,678
Materials & Supplies	\$0	\$1,161,467	\$0	\$202,480
Internal Services	\$0	\$11,341,945	\$0	\$11,606,527
Capital Outlay	\$0	\$2,067,745	\$0	\$3,760,967
Cash Transfers	\$0	\$1,468,020	\$0	\$0
Total GF/non-GF	\$0	\$16,952,958	\$0	\$16,996,418
Program Total:	\$16,952,958		\$16,996,418	
Program FTE	0.00	3.80	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,693,428	\$0	\$13,116,995
Beginning Working Capital	\$0	\$4,259,530	\$0	\$3,879,423
Total Revenue	\$0	\$16,952,958	\$0	\$16,996,418

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. This program also acts as the holding account for non-specific division-wide working capital carryover from previous fiscal years.

Significant Program Changes

Last Year this program was: FY 2020: 78316-20 IT Shared Operating Expenses

FTE budget increase is due to 100% of Deputy CIO FTE allocation being budgeted in home cost object (prior allocation was 80%; +0.20 increase).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,525,998	\$0	\$4,617,299
Contractual Services	\$0	\$8,000	\$0	\$71,500
Materials & Supplies	\$0	\$1,181,895	\$0	\$1,060,541
Total GF/non-GF	\$0	\$5,715,893	\$0	\$5,749,340
Program Total:	\$5,715,893		\$5,749,340	
Program FTE	0.00	24.75	0.00	23.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,715,893	\$0	\$5,749,340
Total Revenue	\$0	\$5,715,893	\$0	\$5,749,340

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 2020: 78317-20 IT Data Center & Technical Services

Position 705551 moved to Program Offer 78306 (IT Network Services).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,219,286	\$0	\$1,219,272
Total GF/non-GF	\$0	\$1,219,286	\$0	\$1,219,272
Program Total:	\$1,219,286		\$1,219,272	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,219,286	\$0	\$1,219,272
Total Revenue	\$0	\$1,219,286	\$0	\$1,219,272

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2021 as beginning working capital through project completion.

Significant Program Changes

Last Year this program was: FY 2020: 78319-20 CRIMES Replacement

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,000,000	\$0	\$966,887
Total GF/non-GF	\$0	\$1,000,000	\$0	\$966,887
Program Total:	\$1,000,000		\$966,887	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$966,887
Total Revenue	\$0	\$1,000,000	\$0	\$966,887

Explanation of Revenues

Funded with one-time-only General Funds.

Significant Program Changes

Last Year this program was: FY 2020: 78322-20 Electronic Medical Records Corrections Health Juvenile Detention

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,000,000	\$0	\$908,588
Total GF/non-GF	\$0	\$1,000,000	\$0	\$908,588
Program Total:	\$1,000,000		\$908,588	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$908,588
Total Revenue	\$0	\$1,000,000	\$0	\$908,588

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 78323-20 Capital Project Management Software

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$1,386,360	\$0	\$935,000
Total GF/non-GF	\$0	\$1,386,360	\$0	\$935,000
Program Total:	\$1,386,360		\$935,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$935,000
Beginning Working Capital	\$0	\$1,386,360	\$0	\$0
Total Revenue	\$0	\$1,386,360	\$0	\$935,000

Explanation of Revenues

Cash Transfer In for FY 2021 represents the estimated carryover of unspent Fund 2504 project fund balance, after projected FY 2020 expenditures.

Significant Program Changes

Last Year this program was: FY 2020: 72035-20 DART Assessment & Taxation System Upgrade

The project has moved from Program Offer 72035, Fund 2504 to Program Offer 78326, Fund 3503 in FY21.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,316,293	\$0	\$1,337,246
Contractual Services	\$0	\$402,000	\$0	\$25,000
Materials & Supplies	\$0	\$1,759,845	\$0	\$1,910,623
Internal Services	\$0	\$1,322,633	\$0	\$1,360,016
Capital Outlay	\$0	\$392,121	\$0	\$524,432
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$5,192,892	\$0	\$5,157,317
Program Total:	\$5,192,892		\$5,157,317	
Program FTE	0.00	11.10	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,818,433	\$0	\$4,920,236
Interest	\$0	\$10,000	\$0	\$0
Beginning Working Capital	\$0	\$364,459	\$0	\$176,011
Service Charges	\$0	\$0	\$0	\$61,070
Total Revenue	\$0	\$5,192,892	\$0	\$5,157,317

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 2019 charged rates.

Significant Program Changes

Last Year this program was: FY 2020: 78400-20 Fleet Services

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$10,000	\$0	\$0
Internal Services	\$0	\$6,576	\$0	\$0
Capital Outlay	\$0	\$9,002,349	\$0	\$9,494,466
Total GF/non-GF	\$0	\$9,018,925	\$0	\$9,494,466
Program Total:	\$9,018,925		\$9,494,466	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,654,445	\$0	\$3,304,950
Interest	\$0	\$85,000	\$0	\$0
Beginning Working Capital	\$0	\$6,279,480	\$0	\$6,689,516
Total Revenue	\$0	\$9,018,925	\$0	\$9,994,466

Explanation of Revenues

Vehicles and equipment are placed on an established life-cycle replacement schedule. Replacement funds are collected on a monthly basis from programs with assigned vehicles and equipment and aggregated until specified useful life has been met. Proceeds from vehicle sales are returned to the Fleet Asset Replacement fund to offset future replacement costs.

Significant Program Changes

Last Year this program was: FY 2020: 78401-20 Fleet Vehicle Replacement

MCSO added additional funding for asset replacements in the amount of \$500,000

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$206,913	\$0	\$221,941
Contractual Services	\$0	\$400	\$0	\$891,246
Materials & Supplies	\$0	\$604,997	\$0	\$1,489
Internal Services	\$0	\$366,162	\$0	\$256,014
Capital Outlay	\$0	\$144,373	\$0	\$103,646
Unappropriated & Contingency	\$0	\$100,000	\$0	\$0
Total GF/non-GF	\$0	\$1,422,845	\$0	\$1,474,336
Program Total:	\$1,422,845		\$1,474,336	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$974,511	\$0	\$1,374,375
Interest	\$0	\$6,000	\$0	\$0
Beginning Working Capital	\$0	\$442,334	\$0	\$38,891
Service Charges	\$0	\$0	\$0	\$61,070
Total Revenue	\$0	\$1,422,845	\$0	\$1,474,336

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 2020: 78402-20 Motor Pool

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$652,866	\$0	\$647,985
Contractual Services	\$0	\$737,527	\$0	\$639,967
Materials & Supplies	\$0	\$9,522	\$0	\$40,686
Internal Services	\$0	\$451,523	\$0	\$451,074
Capital Outlay	\$0	\$434,608	\$0	\$338,336
Unappropriated & Contingency	\$0	\$53,207	\$0	\$0
Total GF/non-GF	\$0	\$2,339,253	\$0	\$2,118,048
Program Total:	\$2,339,253		\$2,118,048	
Program FTE	0.00	6.60	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,584,641	\$0	\$1,635,375
Interest	\$0	\$180	\$0	\$0
Beginning Working Capital	\$0	\$754,432	\$0	\$470,069
Service Charges	\$0	\$0	\$0	\$12,604
Total Revenue	\$0	\$2,339,253	\$0	\$2,118,048

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 2020: 78403-20 Distribution Services

Legal / Contractual Obligation

Oregon Revised Statute 192 and Oregon Administrative Rule Chapter 166 define public records law and policy, Records Officer mandates, and standards and obligations for records creation, access, storage, protection, retention, and disposition. Multnomah County Executive Rule 301 assigns the retention schedule function to the Records Management program, and Multnomah County Code Chapter 8.500 defines additional archival records responsibilities and obligations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$700,186	\$0	\$741,176
Contractual Services	\$0	\$300,411	\$0	\$318,184
Materials & Supplies	\$0	\$124,998	\$0	\$178,647
Internal Services	\$0	\$841,067	\$0	\$769,036
Capital Outlay	\$0	\$27,370	\$0	\$242,357
Total GF/non-GF	\$0	\$1,994,032	\$0	\$2,249,400
Program Total:	\$1,994,032		\$2,249,400	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,783,615	\$0	\$2,067,764
Beginning Working Capital	\$0	\$210,417	\$0	\$181,618
Service Charges	\$0	\$0	\$0	\$18
Total Revenue	\$0	\$1,994,032	\$0	\$2,249,400

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 FY2019.

Significant Program Changes

Last Year this program was: [FY 2020: 78404-20 Records Management](#)

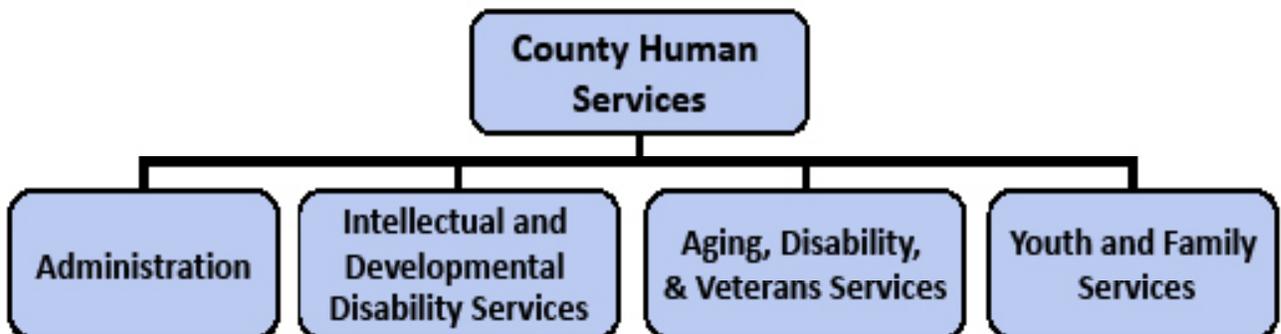
Department Overview

The Department of County Human Services (DCHS) long-range goals remain anchored by the DCHS North Star which states “in Multnomah County, every person at every stage in life has equitable opportunities to thrive.” Department priorities include ensuring quality of life, education access and support, economic development and stability, and ensuring a diverse and inclusive system.

DCHS has a critical role in the county because the department designs programs, services and funding to provide stability for people across the lifespan. In childhood, DCHS supports people by promoting positive parenting, improving educational access and support for youth, and making sure children have enough to eat in the summer months. In adulthood, DCHS supports young adults with disabilities who want to live in their own homes and have fulfilling and stable jobs, thus contributing to their economic stability. DCHS helps people stay in affordable homes, and we provide safety and support for survivors of domestic and sexual violence. DCHS supports older adults by helping veterans navigate the public programs they’ve earned as part of their service, setting up classes at senior centers to support people staying healthy, and intervening when older adults or people with disabilities are potentially being abused.

Outcomes for these services are stronger when people are treated as experts in their own lives. That’s why DCHS takes a trauma-informed and equitable services approach, providing the best opportunity to achieve the department’s long-term goals and those of the County more broadly.

In addition to the key goals mentioned, DCHS serves as the Area Agency on Aging, the Community Action Agency, the managing partner for the Schools Uniting Neighborhoods (SUN) program, the Domestic and Sexual Violence Coordination Office for the County and City of Portland, and the Community Developmental Disability Program (CDDP) for Multnomah County. DCHS accomplishes its goals with a budget of over \$181 million and more than 750.00 FTE.



Budget Overview

The FY 2021 Department of County Human Services (DCHS) Proposed budget is \$181.2 million, a \$12.3 million increase and a net increase of 51.20 FTE from the FY 2020 budget. The County General Fund contributes \$55.5 million or 30.6% of the total. The remainder of the DCHS budget, \$125.8 million, comes from Federal, State, and other revenue. The department’s budget is allocated to 60 program offers across four divisions and funds over 750 full-time equivalent employees.

Over two-thirds of DCHS budget comes from more than 100 Federal and State sources, and many services provided by the department are reliant on State and Federal funding. DCHS’s \$125.8 million in Federal, State, and local revenue is an \$11.7 million increase over the FY 2020 adopted budget. Most of the additional funding is in the Aging, Disability, & Veterans Services Division (ADVSD), which increased over \$10.0 million and added 31.50 FTE largely due to expanded Medicaid Funding. Intellectual and Developmental Disabilities Services Division (IDDS) increased over \$3.5 million along with 22 additional FTE due to positive changes in the State base funding cap. Although DCHS realized increased Federal, State, and local revenue in the Proposed budget, revenue at all levels of government are in a volatile state due to the current challenges brought on by the coronavirus pandemic. With significant uncertainty about funding, DCHS continues to monitor and adapt to funding changes as it works to protect the community’s most vulnerable citizens.

The FY 2021 DCHS General Fund allocation includes \$240,000 in ongoing funding for new programs:

- ADVSD Multi-Disciplinary Team Scale (25028B) \$40,000
- YFS - Family Unification Program Scale (25130B) \$200,000

The FY 2021 DCHS includes \$105,000 in one-time-only funding:

- YFS - Legal Services at the Gateway Center (25050B) \$30,000
- YFS - Preschool for All (25153A) \$75,000

A list of programs funded as one-time-only can be found in the Budget Director’s message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Proposed</u>	
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	706.88	756.85	702.35	753.55	51.20
Personnel Services	\$72,370,530	\$79,447,451	\$77,586,456	\$85,342,568	\$7,756,112
Contractual Services	60,113,928	59,252,927	65,042,200	65,341,474	299,274
Materials & Supplies	4,996,801	1,823,475	2,032,118	2,081,300	49,182
Internal Services	19,304,210	23,572,650	24,292,021	28,478,215	4,186,194
Capital Outlay	0	15,258	0	0	0
Total Costs	\$156,785,468	\$164,111,761	\$168,952,795	\$181,243,557	\$12,290,762

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

Successes and Challenges

DCHS serves people from diverse backgrounds and across the lifespan. For instance, 24,465 youth were served in SUN Community Schools and Youth Advocacy programs, and 74% of students who regularly engaged in SUN programs identified as people of color. As many as 677 domestic violence survivors engaged in culturally specific advocacy services. Additionally, 48,000 older adults and people with disabilities received Medicaid case management, in-home services, facility based services, medical benefits, or SNAP. Also, 1,802 veterans received new representation. DCHS also served 6,200 adults and children with intellectual and developmental disabilities, and their families.

The Department's challenges are the community's challenges. There are systemic barriers for people with low incomes and people of color to gain access to wealth, stable housing, equitable education, health and quality of life. As the need for services increases without commensurate funding, DCHS seeks to address the root causes of these inequities. The Department has worked to mitigate these challenges through the successful development of two key initiatives:

- DCHS Department Dashboard. The Dashboard will show how we are doing overall as a department, including department operations, and will provide information in critical decision-making. Data for the dashboard will be pulled exclusively from the DCHS Data Mart and visualized in Tableau. By having our data in a centralized, validated location, we will be able to combine complex data sets and report on dashboard metrics consistently over time. The Department Dashboard will help us lead with information and make data-driven decisions about our operations and programs – and help us advance equity for both staff and our clients. For example, we will be able to quickly examine trends in staff race and gender over time, examine equity in promotions and Women of Color assignments, and search performance measure trends by division.
- DCHS Sustainable Business Plan. DCHS leadership assembled a group of DCHS managers, supervisors, and represented staff and engaged in two days of discussion, data gathering, and futures thinking, to begin the development of a workforce sustainability plan for the Department. Participants included: the DCHS Leadership Team; the Diversity Equity and Social Justice Committee (DESJC); the Performance Management Council (PMC); the Director's Office; and the Divisions' Leadership and Equity Teams. Ultimately, the Sustainable Business Plan's purpose is to guide the organization's priorities towards budgetary and workforce sustainability, leaving DCHS better for future administrations and generations of the DCHS workforce, partners and those served. The plan also integrates the department's equity work into the structural vision of the department. Based on our Sustainable Business Plan retreats, and through further exploration of ideas, DCHS will focus its efforts in the following action areas: communication; data; efficiency; equity; and management. Listening sessions will be held throughout the Department to solicit feedback on the plan from the DCHS workforce.

Diversity, Equity, and Inclusion

Our Department’s North Star states that everyone in Multnomah County should have equitable opportunities to thrive. Since the Workforce Equity Strategic Plan (WESP) process began two years ago, we’ve focused on three main aspects of actualizing racial equity:

- Policy work, which has consisted of several pilots with our Human Resource Department to examine our hiring and retention practices.
- Engaging our workforce, which has consisted of dozens of regular meetings with our Director, Deputy Director, Equity and Inclusion Manager, and Division leadership. Each Division has also led a Racial Equity Assessment with staff.
- Building a culture of safety, trust and belonging for all.

Key DCHS racial equity activities include:

- Diversity, Equity, and Social Justice Committee.
- Equity Worldview Initiative: a department-wide program to prepare managers, supervisors and those interested to leading racial equity and inclusion work.
- Director and Equity Manager continue to check in with ERG Leadership.
- Respect and Remedy Team that focuses on Bravery, Trust and Belonging.
- Minimizing Microaggressions Campaign.
- Leading with Race Book Club: reading groups focused on social justice.
- Equity in Action Commons Page and Equity in Action Newsletter.
- DCHS Leading with Race Conference.
- Holding Space Commons: facilitated round-table discussions about racial justice.
- Immigrants are Welcome campaign.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$8,197,924	\$0	\$8,197,924	44.80
Intellectual and Developmental Disabilities	4,283,674	23,931,894	28,215,568	177.80
Aging, Disability, and Veteran Services	13,551,515	76,688,603	90,240,118	454.95
Youth and Family Services	29,624,662	25,135,930	54,760,592	76.00
Non-Represented Wage Freeze	(170,645)	0	(170,645)	0.00
Total County Human Services	\$55,487,130	\$125,756,427	\$181,243,557	753.55

Department Administration

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

Department leadership is responsible for the provision of racially equitable practices, trauma informed practices, strategic partnerships, leadership and direction, stewardship of public resources, continuous quality improvement, performance management, emergency preparedness, innovation, communications, IT strategic planning, operations, and support and maintenance of a diverse qualified workforce.

Human Resources supports more than 750 departmental employees and addresses recruiting, hiring and retention issues, workforce planning, training, employee performance management, and labor relations.

Business Services provides financial and business functions including development, management and oversight of the department's budget, accounts receivable and accounts payable, purchasing, and grants management. The unit coordinates department procurement and contracting functions and ensures implementation and compliance with all County contracting and procurement policies.

Significant Changes

The following items represent changes and opportunities for DCHS Administration:

- The department is working on a five year sustainable business strategy which is focusing on workforce and budget sustainability.
- The department started to implement the first phase of a dashboard and experiment with workforce equity data. Currently, in collaboration with IT, we are going to pilot a project with PSU students to start the build of a department-wide dashboard.
- The department is collaborating with IT on the Service Coordination Portal Engine (SCoPE) project.
- CQI for County Contractors Project - In the first quarter of this fiscal year, directors from DCHS, DCJ, the Health Department, and the Joint Office along with the County Chief Operating Officer initiated a pilot program in which DCHS' Quality Improvement Center (QIC) staff work with 5 - 7 partner organizations to introduce the Continuous Quality Improvement (CQI) model and apply it to core business processes with a focus on safety, service quality, and efficiency.
- With the implementation of the new ERP system, work structure has changed significantly through all of the Business Services functions. There are some workload impacts as well, however, department administration is still assessing if those impacts are permanent or are only temporary.

Intellectual and Developmental Disabilities Service Division

The Intellectual and Developmental Disabilities Services Division (IDDSD) serves over 6,200 people with intellectual and developmental disabilities such as autism, cerebral palsy, or an intellectual disability diagnosed prior to the age of 22. Services may span the entire lifetime. Policy, advocacy and research on quality of life for individuals with intellectual and developmental disabilities encompasses eight quality of life domains that guide the implementation of services: emotional, material, and physical well-being, interpersonal relations, social inclusion, personal development, self-determination, and rights. IDDSD provides case management services supporting these domains to directly engage and link consumers and families to resources in the community and where eligible, to Medicaid funded residential, employment, in-home and non-County brokerage case management services. Additionally, the Division continuously reviews intake and eligibility referrals and provides abuse investigation services to participants. Results from our current partner survey show 85% of respondents are satisfied or extremely satisfied with the support they receive from IDDSD. State audit results were favorable with IDDSD exceeding several statewide benchmarks, and Multnomah County audit results demonstrated a need for reduced caseloads and increased supports for case managers. IDDSD's FY 2021 strategic plan addresses the areas of improvement identified in the state and county audits, as well as the division-specific equity work elevated through the IDDSD Racial Equity Assessment and the Workforce Equity Strategic Plan.

Significant Changes

IDDSD received a 20% increase in state funding for the 19-21 biennium, resulting in the addition of 18 FTE in FY 2020, and an expected addition of 4 FTE in FY 2021. This increase in funding was the result of greater-than-forecasted client growth, as well as the state workload study, which demonstrated a significant increase in job functions necessary to ensure health and safety, maintain compliance, monitor client services and provide timely service. This increase in funding will allow IDDSD to stabilize services despite frequent and significant changes mandated by the state and a consistently increasing client base. In addition to an increase in FTE, several recent service innovations are expected to improve the quality, accuracy, and equity of client services. These include the training and use of a new state-wide CAM data system meant to improve safety for consumers, and the use of signature pads in the field to improve case management efficiency, workload management, and client participation in the county SCOPE pilot.

The division continues to work with the CHS equity manager and the CHS Diversity, Equity, and Social Justice Committee to guide internal equity efforts, including the adoption of the Color Brave Space philosophy, and the active use of Color Brave Space agreements during division meetings. IDDSD managers and supervisors have completed the Equity World View Trainings to effectively promote and support equity in the workplace. Finally, the division continues to develop Data Mart and Tableau tools to increase access to data to make data-driven business decisions that improve workplace and client outcomes.

Aging, Disability and Veterans Services

Aging, Disability and Veterans Services Division (ADVSD) is the federally designated Area Agency on Aging that represents the diverse needs of 181,000 older adults, people with disabilities, and veterans. ADVSD maintains a coordinated service system that supports individuals to achieve independence, health, safety, and quality of life. ADVSD services include 24-hour community resource information; social and nutrition services; eligibility for Medicaid health and long-term services and supports; access to Veterans benefits; protective and guardianship services; and adult care home licensing. ADVSD administers 27 programs that include over 48,000 participants receiving Medicaid long-term services and supports over 7,500 participants receiving community social supports.

According to the 2019 Poverty in Multnomah County report, poverty among older adults and people with disabilities is growing. People with disabilities and older adults of color are over-represented in the county's population in poverty with 28% of people with disabilities and 22% of older adults of color living in poverty. Another indicator that demonstrates the growing impact of poverty on the county's older adult population is the 10% increase in homelessness for adults ages 55 and older since 2014. Income and housing insecurity will be key focus areas of the division's 2021 - 2025 Area Plan for Older Adults.

Significant Changes

The new ONE Integrated Eligibility system will roll out in Multnomah County in October 2020, at which time our eligibility and business services teams will begin working on a statewide shared caseload. This shared caseload will include consumers currently served individually by Area Agencies on Aging, Aging and People with Disabilities, Oregon Health Authority, and Self Sufficiency.

In 2018, ADVSD completed a racial equity assessment, identifying gaps contributing to systemic and institutional barriers for employees and program participants. This year we are prioritizing the following areas for development: making a public commitment to racial equity; incorporating racial equity in our mission statement; establishing an equity/racial justice committee; ensuring racial equity training is available to the workforce; and strengthening formal partnerships with culturally-specific organizations.

As the Federally designated Area Agency on Aging, ADVSD is charged with completing a Community Needs Assessment and Area Plan for 2021 - 2025. This year we are engaged with culturally-specific organizations and communities.

This engagement will include conducting both topic specific focus groups and community specific focus groups. We will also partner with new stakeholders, such as: conducting focus groups with older adults who are living in shelters; reaching out to older adults involved in the justice system; and connecting with older adults employed with Multnomah County.

Youth and Family Services

The Youth & Family Services (YFS) Division's North Star states that "all individuals and families have the opportunity to engage in the level and depth of culturally relevant services that they want, in order to thrive." YFS manages over 40 programs and initiatives that focus on two major impact areas: educational success and family stability. Within those impact areas, there are five core system and policy areas that represent the work: Energy Services, Anti-Poverty/ Prosperity, Education Supports, Early Childhood and Domestic and Sexual Violence.

The Division manages programs funded by Federal, State, and local resources. These programs offer a wide range of interventions including access to SNAP benefits, domestic violence emergency response, kindergarten transition, housing stability assistance, participant supports, Assertive Engagement, sexual assault services, youth advocacy, after-school programming, home weatherization, and more.

Just over 80% of YFS funding is contracted to partner agencies that work in the community, including a wide network of culturally specific organizations. Providing quality support to contractors and their direct service staff is a high priority for the Division. YFS actively partners with local jurisdictions, such as the local cities, Home Forward, the Joint Office for Homeless Services, school districts, and other departments within the County.

Significant Changes

The FY 2021 budget continues our commitment to educational success and family stability through high-quality direct services and superior contract and program management that effectively supports our contractors to deliver culturally responsive and culturally specific services. For FY 2021 the Youth & Family Services Division will:

- Further our commitment to Racial Equity. The Division is actively engaged in building safety, trust and belonging so that employees thrive. Staff of color in YFS are developing a racial equity process for the Division that will drive action and meet the goals of the WESP.
- Enhance Sex Trafficked Youth Services. The City of Portland is providing ongoing funds. This will allow the program to nearly double in community-based FTE. The requests for services is out pacing existing capacity.
- Support Youth Stability & Homelessness Prevention program implementation. FY 2021 will be the first full year of this redesigned system of supports for youth who feel unsafe in their own homes and who want a supportive environment in which to repair connections.
- Begin community planning for the SUN Service System. We will embark on 18 months of community conversations and planning for the System's next procurement process.

County Human Services

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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 2021 General Fund	Other Funds	Total Cost	FTE
Department Administration					
25000	DCHS Director's Office	\$3,534,069	\$0	\$3,534,069	16.80
25001A	DCHS Human Resources	1,250,143	0	1,250,143	7.00
25002	DCHS Business Services	3,413,712	0	3,413,712	21.00
Intellect./Devel. Disabilities Services					
25010	IDDS Administration & Support	673,645	2,688,137	3,361,782	18.00
25011	IDDS Budget and Operations	642,196	5,279,236	5,921,432	31.00
25012	IDDS Services for Adults	1,284,196	6,019,862	7,304,058	49.80
25013	IDDS Services for Children and Young Adults	1,175,600	6,366,338	7,541,938	53.00
25014	IDDS Abuse Investigations	498,037	1,785,392	2,283,429	15.00
25016	IDDS Eligibility & Intake Services	10,000	1,792,929	1,802,929	11.00
Aging, Disability and Veterans Services					
25022	ADVSD Adult Care Home Program	229,638	3,582,890	3,812,528	21.00
25023	ADVSD Long Term Services & Supports (Medicaid)	3,176,313	40,012,983	43,189,296	289.55
25024	ADVSD Adult Protective Services	564,248	6,483,820	7,048,068	41.35
25025	ADVSD Veterans Services	645,190	366,691	1,011,881	8.00
25026	ADVSD Public Guardian/Conservator	1,713,146	0	1,713,146	11.00
25027	ADVSD Administration	936,304	5,186,955	6,123,259	9.80
25028A	ADVSD Multi-Disciplinary Team	772,361	613,095	1,385,456	4.65
25028B	ADVSD Multi-Disciplinary Team Scale	40,000		40,000	0.00
25029	ADVSD Transition & Diversion (Medicaid)	376,829	4,855,039	5,231,868	33.00
25032	ADVSD Outreach, Information & Referral	1,235,981	1,620,786	2,856,767	11.80
25033	ADVSD Nutrition Program	517,422	1,720,332	2,237,754	0.50
25034	ADVSD Health Promotion	117,774	1,326,131	1,443,905	5.30
25035	ADVSD Case Management & In-Home Services (non-Medicaid)	1,620,974	6,533,887	8,154,861	4.90
25036	ADVSD Safety Net Program	646,870	111,311	758,181	1.50
25037A	ADVSD Transportation Services	168,542	2,083,637	2,252,179	1.98
25038	ADVSD Advocacy & Community Program Operations	764,418	1,825,938	2,590,356	9.52

County Human Services

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Aging, Disability and Veterans Services (cont'd)					
25039	ADVSD Family Caregiver Program	25,505	365,108	390,613	1.10
Youth and Family Services					
25041	YFS - Domestic Violence Crisis Services	388,107	\$0	388,107	0.00
25044	YFS - Domestic and Sexual Violence Coordination	582,401	229,237	811,638	3.90
25046	YFS - Domestic Violence Legal Services	189,608	35,000	224,608	0.00
25047	YFS - Domestic Violence Crisis Response Unit	910,519	616,569	1,527,088	9.59
25048	YFS - Culturally Specific and Underserved Domestic & Sexual Violence Services	718,435	0	718,435	0.00
25049	YFS - Sexual Assault Services	300,741	0	300,741	0.00
25050A	YFS - Gateway Center	309,170	962,283	1,271,453	4.00
25050B	YFS - Domestic Violence Immigration Legal Services at the Gateway Center	30,000	0	30,000	0.00
25118	YFS - Youth & Family Services Administration	2,128,360	0	2,128,360	13.00
25119	YFS - Energy Assistance	0	10,199,139	10,199,139	8.13
25121	YFS - Weatherization	0	4,702,243	4,702,243	6.87
25130A	YFS Family Unification Program	527,872	0	527,872	0.00
25130B	YFS - Family Unification Program Scale	200,000	0	200,000	0.00
25131	YFS - Legal Services Day	125,000	0	125,000	0.00
25132	YFS - Long Term Rent Assistance (LTRA)	150,000	0	150,000	0.00
25133	YFS - Housing Stabilization for Vulnerable Populations (HSVP)	1,033,702	2,268,184	3,301,886	1.41
25133B	YFS - Housing Stabilization/Mobility Restoration	237,500	0	237,500	0.00
25135	YFS - Sex Trafficked Youth Services	577,360	310,000	887,360	0.00
25136	YFS - Culturally Specific Navigation Services for Immigrant Families	250,000	0	250,000	0.00
25137	YFS - Promise Neighborhoods Initiative	2,217,104	0	2,217,104	0.00
25138	YFS - Youth Stability & Homelessness Prevention Services	588,888	100,000	688,888	0.00
25139A	YFS - Multnomah Stability Initiative (MSI)	2,742,497	1,095,551	3,838,048	1.00
25139B	YFS - Multnomah Stability Initiative - Community Legal Clinics	100,000	0	100,000	0.00
25140	YFS - Community Development	137,772	337,987	475,759	1.00
25141	YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach	141,038	114,505	255,543	2.00

County Human Services

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Youth and Family Services (cont'd)					
25145	YFS - SUN Community Schools	6,952,758	2,219,670	9,172,428	3.00
25147	YFS - Child & Family Hunger Relief	448,059	0	448,059	1.00
25149	YFS - SUN Youth Advocacy Program	2,507,262	200,000	2,707,262	0.00
25151	YFS - SUN Parent & Child Development Services	1,590,796	372,975	1,963,771	0.68
25152	YFS - Early Learning Family Engagement and Kindergarten Transition	506,498	850,099	1,356,597	1.82
25153A	YFS - Preschool for All	75,000	0	75,000	0.00
25155	YFS - Sexual & Gender Minority Youth Services	313,555	0	313,555	0.00
25156	YFS - Bienestar Social Services	1,217,182	522,488	1,739,670	9.60
25160	YFS - Data and Evaluation Services	1,427,478	0	1,427,478	9.00
All Divisions					
	Non-Represented Wage Freeze*	(170,645)	0	0	0.00
Total Dept. of County Human Services		\$55,487,130	\$125,756,427	\$181,243,557	753.55

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$276,149. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

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Department: County Human Services

Program Contact: Peggy Brey

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

ISSUE: The Department of County Human Services is made up of three divisions, staffed by over 750 FTE and is funded with a budget of over \$181 million dollars. The Department is funded through a blend of local, State and Federal funding with accompanying requirements and roles and programmatic commitments to the community.

GOALS: The Office leads the Department-wide efforts to reach the DCHS North Star which states that in Multnomah County, every person - at every stage in life - has equitable opportunities to thrive. In addition to the existing priorities of ensuring quality of life, education access and support, and economic development and stability, we've added a fourth priority: ensuring a diverse and inclusive system. The Director's office works to advance the Department's strategic initiatives and program service delivery through four main goals: a) maintaining good government practices of accountability and transparency; b) advancing an equity agenda both internally and with our community partners; c) ensuring high-quality program delivery; and d) effective engagement and communication with the community.

ACTIVITIES: The Director's Office ensures a safe, welcoming and equitable environment for staff and participants. The Office's immediate priority is to bring more equity and inclusion to our HR recruitment, compensation and retention strategies, as well as coordinate the efforts of the Department's Trauma Informed Care position, Equity and Inclusion Manager and Diversity, Equity, and Social Justice Committee (DESJC). Director's office activities also include a) ensuring DCHS meets its financial and regulatory requirements through budget development, fiscal compliance, data collections, and reporting; b) Department-wide performance management and sharing of quality improvement tools and techniques; c) identifying new approaches to DCHS work and the application of research for emerging and best practices and solutions; d) communication and coordination with the Board of County Commissioners, and e) communication with partners and participants by using multiple methods to engage with the community, including online tools.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of formal communications to employees ¹	50	50	50	50
Outcome	Percent of visitors who were able to find what they were looking for on the DCHS website	92%	85%	92%	95%
Outcome	Number of DCHS Web Pages Viewed	777,000	910,000	800,000	850,000

Performance Measures Descriptions

¹ Formal communications include director's listening sessions, all staff emails and meetings with staff groups such as district offices or the department Employees of Color employee group.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,686,622	\$0	\$2,685,568	\$0
Contractual Services	\$80,000	\$0	\$80,000	\$0
Materials & Supplies	\$38,159	\$0	\$80,990	\$0
Internal Services	\$524,982	\$0	\$687,511	\$0
Total GF/non-GF	\$3,329,763	\$0	\$3,534,069	\$0
Program Total:	\$3,329,763		\$3,534,069	
Program FTE	17.80	0.00	16.80	0.00

Program Revenues				
Other / Miscellaneous	\$2,677,933	\$0	\$2,683,390	\$0
Total Revenue	\$2,677,933	\$0	\$2,683,390	\$0

Explanation of Revenues

\$2,683,390 - County General Fund Department Indirect: Based on FY2021 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2020: 25000-20 Director's Office

1.00 FTE #718256 Research Evaluation Analyst Senior is eliminated.

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

DCHS Human Resources supports the quality of life, professional development, and education of approximately 750 employees. HR ensures DCHS achieves its goals through equitable recruitment, selection and retention of employees, and anticipating and planning for staffing needs. HR functions include outreach and recruiting, hiring and onboarding, maintaining records, staff retention and workforce and succession planning, training, employee and labor relations including equity for hiring and treatment of staff, and performance management.

Program Summary

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

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

ACTIVITIES: DCHS HR achieves its goals by providing consultation to managers, supervisors, and employees while working with union representation and aligning with Central/County HR and County counsel when necessary. Efforts in FY20 will focus on supporting the workforce in an uncertain environment, equity (including supporting the department's Workforce Equity Strategic Plan), professional development, education, compassion, and compliance, while supporting Department-wide goals. HR will continue to support implementation of the new ERP while maintaining service levels. HR continues to support department process improvement projects related to equity. Those projects include: 1) Bilingual pay assessment and selection. This project is designed to maximize the use of our employees' bilingual skills to serve our clients. The project takes into account new contract language for ad hoc pay and ensuring language proficiency; 2) Interview panel selection and preparation. This project seeks to ensure diversity in our panel selection and training panel members to ensure equitable assessment of interviewees; 3) Workforce Equity - Recruiting and Retention. HR supports this project lead by the Director's Office. The project will address identified disparities in the first year of employment, and seek to identify the sources of perceived disparities in access to positions and promotions. Improvements will be made to current processes for selection/hiring and for support during the initial trial service period.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Recruitments	282	245	346	345
Outcome	Placement/reassignment of employees impacted by reduced staffing	1%	3%	1%	1%

Performance Measures Descriptions

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,105,777	\$0	\$1,083,901	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$20,486	\$0	\$10,145	\$0
Internal Services	\$140,478	\$0	\$153,097	\$0
Total GF/non-GF	\$1,269,741	\$0	\$1,250,143	\$0
Program Total:	\$1,269,741		\$1,250,143	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,129,263	\$0	\$1,097,046	\$0
Total Revenue	\$1,129,263	\$0	\$1,097,046	\$0

Explanation of Revenues

\$1,097,046 - County General Fund Department Indirect: Based on FY2021 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2020: 25001-20 Human Resources

Department: County Human Services

Program Contact: Rob Kodiriy

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Business Services provides service in support of DCHS, ensuring effective and responsible stewardship of available financial resources and enabling informed decision-making for programs. Business Services' core functions are finance, procurement and contracting, budget and accounting, and business process support. Racial equity as well as alignment with the department's Workforce Equity Strategic Plan is a key focus in all our work.

Program Summary

ISSUE: More than 40% of the total funds in the Department are contracted to community-based providers for services to the populations served by DCHS. About 50% of DCHS contracts contain culturally specific and culturally responsive requirements. Roughly 70% of funding comes from over 100 funding sources including State, Federal, and grants. The diverse funding streams require effective contract execution, compliance and reporting, payment processing, and constant review of financial and internal controls to ensure ethical and responsible use of available financial resources.

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

PROGRAM ACTIVITY: Business Services' activities include budget development, management, and reporting; accounts payable and receivable; procurement and contracting; grant accounting and reporting; and implementation of, and compliance with, all County, State and Federal fiscal policies and procedures related to the business of this department; problem solving and financial risk mitigation. We work across the County with other Departments and agencies. We serve as liaisons between the department and internal service providers such as County Finance, Central Budget, County Facilities, Fleet, Records, IT, Central Purchasing, and County Attorney.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of invoices paid in 30 days or less (*estimated based on FY2020 actual)	85%	80%	87%*	87%
Outcome	Percent of financial reports submitted to the satisfaction of the grantor	99%	99%	99%	99%
Output	Number of executed contracts/amendments	300	300	300	300
Outcome	Percent of annual contracts executed prior to start date	85%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,884,302	\$0	\$2,942,359	\$0
Contractual Services	\$40,000	\$0	\$40,000	\$0
Materials & Supplies	\$42,354	\$0	\$28,150	\$0
Internal Services	\$423,401	\$0	\$403,203	\$0
Total GF/non-GF	\$3,390,057	\$0	\$3,413,712	\$0
Program Total:	\$3,390,057		\$3,413,712	
Program FTE	21.00	0.00	21.00	0.00

Program Revenues				
Other / Miscellaneous	\$2,966,656	\$0	\$3,010,509	\$0
Total Revenue	\$2,966,656	\$0	\$3,010,509	\$0

Explanation of Revenues

\$3,010,509 - County General Fund Department Indirect: Based on FY2021 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2020: 25002-20 Business Services

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

ISSUE: IDSD Administration and Support provides department oversight of staff, quality assurance, and system improvement in order to maximize client services and provide leadership as the Community Developmental Disability Program (CDDP) for Multnomah County, which is a Medicaid authority status conferred by the state.

PROGRAM GOALS: Business strategies related to system improvements and staff support directly improve quality of life for individuals with intellectual and developmental disabilities by increasing the delivery and accessibility of quality services. The goals of Administration and Support include a) optimize day-to-day functioning and staff development in order to demonstrate public stewardship and accountability; b) deliver quality, timely, culturally appropriate, and 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. Coordination efforts include overall staff development, office management, implementing innovative ways to accomplish work, and ensuring timely provision of services within federal and state guidelines. Quality efforts include 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. Advocacy efforts include the identification and removal of barriers to service and open and continuous dialogue with state and local agencies. Collaboration efforts include work with a variety of community-based organizations to increase the delivery of equitable and inclusive service, offering customer choice to a diverse community across the county. Racial equity is a key focus for the work in these four areas.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of client records audited annually for Medicaid compliance ¹	390	120	120	120
Outcome	Percent of federally-funded plans re-authorized annually	83%	40%	85%	90%
Outcome	Percent of survey respondents satisfied with the services they receive	82%	83%	82%	85%

Performance Measures Descriptions

¹The number of records audited declined in FY2020 as a result of losing 1 FTE Program Specialist Sr. This number will remain constant in FY2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$150,303	\$1,589,351	\$157,286	\$1,961,735
Contractual Services	\$715,538	\$1,000	\$462,430	\$1,000
Materials & Supplies	\$29,153	\$36,816	\$30,557	\$67,924
Internal Services	\$22,534	\$547,516	\$23,372	\$657,478
Total GF/non-GF	\$917,528	\$2,174,683	\$673,645	\$2,688,137
Program Total:	\$3,092,211		\$3,361,782	
Program FTE	1.00	14.00	1.00	17.00

Program Revenues				
Intergovernmental	\$0	\$2,174,683	\$0	\$2,688,137
Total Revenue	\$0	\$2,174,683	\$0	\$2,688,137

Explanation of Revenues

This program generates \$260,126 in indirect revenues.
 \$2,687,137 - State Mental Health Grant Case Management
 \$1,000 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2020: 25010-20 IDDSD Administration & Support

Increased 1.00 FTE Office Assistant 2 and 2.00 FTE Case Managers 2. Bud Mod 007-20 Increased State Funds.

Department: County Human Services

Program Contact: Mohammad Bader

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Budget and Operations maintains regulatory compliance for mandated functions that directly increase quality of life for individuals with intellectual and developmental disabilities. This unit provides clients with choice and support for living independent and healthy lives in the community by increasing capacity, delivery, and payment of client in-home supports, residential placements, and employment opportunities while responding to continuously changing State service requirements and maximizing revenue.

Program Summary

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

PROGRAM GOALS: Efforts to support quality of life for individuals with intellectual and developmental disabilities function at the personal, program, community, state and national levels, and must enhance the individual's opportunity to choose activities, supports and living arrangements. The goals of Budget and Operations include: a) increase the capacity of community-based residential, personal support and employment providers by ensuring timely contracting, training, certification and payment; b) increase equitable access to services by approving and processing service requests based on client choice and needs and by providing financial support for emergency and long-term housing; c) implement new policies, procedures, and training that maintain compliance with County, State, and Federal regulatory requirements; and d) ensure the fiscal accountability of the Division through budgeting and revenue tracking.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity: capacity, access, compliance, and budgeting. Capacity efforts provide interpersonal support for navigating the technical requirements for services, including credentialing and time sheets for Personal Support Workers, certifying IDD child foster care homes, partnering with the Adult Care Home Program to increase the number of certified homes for clients, and contracting with employment and residential providers. Access efforts include verification, authorization, and tracking of service revenue for 24-hour residential care, supported living, foster care, employment, transportation, family support, in-home client support, targeted case management and local administration. Compliance efforts include the determination of regulatory requirements, initiating and facilitating service agreements with providers, and overseeing public procurement and implementation of County administrative procedures. Budgeting efforts include the review and report of funding allocations and service expenditures, securing budget approval, settling contracts with the State, and tracking all budget costs for employees and client services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of direct service provider timesheets processed annually for clients receiving in-home services	29,163	39,600	38,000	45,000
Outcome	Percent of clients referred who are accepted into an employment setting	88%	90%	90%	90%
Outcome	Percent of provider payment lines authorized and built in state billing system within 10 business days ¹	58%	0%	30%	30%

Performance Measures Descriptions

¹ This measure has been re-worded from "service plans" to "provider payment lines" to more accurately reflect the nature of the state billing system requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,317,821	\$250,772	\$3,378,075
Contractual Services	\$595,568	\$514,304	\$342,461	\$606,400
Materials & Supplies	\$0	\$22,165	\$2,215	\$11,340
Internal Services	\$0	\$789,071	\$46,748	\$1,283,421
Total GF/non-GF	\$595,568	\$3,643,361	\$642,196	\$5,279,236
Program Total:	\$4,238,929		\$5,921,432	
Program FTE	0.00	20.00	2.00	29.00

Program Revenues				
Intergovernmental	\$0	\$3,643,361	\$0	\$5,051,586
Other / Miscellaneous	\$0	\$0	\$0	\$70,000
Beginning Working Capital	\$0	\$0	\$0	\$157,650
Total Revenue	\$0	\$3,643,361	\$0	\$5,279,236

Explanation of Revenues

This program generates \$447,934 in indirect revenues.
 \$3,856,033 - State Mental Health Grant Case Management; \$659,153 - State Mental Health Grant Local Admin; \$162,000 - State Mental Health Grant Self Directed Individual/Family; \$141,900 - State Mental Health Grant Long Term Support for Children; \$110,000 - HAP Housing Program; \$70,000 - Partners for Hunger-Free Oregon; \$50,000 - State Mental Health Grant Special Projects; \$35,000 - State Mental Health Grant Ancillary Service; \$10,000 - State Mental Health Grant Special Projects Services for Adults in Foster Care; \$10,000 - State Mental Health Grant Special Projects Services for Children in Foster Care; \$10,000 - State Mental Health Grant Room and Board State General Fund; \$4,000 - State Mental Health Grant Family Support Services; \$3,500 - United Way Housing Assistance; \$157,650 Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 25011-20 IDSD Budget and Operations

Increased 3.00 FTE Program Specialists, transferred from PO 25014 - 717610, 717613, and 719385. These positions were transferred to program offer 25011 as it better aligns with their job functions.

Increased 1.00 FTE Program Specialist, transferred from PO 25016 - 717608

Increased 1.00 FTE Budget Analyst

Increased 4.00 FTE Program Techs and 2.00 FTE Program Specialists. Budmod 007-20 Increased State Funds.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDDSD) 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. 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. Adult Services include service coordination and monitoring, individual support plans, needs and risk assessments, and connections to resources. All services are inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Adult Services address the need for extensive home and community based long-term support instead of expensive and isolating institutional care so that individuals with intellectual and developmental disabilities can maintain their independence, health, and safety within the community.

PROGRAM GOALS: There are 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. Assessment efforts include the application of needs assessments to determine service levels and categories. Connection efforts link 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. Service coordination efforts 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. Monitoring efforts include regular monitoring of service providers and partnerships with Community Justice, Mental Health and Addiction Services, Vocational Rehabilitation, and Crisis Services to ensure the health and safety of clients.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of adults served each month ¹	1,897	1,820	1,924	2,000
Outcome	Number of monitoring contacts for adults ¹	34,234	18,000	34,000	34,000
Outcome	Percent of adult survey respondents who report that they like where they live	88%	88%	88%	90%

Performance Measures Descriptions

¹ Adults included in this count are aged 22 and up. Adults aged 18 to 21 years are included in the "young adult" count in program offer 25013.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$878,798	\$3,963,108	\$1,031,461	\$4,449,584
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$9,976	\$40,787	\$8,999	\$49,990
Internal Services	\$228,585	\$1,438,167	\$233,736	\$1,520,288
Total GF/non-GF	\$1,127,359	\$5,442,062	\$1,284,196	\$6,019,862
Program Total:	\$6,569,421		\$7,304,058	
Program FTE	9.00	36.80	10.00	39.80

Program Revenues				
Intergovernmental	\$0	\$5,442,062	\$0	\$6,019,862
Total Revenue	\$0	\$5,442,062	\$0	\$6,019,862

Explanation of Revenues

This program generates \$590,014 in indirect revenues.
 \$6,002,062- State Mental Health Grant Case Management
 \$17,800 - State Mental Health Grant Psychiatric Treatment and Supervision

Significant Program Changes

Last Year this program was: FY 2020: 25012-20 IDDSD Services for Adults

Increased 1.00 FTE Case Manager 2
 Increased 2.00 FTE Case Manager 2 and 1.00 FTE Program Supervisor. Budmod 007-20 Increased State Funds.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDDSD) 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. 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. 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 home and community based long-term supports, so that individuals with intellectual and developmental disabilities can maintain independence, health, and safety within their community. Services are provided in family homes, IDDSD certified foster homes, and group homes.

PROGRAM GOALS: There are eight quality of life domains that guide the implementation of child and young adult services: emotional, material, and physical well-being, interpersonal relations, social inclusion, personal development, self-determination, and rights. The goals of Child and Young Adult Services align with these domains and include: a) identify the best housing option for each client, with a focus on keeping children in the family home, or stable, long term out-of-home placement; b) provide planning and supports that optimize child development and transition from child to adult services; c) support clients and families in connecting to and using both funded and natural supports; d) maintain and improve the health and safety of clients through service access and monitoring; and e) optimize client involvement in education and employment.

PROGRAM ACTIVITY: The goals outlined above correspond to four areas of activity: assessment, connection, service coordination, and monitoring. Needs assessments are conducted to determine levels and categories of service. Services connect clients to community, educational, and developmental resources. This includes a map of family, friends and community members that can serve as resources, as well as training opportunities for families. Service coordinators engage the client in person-centered planning to identify interests, strengths, choices, and goals, and document this information in an Individual Support Plan that outlines a path to goal achievement. IDDSD aims to match the service coordinator linguistically and culturally with clients to provide individualized support and to coordinate with agencies, such as the Social Security Administration, Public Guardian Program, and Vocational Rehabilitation. Supports help young adults create life plans and transition to independence within the community. IDDSD monitors service providers and partners with Oregon DHS, Mental Health, and emergency response services to ensure client health and safety.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of children (birth -17) served each month	1,958	1,900	1,970	1,990
Outcome	Percent of children retained in the family home	91%	90%	90%	90%
Output	Number of young adults (aged 18-21) served each month	511	550	550	560
Outcome	Number of monitoring contacts for children and young adults	23,745	9,000	20,000	20,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$784,836	\$4,120,372	\$930,269	\$4,704,742
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$8,865	\$44,334	\$9,967	\$33,204
Internal Services	\$196,569	\$1,502,909	\$210,364	\$1,628,392
Total GF/non-GF	\$1,015,270	\$5,667,615	\$1,175,600	\$6,366,338
Program Total:	\$6,682,885		\$7,541,938	
Program FTE	8.00	40.00	9.00	44.00

Program Revenues				
Intergovernmental	\$0	\$5,667,615	\$0	\$6,366,338
Total Revenue	\$0	\$5,667,615	\$0	\$6,366,338

Explanation of Revenues

This program generates \$623,848 in indirect revenues.
 \$6,366,338 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2020: 25013-20 IDDSD Services for Children and Young Adults

Increased 1.00 FTE Case Manager 2
 Increased 3.00 FTE Case Managers 2 and 1.00 FTE Program Supervisor. BudMod 007-20 Increases State Funds.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Abuse Investigations provides abuse investigation and prevention services to increase the quality of life for individuals with intellectual and developmental disabilities. These services ensure the health and safety of clients, as well as client rights and access to criminal justice protections. The Abuse Investigation team delivers timely and responsive services that are person-centered and collaborative.

Program Summary

ISSUE: Abuse Investigations address the need to protect the health, safety, and rights of individuals who are at increased risk for exploitation and abuse due to their intellectual or developmental disability.

PROGRAM GOALS: Abuse Investigations directly address four of the core quality of life domains identified by the research on enhancing quality of life for individuals with intellectual and developmental disabilities: emotional, material, and physical well-being, and rights. The goals related to these domains include a) increase access to developmental disability services and criminal justice protections through the abuse investigation process; b) increase and maintain client health and safety through safety plans; c) improve service delivery for clients by partnering with local, state and federal agencies; and d) prevent further abuse through a required protective service action plan.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity: access, collaboration, and prevention. In the area of access, abuse investigators are responsible for ensuring that timely and appropriate safety plans are in place so that clients have access to the direct supports they need for their health and safety. Additional responsibilities include unbiased review, or screening and investigation of death, alleged abuse, neglect, or exploitation of adults now or previously enrolled in IDD services. These services are conducted under the oversight of the State Department of Human Services Office of Training, Investigation, and Safety, and include investigations of care providers and non-care providers. In the area of collaboration, abuse investigators maintain close working relationships with local, state, and federal law enforcement agencies and community partners, and participate in the District Attorney's Multi-Disciplinary Team, the ADVSD Public Guardian/Conservator program, and the Critical Case Review Committee, designed to discuss and find safe options for high-risk clients experiencing complex situations. In the area of prevention, abuse investigators provide technical assistance and follow-up for protective service and recommended action plans. These services ensure programmatic compliance with Oregon Administrative Rules, statutes, and contracts, and reduce the risk of abuse, neglect, and exploitation of clients.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of investigations closed	180	175	175	175
Outcome	Percent of abuse referrals screened within 3 working days	95%	90%	90%	90%
Outcome	Percent of recommended actions completed ¹	98%	N/A	95%	100%

Performance Measures Descriptions

¹ New Performance Measure for FY2021. Abuse Investigators provide technical assistance and follow-up for recommended action plans in order to ensure compliance with Oregon Administrative Rules, statutes, and contracts, and to reduce the risk of abuse, neglect, and exploitation of clients.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$294,935	\$1,483,745	\$412,353	\$1,357,316
Contractual Services	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$2,770	\$14,961	\$3,876	\$8,688
Internal Services	\$56,333	\$429,040	\$81,808	\$418,388
Total GF/non-GF	\$354,038	\$1,928,746	\$498,037	\$1,785,392
Program Total:	\$2,282,784		\$2,283,429	
Program FTE	2.50	13.50	3.50	11.50

Program Revenues				
Intergovernmental	\$0	\$1,928,746	\$0	\$1,785,392
Total Revenue	\$0	\$1,928,746	\$0	\$1,785,392

Explanation of Revenues

This program generates \$179,980 in indirect revenues.
 \$1,319,555 - State Mental Health Grant Abuse Investigation Services
 \$314,108 - State Mental Health Grant Case Management
 \$151,729 - State Mental Health Grant Local Admin

Significant Program Changes

Last Year this program was: FY 2020: 25014-20 IDDSD Abuse Investigations

Decreased 3.00 FTE Program Specialists, transferred to PO 25011- 717610, 717613, and 719385. These positions were transferred to a program offer that better aligns with their job functions.
 Increased 1.00 FTE Human Services Investigator
 Increased 1.00 FTE Human Services Investigator. Bud Mod 007-20 Increased State Funds

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Intellectual and Developmental Disabilities Services Division (IDSD) Eligibility and Intake Services increase access to essential quality of life supports and resources for individuals with intellectual and developmental disabilities. These entryway services emphasize awareness, access, choice, and community inclusion for individuals seeking support. Eligibility and Intake Services, as determined by State and Federal rules, are self-directed, community and family inclusive, culturally appropriate, and support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Eligibility and Intake Services address the need for awareness and understanding of available services and provide assistance with navigating the application and eligibility processes for intellectual and developmental disability services for both children and adults.

PROGRAM GOALS: Efforts to support quality of life for individuals with intellectual and developmental disabilities must enhance the individual's opportunity to access and choose the activities, supports and living arrangements that are right for them. Eligibility and Intake Services constitute the point of entry to all IDSD vocational, residential, case management, and in-home services. The goals of Eligibility and Intake Services include: a) increase understanding of available services and eligibility requirements; b) increase connections of individuals to community resources; c) increase application rates through direct application support; d) increase access to funded services by determining eligibility and enrolling clients according to State regulatory requirements.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity: awareness, connection, and access. Awareness efforts include community outreach to increase understanding of Multnomah County Intellectual and Developmental Disabilities services and processes. This outreach results in referrals from community partner agencies, including schools, medical providers, parent networks, and social service agencies. Referrals and inquiries are followed up with a phone call that provides detailed information about services and next steps. Connection efforts include contacting 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. Access efforts include 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of intake eligibility referrals ¹	965	1,000	1,000	1,000
Outcome	Percent of referrals made eligible for DD services	79%	76%	76%	76%
Output	Number of 90-day extension requests submitted to the state ²	250	440	250	250

Performance Measures Descriptions

¹Based on state forecasting, eligibility referrals will stay level in FY2020 and FY2021

²IDSD has 90 days to make eligibility determinations. Requests must be made for determinations that take longer than 90 days. The number of 90-day extension requests did not double as predicted for FY2020, due to the employment of one temporary staff person after the Office Assistant Senior position was eliminated.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$124,967	\$1,171,193	\$0	\$1,299,802
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$1,108	\$11,085	\$0	\$9,373
Internal Services	\$22,534	\$415,700	\$0	\$483,754
Total GF/non-GF	\$158,609	\$1,597,978	\$10,000	\$1,792,929
Program Total:	\$1,756,587		\$1,802,929	
Program FTE	1.00	10.00	0.00	11.00

Program Revenues				
Intergovernmental	\$0	\$1,597,978	\$0	\$1,792,929
Total Revenue	\$0	\$1,597,978	\$0	\$1,792,929

Explanation of Revenues

This program generates \$172,354 in indirect revenues.
 \$1,118,952 - State Mental Health Grant Local Admin
 \$673,977 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2020: 25016-20 IDDSD Eligibility & Intake Services

Decreased 1.00 FTE Program Specialist, transferred to PO 25011 - 717608. This position was transferred to a program offer that better aligns with its job functions.

Increased 1.00 FTE Office Assistant 2. Bud Mod 007-20 Increased State Funds.

Department: County Human Services **Program Contact:** Felicia Nelson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Adult Care Home Program (ACHP) licenses, monitors, and provides equitable access to 629 quality adult care homes in Multnomah County. The ACHP licenses adult care homes to ensure compliance with health and safety rules and regulations developed to support older adults, people with disabilities, people with behavioral health needs, and Veterans. Quarterly monitoring ensures residents' preferences are honored and their specific needs are met in a culturally appropriate, safe, and welcoming 24-hour setting.

Program Summary

ISSUE: The State of Oregon's approach to long-term services and supports for over 35 years has been to invest more Medicaid dollars in community settings as an alternative to nursing facilities. The State values the goal of reducing Medicaid cost and increasing choice for participants. Adult care homes are single family homes located in residential neighborhoods that offer assistance for up to five adults in a home-like environment. These homes are a key alternative to nursing facilities. Multnomah County has the majority of the nursing facilities in the state. Multnomah County has an exemption from the State of Oregon to create local licensing regulations that meet or exceed State requirements for adult care homes to ensure the highest quality and safety for county residents.

PROGRAM GOAL: The goal of the Adult Care Home Program is to ensure residents receive appropriate, person-directed, culturally specific, and safe services, and that the operators of the homes are in compliance with Multnomah County Administrative Rules (MCARs).

PROGRAM ACTIVITY: The ACHP accepts, reviews, and approves license applications for those interested in operating an adult care home. Once approved, all adult care home operators are trained on and follow MCARs which exceed the State of Oregon's minimum requirements. Multnomah County has 2,782 licensed beds in the 618 licensed adult care homes and 11 room and board facilities. The ACHP has added a quality improvement staff person to ensure process efficiencies, data quality, and program outcomes. All homes are licensed annually. Licensing visits ensure that residents receive appropriate care, socialization, and services, including personal care, nutrition, physical safety, nursing care, and medication management. ACHP takes corrective action when it identifies issues of noncompliance in the home. Program staff provide technical assistance to adult care home operators and issue written warnings, sanctions, or fines when there are serious deficits.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of licenses issued	663	665	665	665
Outcome	Percent of adult care homes that were licensed accurately and timely based on ACHP audit findings	92%	85%	85%	87%
Outcome	Percent of adult care home residents satisfied with services received in adult care homes	94%	82%	94%	94%
Outcome	Average Medicaid cost savings for adult care home residents compared to nursing facility placement ¹	57%	65%	55% ²	55%

Performance Measures Descriptions

¹The average monthly Medicaid cost of services provided to older adults, people with disabilities, and Veterans in an adult care home is \$2,947. This is 34% of the \$8,609 average Medicaid cost of a nursing facility placement for the same population.

²There is a decrease in cost savings as the acuity of care in adult care homes is increasing overall costs.

Legal / Contractual Obligation

Multnomah County has a contract with the Oregon Department of Human Services to administer the licensing, monitoring, and training functions of Adult Care Homes. The Board of County Commissioners passed Multnomah County Resolution §23.66 - §223.999 establishing the Adult Care Home Program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$40,244	\$1,971,608	\$47,385	\$2,321,968
Contractual Services	\$182,160	\$393,218	\$182,253	\$386,829
Materials & Supplies	\$1,558	\$76,797	\$0	\$65,500
Internal Services	\$8,698	\$713,995	\$0	\$808,593
Total GF/non-GF	\$232,660	\$3,155,618	\$229,638	\$3,582,890
Program Total:	\$3,388,278		\$3,812,528	
Program FTE	0.38	18.62	0.42	20.58

Program Revenues				
Fees, Permits & Charges	\$0	\$354,830	\$0	\$15,000
Intergovernmental	\$0	\$2,800,788	\$0	\$3,228,060
Service Charges	\$0	\$0	\$0	\$339,830
Total Revenue	\$0	\$3,155,618	\$0	\$3,582,890

Explanation of Revenues

This program generates \$307,893 in indirect revenues.
 \$3,228,060 - Title XIX
 \$299,430 - Adult Care Home Program License Fees
 \$20,400 - Adult Care Home Program Misc Fees
 \$20,000 - Adult Care Home Program Fines
 \$15,000 - Adult Care Home Program Conference Fees

Significant Program Changes

Last Year this program was: FY 2020: 25022-20 ADVSD Adult Care Home Program

Increase in 2.00 FTE due to increased Medicaid funding: 1.00 FTE program specialist, 1.00 FTE program specialist senior.

Department: County Human Services **Program Contact:** Irma Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides a continuum of programs that ensure older adults, people with disabilities, and Veterans who have low-incomes have equitable and efficient access to quality services that meet their diverse needs. The Long Term Services & Supports Program (LTSS) is the Medicaid program that provides resources and case management to support individuals' independence and quality of life.

Program Summary

ISSUE: Older adults with incomes below the poverty level and individuals with a physical disability, behavioral health need, or developmental disability can face health and safety risks and benefit from early intervention and effective management of complex care needs.

PROGRAM GOAL: The goals of LTSS case management services are to advocate and support safe, healthy, and independent living in the community for participants. These goals help prevent or minimize costly nursing facility placement, hospitalization, and hospital readmission. Promoting home and community-based services is a priority. The number of individuals living in community-based settings in Multnomah County far exceeds the national average.

PROGRAM ACTIVITY: Under contract with the State, there are two key Medicaid programs provided: service case management and eligibility case management. Service case management utilizes a person-centered approach to assess needs and jointly create plans with participants who are highly vulnerable and have complex social, daily living, and medical needs. The State refers to this as meeting "criteria for nursing facility level of care." Service case managers authorize, coordinate, and monitor services that address health and safety risks in the least restrictive environment. At any point in time, there are approximately 8,785 participants receiving service case management.

Participants who meet financial eligibility guidelines, but do not meet the criteria for nursing facility level of care receive eligibility case management. These participants are enrolled in programs that meet basic health, financial, and nutritional needs through the Oregon Health Plan, Medicaid, or the Supplemental Nutrition Assistance Program (SNAP). They may also receive counseling to help choose the most appropriate managed care and Medicare Part D plans. At any point in time, there are approximately 33,316 participants receiving eligibility case management.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants served in LTSS programs ¹	48,189	47,400	49,000	50,000
Outcome	Percent of participants who felt listened to by LTSS staff	84%	90%	84%	80% ²
Output	Number of participants receiving Medicaid service case management ³	11,017	10,700	11,200	11,200
Outcome	Percent of nursing facility eligible clients who are living in the community	86%	84%	85%	86%

Performance Measures Descriptions

¹Includes eligibility and service participants.

²Participant satisfaction may decline as a new state data system is implemented in FY21 and there are changes expected in initial staff training and wait times.

³Subset of "Number of participants served in LTSS programs."

Legal / Contractual Obligation

ADVSD has a contract with the Oregon Department of Human Services to administer the Medicaid and SNAP programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by Federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$26,895,319	\$0	\$29,797,004
Contractual Services	\$3,457,784	\$217,900	\$3,176,313	\$330,900
Materials & Supplies	\$0	\$434,301	\$0	\$445,712
Internal Services	\$0	\$9,646,696	\$0	\$9,439,367
Total GF/non-GF	\$3,457,784	\$37,194,216	\$3,176,313	\$40,012,983
Program Total:	\$40,652,000		\$43,189,296	
Program FTE	0.00	267.55	0.00	289.55

Program Revenues				
Intergovernmental	\$0	\$36,608,937	\$0	\$39,555,892
Other / Miscellaneous	\$0	\$585,279	\$0	\$457,091
Total Revenue	\$0	\$37,194,216	\$0	\$40,012,983

Explanation of Revenues

This program generates \$3,889,707 in indirect revenues.

\$39,365,592 - Title XIX

\$170,646 - Providence Medical Center

\$151,613 - Oregon Health Sciences University Case Manager (FTE) grant

\$134,832 - Kaiser Foundation Hospitals

\$153,532 - Case Management Assessments for Medicaid Patients 18+

\$36,768 - State Integrated Eligibility Project

Significant Program Changes

Last Year this program was: FY 2020: 25023A-20 ADVSD Long Term Services & Supports (Medicaid)

Increase in 22.00 FTE due to increased Medicaid funding: 8.00 FTE Office Assistant 2 (5 converted from limited duration to permanent), 4.00 FTE Case Manager 2, 7.00 FTE Case Manager 1, 3.00 FTE Program Supervisor.

Department: County Human Services **Program Contact:** Brian Hughes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Adult Protective Services Program (APS) helps vulnerable older adults, people with disabilities, and Veterans have improved quality of life by being free of abuse, financial exploitation, neglect, and self-neglect through equitable and efficient access to quality protective services that meet their diverse needs. APS conducts abuse investigations, links victims of abuse to health, legal, and social services to improve safety and reduce risk to prevent self-neglect, and provides community education about abuse prevention.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans can be at risk of abuse, financial exploitation, neglect, and self neglect due to social isolation, physical impairment, health concerns, and dependence on others to meet their needs. It is estimated that one in nine vulnerable adults is the victim of abuse at some time during their life.

PROGRAM GOAL: The primary goal of the Adult Protective Services Program is to protect older adults, people with disabilities, and Veterans from abuse, neglect, self-neglect, and financial exploitation. APS serves a critical department-wide goal of ending abuse and neglect, stabilizing vulnerable adults in the most independent setting possible, holding perpetrators accountable, and providing community education.

PROGRAM ACTIVITY: APS receives referrals and investigates allegations of abuse, neglect, self-neglect, and financial exploitation of older adults, people with disabilities, and Veterans through a centralized screening number. Thirty APS investigators review all reported incidents of abuse both for those living in the community or residing in a long term care facility. APS staff link vulnerable adults to needed healthcare, housing, social services, and legal and participant advocacy agencies. The APS team consists of clinical services specialists, human services investigators, a risk case manager, and APS screeners. APS coordinates with law enforcement and the District Attorney's Office to prosecute offenders. The District Attorney's Office, law enforcement officers, the Public Guardian, and Multnomah County Counsel participate in monthly meetings to discuss criminal cases. The APS risk case manager provides short-term case management for vulnerable adults without a substantiated abuse claim but who are at high risk for abuse or self-neglect, or have a significant threat to their health and safety. Risk case management services stabilize individuals, providing intensive oversight for up to a year by creating linkages to appropriate agencies and ongoing services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Adult Protective Service intakes ¹	9,417	7,800	10,400 ²	9,100
Outcome	Percent of investigations with timely response ³	98%	N/A	95%	97%
Output	Number of Adult Protective Service investigations completed	2,399	2,400	1,630 ⁴	1,600
Outcome	Re-abuse rate for individuals involved with APS	N/A	3.28%	N/A ⁵	4%

Performance Measures Descriptions

¹Measure reworded for clarity to align with new program definitions. Previous measure was “# of referrals to APS.”

²The intake rate has increased due to expansion of requirements in the Centralized Abuse Management for more professions and increase in outreach for people to report abuse. ³New Measure. Previous measure: “Percent of people receiving risk case management who did not have a reported abuse case after receiving services.” FY2019 Act.=94% . FY2020 Purch.=90%. FY2020 Est.=94%. See significant changes for notes 4 and 5.

Legal / Contractual Obligation

Adult Protective Services is a mandated service by Oregon Administrative Rules. Multnomah County acts as the designated Area Agency on Aging and is required to perform this function under contract with the Oregon Department of Human Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$43,799	\$4,427,943	\$47,516	\$5,002,689
Contractual Services	\$538,365	\$5,000	\$516,732	\$5,000
Materials & Supplies	\$0	\$80,800	\$0	\$63,001
Internal Services	\$0	\$1,325,050	\$0	\$1,413,130
Total GF/non-GF	\$582,164	\$5,838,793	\$564,248	\$6,483,820
Program Total:	\$6,420,957		\$7,048,068	
Program FTE	0.35	38.00	0.35	41.00

Program Revenues				
Intergovernmental	\$0	\$5,838,793	\$0	\$6,483,820
Total Revenue	\$0	\$5,838,793	\$0	\$6,483,820

Explanation of Revenues

This program generates \$663,671 in indirect revenues.
\$6,483,820 - Title XIX

Significant Program Changes

Last Year this program was: FY 2020: 25024-20 ADVSD Adult Protective Services

⁴In FY2019 the State assumed responsibility for conducting investigations of abuse in nursing facilities, which reduced the overall number of investigations completed by the County. FY2019 completed investigations number was also higher due to a system change and the State requirement to close all cases opened prior to November 2018. ⁵Reabuse rate is calculated by the State and data is unavailable for FY2018, FY2019, and FY2020 estimate. Measure reflects FY2017 reabuse rate. In 2019, the State of Oregon rolled out a reporting system for abuse and neglect called the Centralized Abuse Management resulting in significant changes for information processes, data entry, and coordination with other service providers. Increase in 3.00 FTE due to increased Medicaid funding: 2.00 FTE Human Services Investigator, 1.00 FTE Program Supervisor.

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 Services Office as part of the continuum of services the division provides. The office works with Veterans to ensure they receive equitable and efficient access to quality services and programs that meet their diverse needs. Veterans Services supports anyone who served on active duty with the U.S. Armed Forces and their families by providing advocacy, access, and assistance to obtain all entitlements and benefits through the Federal Veterans' Administration contributing to overall quality of life.

Program Summary

ISSUE: Accessing Federal Veterans' benefits is complex and the wait time to obtain a decision can be long thereby delaying access to needed benefits for Veterans and their families.

PROGRAM GOAL: The goals of Veterans Services are to provide information, assistance, and advocacy to all who served in the military in order to improve their access to pension, disability, and health benefits. Veterans Services leverage strong community partnerships, resulting in increased community referrals for underrepresented Veterans.

PROGRAM ACTIVITY: Veterans Services Officers (VSOs) are trained and accredited by the Oregon Department of Veterans Affairs to represent Veterans and their families in their claims for benefits. VSOs are versed in applicable Federal and State laws to provide the best representation possible, free of charge. VSOs provide comprehensive counseling on Veterans Administration (VA) benefits; assist with VA healthcare enrollment; prepare and submit claims for VA compensation and pension; initiate and develop appeals; network with Federal, State, and local agencies; and provide outreach to Veterans involved with the justice system. ADVSD has committed to supporting Veterans by leading the County's Veterans Services Task Force to strengthen the network of community partners. The Veterans Services Office is also a supporting partner in "A Home for Everyone" efforts to end chronic homelessness for Veterans through participation in the "By Name List," a registry for Veterans who are homeless or at risk of homelessness. This effort increases awareness about VSOs and the services they provide in assisting Veterans to navigate the claims process as quickly and smoothly as possible. VSOs promote equity to Veterans and military families identified within underrepresented communities who face barriers to access Federal, State, and local benefits. The VSOs help Veterans apply for various services with different eligibility standards and conduct over 2,300 annual face-to-face appointments. At any given point in time the VSOs are serving over 8,100 Veterans in Multnomah County. The VSOs implement intentional and targeted outreach with multiple access options for LGBTQ Veterans, women Veterans, Veterans within communities of color, Veterans experiencing homelessness, justice-involved Veterans, as well as Veterans and military families experiencing socio-economic disparities.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Veterans with new representation with Veterans Services ¹	1,802	820	1,082 ²	1,050
Outcome	New monthly compensation or pension awarded for ongoing benefit to Veterans due to VSO representation	\$593,460	\$547,121	\$593,460	\$595,000
Outcome	New retroactive benefits awarded to Veterans because of VSO representation in the last fiscal year	\$2,639,460	\$2,665,852	\$2,639,460	\$2,800,000
Output	Number of Veterans or eligible family members with claims filed in the fiscal year ³	418 ³	316	418 ⁴	430

Performance Measures Descriptions

¹Representation is done by VSOs who are trained, accredited, and appointed as Power of Attorneys by the Oregon Department of Veterans Affairs to represent Veterans and their families in their claims for benefits. ²Number increased due to changes in State data reporting to capture greater accuracy. ³Measure reworded for clarity. Previous measure was "Number of Veterans or eligible family members with new claims filed in the fiscal year." ⁴Number increased due to changes in state data reporting to capture greater accuracy.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$499,488	\$293,490	\$509,387	\$295,298
Contractual Services	\$5,000	\$25,000	\$5,000	\$25,000
Materials & Supplies	\$26,693	\$7,544	\$0	\$34,580
Internal Services	\$101,399	\$28,649	\$130,803	\$11,813
Total GF/non-GF	\$632,580	\$354,683	\$645,190	\$366,691
Program Total:	\$987,263		\$1,011,881	
Program FTE	4.71	3.29	4.71	3.29

Program Revenues				
Intergovernmental	\$0	\$329,683	\$0	\$341,691
Beginning Working Capital	\$0	\$25,000	\$0	\$25,000
Total Revenue	\$0	\$354,683	\$0	\$366,691

Explanation of Revenues

\$341,691 - Oregon Department of Veterans Affairs
 \$25,000 - Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 25025-20 ADVSD Veterans Services

Department: County Human Services **Program Contact:** Mark Sanford
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Aging, Disability & Veterans Services Division (ADVSD) Public Guardian and Conservator Program (PGC) supports older adults, people with disabilities, and Veterans under court authority. PGC protects and enhances the quality of life for mentally incapacitated and impoverished adults who are victims of abuse, neglect, and financial exploitation by improving their safety and well-being. PGC also diverts at-risk individuals to less restrictive and costly alternatives to publicly funded guardianship.

Program Summary

ISSUE: Without the Public Guardian and Conservator Program making vital decisions under court authority, extremely vulnerable adults would experience continued victimization, frequent emergency department and hospital psychiatric admissions, homelessness, unnecessary protective services and law enforcement intervention, involuntary civil commitments, and increased risk of premature death. The demand for PGC services is increasing due to the aging population and the rising incidence of abuse and neglect among older adults and people with disabilities.

PROGRAM GOAL: The goal of PGC is to provide legal protection and access to services and benefits while promoting the health and welfare for those served by minimizing unnecessary emergency department or hospital visits and arranging for needed medical, mental health, and residential care. The PGC Program is an essential part of the County's response system to reduce financial fraud, abuse, and neglect when legal authority is required. PGC supports the DCHS strategy to reduce abuse and neglect in order to improve independence, health, and safety.

PROGRAM ACTIVITY: Public guardians serve as the court-appointed representative for adults with mental incapability with an IQ below 70, severe and persistent behavioral health needs, Alzheimer's, and other dementias or brain injury. PGC participants are also functionally incapacitated, requiring intensive supports and specialized housing arrangements to balance the need for protection with the right to autonomy. Person-centered care plans address immediate risks, ensure adequate care arrangements, and stabilize medical and psychiatric conditions by achieving personal goals through community engagement. Public guardians are available 24/7 to make medical, psychiatric, financial, and life decisions for participants. The average caseload for PGC is 38 participants, significantly higher than the recommended national standard of 25 used by the Oregon Public Guardian and Conservator program. Public guardians also provide community consultation to those who may not meet the criteria for guardianship but seek less restrictive alternatives. Program staff train community partners and work with Adult Protective Services, families, community partners, law enforcement, hospitals, multi-disciplinary teams, and the court to intervene early to resolve fraud, abuse, and neglect of vulnerable adults.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of County residents with a Public Guardian/Conservator	190	185	190	185
Outcome	Percent of new high-risk PGC participants with a reduction in hospital visits within a year ¹	100%	95%	100%	95%
Outcome	Percent of PGC participants with properly managed assets to ensure ongoing eligibility and fraud protection	100%	100%	100%	100%
Outcome	Percent of PGC contacts diverted to a less costly and less restrictive resource	32%	30%	32%	30%

Performance Measures Descriptions

¹Because this measure requires a 12-month service window, data for individuals newly appointed with a Guardian during FY2019 is not yet available. The figure reported for FY2019 Actual represents all high-risk PGC participants with a petition date during FY2018.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,341,573	\$0	\$1,369,809	\$0
Contractual Services	\$25,591	\$0	\$26,384	\$0
Materials & Supplies	\$32,847	\$0	\$30,420	\$0
Internal Services	\$242,730	\$0	\$286,533	\$0
Total GF/non-GF	\$1,642,741	\$0	\$1,713,146	\$0
Program Total:	\$1,642,741		\$1,713,146	
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 2020: 25026A-20 ADVSD Public Guardian/Conservator

Department: County Human Services

Program Contact: Jacob Mestman

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Administrative Services provides division-wide leadership, budget development, performance management, program evaluation, data analysis, HIPAA compliance, and workforce equity strategies to ensure fiscal responsibility, compliance, and participant-focused outcomes. The Administrative Services team has a key focus on Continuous Quality Improvement (CQI) and coordinates work with the Department Quality Improvement Center (QIC) and Multnomah Idea Lab (MIL) to implement system changes in ADVSD that center on racial equity and inclusion.

Program Summary

ISSUE: To support quality performance and positive outcomes for program participants, ADVSD has a strategic direction and infrastructure that guides quality improvement, accountability, and program performance.

PROGRAM GOAL: Administrative Services promotes efficient, effective use of resources by maximizing budget resources, utilizing customer feedback, supporting data-informed decisions, and deploying continuous quality improvement projects. Administrative Services oversees the development of the division-wide equity plan, supports DCHS goals of protecting program participants through HIPAA compliance, and participates with department performance management plans.

PROGRAM ACTIVITY: ADVSD is the Area Agency on Aging for the County and is responsible for developing and ensuring access for 220,000 older adults, people with disabilities, and Veterans to a comprehensive, coordinated service system. Administrative Services serves a workforce of 455 FTEs through organizational and management functions. The core activities include leadership, advocacy, budget development, budget monitoring, data analysis, reporting, performance management, customer satisfaction initiatives, and program evaluation. Administrative Services is also responsible for protecting vulnerable adults' privacy through HIPAA compliance involving training and communication to staff, managing an auditing process for compliance, and investigating and mitigating breaches. Partnerships in this division-wide unit include the County Privacy Oversight Committee, DCHS Equity in Action team, and DCHS Performance Management Council. Administrative Services, in collaboration with ADVSD Leadership, oversees the development and implementation of activities to diversify the workforce and advance workforce equity in recruitment, retention, support, promotion, and development. ADVSD has completed a racial equity assessment, identifying gaps that are contributing to systemic and institutional barriers for some employees and program participants. This will be the foundation for an equity action plan with priorities, outcome measures, and accountability timelines and reporting.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of ADVSD employees	470	465	470	485
Outcome	Percent of ADVSD staff who are employees of color	39%	35%	39%	39%
Outcome	Percent of ADVSD employees who completed required annual HIPAA training on time	93%	95%	95%	95%

Performance Measures Descriptions

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging (AAA) for Multnomah County through a contract with the Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults and people with disabilities. These include provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults and people with disabilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$185,632	\$1,051,894	\$210,831	\$1,194,684
Contractual Services	\$357,170	\$67,750	\$608,302	\$67,750
Materials & Supplies	\$24,261	\$188,429	\$54,906	\$142,594
Internal Services	\$26,105	\$289,066	\$62,265	\$3,781,927
Total GF/non-GF	\$593,168	\$1,597,139	\$936,304	\$5,186,955
Program Total:	\$2,190,307		\$6,123,259	
Program FTE	1.32	7.48	1.47	8.33

Program Revenues				
Intergovernmental	\$0	\$1,593,139	\$0	\$5,182,955
Other / Miscellaneous	\$0	\$2,000	\$0	\$2,000
Beginning Working Capital	\$0	\$2,000	\$0	\$2,000
Total Revenue	\$0	\$1,597,139	\$0	\$5,186,955

Explanation of Revenues

This program generates \$158,416 in indirect revenues.
 \$5,182,955 - Title XIX
 \$2,000 - Special Risk Fund
 \$2,000 - Federal/State Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 25027-20 ADVSD Administration

FTE changes include reduction in 1.00 FTE manager 1 and increase 1.00 FTE manager senior as a result of a position reclassification.

Increase of 1.00 FTE due to increased Medicaid funding: Add 1.00 FTE data analyst, Add 1.00 FTE program specialist senior, decrease of 1 FTE Administrative Analyst. Increase of \$3.5M in Internal Services due to the potential move to a new office space. Contracted services increase of \$250K for county match & revenue sharing.

Department: County Human Services **Program Contact:** Brian Hughes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25028B
Program Characteristics:

Executive Summary

The Multi-Disciplinary Team (MDT) provides vulnerable older adults, people with disabilities, and Veterans with complex health, mental health, and social needs with equitable access to quality services. The MDT provides complex case consultation and in-home mental health and nursing services to isolated individuals with the goal of improving safety and quality of life.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex issues related to health, mental health, functional care, and social issues that impact their ability to live safely in the community. These individuals often interact with multiple social, health, and public safety systems in an uncoordinated manner.

PROGRAM GOAL: The Multi-Disciplinary Team Program's goal is to improve participant stability and ability to live in the community safely. The MDT supports Medicaid and District Senior Center case managers and Adult Protective Services (APS) specialists to encourage participation in, and remove barriers to mental health and medical services and ADVSD programs.

PROGRAM ACTIVITY: The Multi-Disciplinary Team Program serves older adults, people with disabilities, and Veterans who have complex medical, mental health, and psychosocial needs and who have barriers to receiving needed support and assistance. Case coordination occurs in five branch offices located throughout the County. Each Multi-Disciplinary Team consists of an APS clinical services specialist, a community health nurse, a contracted mental health specialist, and an APS human services investigator or case manager; other professionals are involved as needed. These teams provide consultation, in-home assessments, and direct interventions to improve participant safety and stabilize participants in their own homes. Case managers bring complex cases for consultation and in-home nursing services or mental health services depending on their needs. Multi-Disciplinary Team staff may provide short-term monitoring following the closure of an APS investigation for people with complex care plans.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants served by Multi-Disciplinary Team (MDT)	553	450	533	515
Outcome	Percent of participants referred to nursing clinical supports and/or mental health services through MDT	71%	70%	71%	70%
Output	Number of MDT participants who receive mental health services	171	95 ¹	171	150

Performance Measures Descriptions

¹The FY2020 Purchased amount was low pending the purchase of a related restoration program offer 25028B which was purchased and brought this to the current service level. Previous measure: "Percent of MDT participants who registered an improvement after MDT intervention at close of case." FY2019 Actual=63%. FY2020 Purchased=65%. FY2020 Estimate=n/a due to a new outcome data system.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$354,786	\$306,414	\$374,637	\$324,190
Contractual Services	\$390,871	\$160,687	\$397,724	\$160,687
Materials & Supplies	\$5,102	\$6,047	\$0	\$11,030
Internal Services	\$43,505	\$82,493	\$0	\$117,188
Total GF/non-GF	\$794,264	\$555,641	\$772,361	\$613,095
Program Total:	\$1,349,905		\$1,385,456	
Program FTE	2.45	2.20	2.45	2.20

Program Revenues				
Intergovernmental	\$0	\$555,641	\$0	\$613,095
Total Revenue	\$0	\$555,641	\$0	\$613,095

Explanation of Revenues

This program generates \$42,987 in indirect revenues.
 \$452,408 - Title XIX
 \$160,687 - ADVSD Older/Disabled Mental Health

Significant Program Changes

Last Year this program was: FY 2020: 25028A-20 ADVSD Multi-Disciplinary Team

Department: County Human Services **Program Contact:** Brian Hughes
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25028A
Program Characteristics:

Executive Summary

The Multi-Disciplinary Team (MDT) provides vulnerable older adults, people with disabilities, and Veterans with complex health, mental health, and social needs with equitable access to quality services. The MDT provides complex case consultation and in-home mental health and nursing services to isolated individuals with the goal of improving safety and quality of life. This is an ongoing out of target program offer to increase contracted MDT Mental Health Specialists from (4) 0.80 FTE to (5) 0.80 FTE.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex issues related to health, mental health, functional care, and social issues that impact their ability to live safely in the community. These individuals often interact with multiple social, health, and public safety systems in an uncoordinated manner.

PROGRAM GOAL: The Multi-Disciplinary Team Program's goal is to improve participant stability and ability to live in the community safely. The MDT supports Medicaid and District Senior Center case managers and Adult Protective Services (APS) specialists to encourage participation in, and remove barriers to mental health, medical services and ADVSD programs.

PROGRAM ACTIVITY: The Multi-Disciplinary Team Program serves older adults, people with disabilities, and Veterans who have complex medical, mental health, and psychosocial needs and who have barriers to receiving needed support and assistance. A key component of the MDT program is the mental health direct services. The ADVSD Multi-Disciplinary Team is experiencing an increase in demand for mental health support for older adults and people with disabilities. As a participant in the County's SCoPE project to address the needs of individuals who are homeless and who have complex needs, we anticipate that this demand will continue to grow.

This program offer increases contracted MDT Mental Health Specialists from (4) 0.80 FTE to (5) 0.80 FTE. If funded, the program will increase the level of available mental health services by at least 20%.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of MDT participants who receive mental health consultation	N/A	N/A	N/A	30
Outcome	Percent of mental health consultations that resulted in referral for service	N/A	N/A	N/A	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$40,000	\$0
Program Total:	\$0		\$40,000	
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 2020: 25028A-20 ADVSD Multi-Disciplinary Team

Department: County Human Services **Program Contact:** Irma Jimenez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides older adults, people with disabilities, and Veterans with equitable and efficient access to quality Medicaid long-term services and supports. Transition and Diversion services and programs promote home and community living for individuals, who would otherwise reside in a nursing facility. People living in the setting of their choice with person-centered planning that addresses their specific needs and preferences improves their quality of life.

Program Summary

ISSUE: Multnomah County and the State of Oregon are national leaders in supporting older adults, people with disabilities, and Veterans to live in community settings which are less costly and less restrictive than nursing facilities. The Centers for Medicare and Medicaid Services recognizes this goal as a best practice for controlling health care costs and ensuring a better experience for individuals needing Medicaid long-term services and supports.

PROGRAM GOAL: The Transition and Diversion Program goal is to help older adults, people with disabilities, and Veterans live in the community and setting of their choice rather than in institutional settings. The results from the Transition and Diversion Program include minimizing the use of more costly nursing facility care and reducing unnecessary hospitalizations and readmissions. The costs that are saved by serving people in the community are reinvested in the programs, allowing more people to be served in the setting of their choice.

PROGRAM ACTIVITY: The Transition and Diversion Program serves all nursing facility eligible individuals in Multnomah County. Transition and Diversion staff assess and assist individuals who live in nursing facilities to relocate to community settings if they desire to leave the nursing facility. This is done by connecting them with services and assistance to help them live safely in the community. Transition and Diversion staff work with individuals discharging from the hospital, who do not want to live permanently in a nursing facility, to return home or find a community living option such as an adult care home, assisted living facility, or residential living facility. They arrange for supports to ensure the safety of the individual returning to community living. The Transition and Diversion Program supports independent living and DCHS priority to reduce housing insecurity.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Annual number of transitions from a nursing facility ¹	530	490	500	500
Outcome	Percent of transitions where participants returned home	48%	50%	60%	58%
Outcome	Percent of transitions where participants returned to a community-based facility	52%	45%	34%	40%

Performance Measures Descriptions

¹This measure and all following measures includes both transitions and diversions.
 Previous measure: "Percent of all nursing facility residents transitioned on a monthly basis through Transition & Diversion"
 FY2019 Actual=3.4%. FY2020 Purchase=3.5%. FY2020 Estimate=3.4%.

Legal / Contractual Obligation

ADVSD has a contract with the Oregon Department of Human Services to administer the Medicaid and Supplemental Nutrition Assistance Program (SNAP) programs in Multnomah County. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities. The programs are guided by Federal regulations or rules including those in the Social Security Act, Medicaid Administration, and SNAP.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,254,378	\$0	\$3,614,338
Contractual Services	\$388,680	\$55,000	\$376,829	\$41,708
Materials & Supplies	\$0	\$63,022	\$0	\$64,448
Internal Services	\$0	\$1,091,732	\$0	\$1,134,545
Total GF/non-GF	\$388,680	\$4,464,132	\$376,829	\$4,855,039
Program Total:	\$4,852,812		\$5,231,868	
Program FTE	0.00	29.00	0.00	33.00

Program Revenues				
Intergovernmental	\$0	\$4,337,466	\$0	\$4,704,758
Other / Miscellaneous	\$0	\$126,666	\$0	\$150,281
Total Revenue	\$0	\$4,464,132	\$0	\$4,855,039

Explanation of Revenues

This program generates \$479,262 in indirect revenues.

\$4,704,758 - Title XIX

\$150,281 - Long Term Care Case Management Assessment Medicaid 18+

Significant Program Changes

Last Year this program was: FY 2020: 25029-20 ADVSD Transition & Diversion (Medicaid)

Increase in 4.00 FTE due to increased Medicaid funding: 1.00 FTE program specialist, 2.00 FTE case manager 1, 1.00 FTE office assistant 2 converted from limited duration to permanent.

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Aging, Disability & Veterans Services Division (ADVSD) Outreach, Information, Referral and Assistance services are the entry point for helping people maintain their independence and contribute to quality of life through service access. The Aging and Disability Resource Connection Helpline (ADRC) is a contact center that provides people with access to information, assistance, and resources specific to their needs.

Program Summary

ISSUE: The network of public and private sector services and resources is complex and can be difficult to navigate and access. Multnomah County’s Aging and Disability Resource Connection Helpline (ADRC) assists older adults, people with disabilities, Veterans, and their family members to navigate this complex system by providing appropriate information, referral, assistance, and connection to community programs and benefits through their first contact with a trained specialist.

PROGRAM GOAL: The goal of the ADRC is to increase awareness of and access to services. The core service of the ADRC is Information, Referral and Assistance (I&R/A) which is governed by national standards through the Association of Information & Referral Services. Outreach and information services help meet a department-wide goal to increase ease of resource navigation and equity in access for our community.

PROGRAM ACTIVITY: As the federally designated Area Agency on Aging, ADVSD is required to conduct outreach and provide specialized information and assistance to the most vulnerable older adults, people with disabilities, and Veterans. ADVSD and contracted partners have certified I&R/A specialists who provide comprehensive service delivery through information and assistance, follow-up, and crisis intervention. I&R/A specialists screen and refer individuals for Medicare and long-term care options counseling, public benefits such as Medicaid and the Supplemental Nutrition Assistance Program (SNAP), and more intensive services such as Oregon Project Independence, Medicaid in-home services, Adult Protective Services, Intellectual & Developmental Disabilities, and the Mental Health Crisis Line. The ADRC partners with 211info to create a cohesive information and assistance network. The top referrals from the ADRC include Medicare, housing assistance, energy assistance, and District Senior Centers. Community partnerships are central to the work as contracted District Senior Centers and Enhancing Equity partners provide 37% of all I&R/A client contacts. Community partners serve as a culturally responsive and culturally specific entry point for the community by providing outreach, education, recreation opportunities, and person-centered intergenerational services, and leveraging resources including volunteer hours and in-kind and cash donations.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of contacts to Aging and Disability Resource Connection Helpline	28,485	28,500	28,500	28,500
Outcome	Percent of participants who would recommend ADRC	90%	97%	90%	93%
Output	Number of referrals to County and community partner agencies from ADRC	44,955	42,000	45,000	45,000
Outcome	Percent of participants with a new ADVSD service after an ADVSD referral from ADRC	47%	30	35%	35%

Performance Measures Descriptions

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$260,815	\$890,704	\$259,060	\$1,076,318
Contractual Services	\$861,927	\$216,172	\$938,611	\$246,825
Materials & Supplies	\$4,549	\$54,221	\$36,612	\$30,536
Internal Services	\$48,346	\$215,101	\$1,698	\$267,107
Total GF/non-GF	\$1,175,637	\$1,376,198	\$1,235,981	\$1,620,786
Program Total:	\$2,551,835		\$2,856,767	
Program FTE	2.33	8.37	2.16	9.64

Program Revenues				
Intergovernmental	\$0	\$1,364,198	\$0	\$1,608,786
Beginning Working Capital	\$0	\$12,000	\$0	\$12,000
Total Revenue	\$0	\$1,376,198	\$0	\$1,620,786

Explanation of Revenues

This program generates \$140,968 in indirect revenues.
 \$1,118,078 - Title XIX
 \$268,729 - Outreach & Enrollment Assistance - MIPPA
 \$160,704 - ADRC Technical Assistance
 \$20,000 - Senior Health Insurance Benefits Assistance (SHIBA)
 \$19,644 - Title IIIB
 \$12,000 - Fed/State Beginning Working Capital
 \$10,000 - Senior Medicaid Patrol Grant
 \$6,781 - Title VIIB
 \$3,000 - City of Troutdale
 \$1,850 - City of Fairview

Significant Program Changes

Last Year this program was: FY 2020: 25032-20 ADVSD Outreach, Information & Referral

Increase in 1.50 FTE due to increased Medicaid funding: 1.50 FTE Community Information Specialist.

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides equitable and efficient access to quality nutrition services that meet diverse needs and expectations. Nutrition services increase health and reduce social isolation through culturally responsive and culturally specific services to maintain participants' independence and improve quality of life. Through Federal, State and County funding, a network of community partners provides nutrition education and nutritious congregate and home-delivered meals.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD conducted listening sessions in 2016 with participants from diverse communities who identified that barriers to nutrition include a lack of both affordable food and access to culturally-specific meals.

PROGRAM GOAL: The Nutrition Program provides meals to older adults, people with disabilities, and Veterans who may be at nutritional risk, which is measured through a validated nutrition risk assessment. This program provides access to healthy meals; promotes health and prevents disease; reduces malnutrition risk and improves nutritional status; reduces social isolation; and links people to community-based services. According to the U.S. Administration on Community Living, adequate nutrition, on a daily basis, is the key to a person maintaining adequate health necessary to live at home.

PROGRAM ACTIVITY: The Nutrition Program is part of the access and early intervention continuum of care designed to support independent living. ADVSD funds organizations who provide congregate and home-delivered meals throughout Multnomah County that meet the tastes and preferences of diverse participants. Contracted providers serve those who have the greatest social and economic need with special attention to individuals who are isolated, low-income, minority, and have limited English proficiency. In FY 2019, 35.7% of program participants said they were an ethnic or racial minority. All nutrition providers are required to be culturally responsive to the priorities and challenges facing diverse communities. Providers delivering culturally specific services improve outcomes and meet preferences of a particular culture or group of cultures. In order to provide more culturally specific services, ADVSD shifted the nutrition budget for culturally specific services from 20% to 38% in FY 2018. Congregate meals are provided at nutrition sites, District Senior Centers, or other group settings. Home-delivered meals are delivered to homebound participants; frozen meals may be provided to cover weekends, holidays, and severe weather events. Meal contractors also provide nutrition education to promote better health by providing accurate nutrition and health information or instruction. ADVSD has contracted with an on-call dietitian to provide the required review of planned menus and ensure compliance with Federal and State nutrition guidelines.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of meals served	526,558	545,000	515,000 ¹	515,000
Outcome	Percent of high nutritional risk participants who experienced an improvement in their annual risk score	31%	35%	31%	32%
Output	Percent of meals through culturally specific services	9.8%	8.0%	9.8%	10.0%
Outcome	Percent of home-delivered meal participants satisfied or very satisfied with nutritional services	90%	92%	90%	92%

Performance Measures Descriptions

¹After reallocating funds to culturally specific providers in FY2018, the overall number of meals and percentage of meals served decreased because meal costs are higher for these providers.

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$80,998	\$0	\$64,663
Contractual Services	\$494,457	\$1,614,194	\$509,317	\$1,651,931
Materials & Supplies	\$0	\$1,742	\$2,000	\$3,738
Internal Services	\$0	\$6,354	\$6,105	\$0
Total GF/non-GF	\$494,457	\$1,703,288	\$517,422	\$1,720,332
Program Total:	\$2,197,745		\$2,237,754	
Program FTE	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,703,288	\$0	\$1,720,332
Total Revenue	\$0	\$1,703,288	\$0	\$1,720,332

Explanation of Revenues

\$675,889 - Title IIIC-2
 \$493,184 - Title IIIC-1
 \$404,858 - U.S. Department of Agriculture
 \$78,000 - OPI PWD Pilot Project
 \$68,401 - Title IIIB

Significant Program Changes

Last Year this program was: FY 2020: 25033-20 ADVSD Nutrition Program

Department: County Human Services
Program Offer Type: Existing Operating Program

Program Contact: Erin Grahek
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) provides health promotion activities and interventions that support healthy, active living, and chronic disease self-management that contribute towards quality of life. With community organizations providing culturally specific and culturally responsive services, ADVSD employs proven practices to improve health through exercise, disease self-management, healthy eating, and other activities. These services are part of the ADVSD access and early intervention continuum.

Program Summary

ISSUE: Older adults are at risk of developing chronic health conditions and have risk factors for falling, precipitating further health decline and potential hospitalization.

PROGRAM GOAL: As a federally designated Area Agency on Aging, ADVSD is required by the U.S. Administration for Community Living to provide Evidence-Based Health Promotion and Disease Prevention (EBHP) programs that support older adults, people with disabilities, Veterans, and caregivers to adopt healthy behaviors, improve health status, better manage chronic conditions, reduce hospitalizations, and reduce the risk of falling. Evidence-based programs have been proven to improve health outcomes and reduce healthcare costs.

PROGRAM ACTIVITY: Evidence-based health promotion activities include physical activity and exercise, healthy eating, chronic disease self-management, fall prevention, medication management, anxiety and depression management, and Alzheimer’s disease and dementia support. Evidence-based health promotion also includes Care Transitions, a program which provides transition support from hospital to home. This program offer provides health promotion programs and outreach to minority and at-risk populations. With numerous community partnerships hosting preventative activities, ADVSD coordinates to streamline access to services and support healthy aging. Community agencies provide evidence-based programs including Tai Chi Moving for Better Balance; Living Well with Chronic Conditions; PEARLS – treatment program for depression; Diabetes Prevention Program; and Powerful Tools for Caregivers. Each program has required elements that are conducted with fidelity to the curriculum proven in clinical trials.

ADVSD uses a calendar of activities on the County website and a statewide database to manage registration and data collection. ADVSD contracts with agencies for both culturally responsive and culturally specific services in order to increase meaningful access. EBHP programs serve a wider department goal of preventing health decline and supporting the ability for individuals to age in place while providing proven healthcare cost savings.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people enrolled in evidence-based behavioral and health promotion activities	1,495	N/A	700 ²	600
Outcome	Percent of EBHP fall prevention participants who had a reduction in fall risk compared to non-participants ²	55%	55%	55%	55%
Outcome	Percent of evidence based Care Transition participants with no hospital readmission in 30 days ³	89%	N/A	89%	89%

Performance Measures Descriptions

¹Previous measure: “Number of people enrolled in evidence-based health promotion (EBHP) activities.” FY2019 Act.=699. FY2020 Purch.=515. FY20 Est.=500. ²See significant changes. ³Outcome data is from national clinical trials; however, ADVSD undertakes fidelity monitoring to ensure similar outcomes. Falls prevention data is from Tai Chi: Moving for Better Balance Program clinical trials. ⁴New measure. Previous measure: “Percent of EBHP Care Transition participants with a reduction in hospitalizations compared to non-participants.” FY2019 Act.=36%. FY2020 Purch.= 36%. FY2020 Est.=36%.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$819,592	\$0	\$636,924
Contractual Services	\$8,544	\$674,433	\$6,993	\$623,790
Materials & Supplies	\$8,962	\$41,832	\$10,154	\$2,254
Internal Services	\$72,163	\$78,580	\$100,627	\$63,163
Total GF/non-GF	\$89,669	\$1,614,437	\$117,774	\$1,326,131
Program Total:	\$1,704,106		\$1,443,905	
Program FTE	0.00	6.90	0.00	5.30

Program Revenues				
Intergovernmental	\$0	\$1,053,138	\$0	\$765,131
Other / Miscellaneous	\$0	\$561,299	\$0	\$561,000
Total Revenue	\$0	\$1,614,437	\$0	\$1,326,131

Explanation of Revenues

This program generates \$60,009 in indirect revenues.
 \$145,000 - Older & Disabled Mental Health Services
 \$290,628 - ADRC Mental Health Grant
 \$220,616 - ADRC Person Centered Option Counseling
 \$243,000 - Providence Health Services - Metro Care Transitions
 \$64,663 - Title IIIB
 \$44,224 - Title IIID
 \$318,000 - Legacy Metro Care Transitions

Significant Program Changes

Last Year this program was: FY 2020: 25034-20 ADVSD Health Promotion

²The State of Oregon significantly reduced funding for evidence based health promotion activities, resulting in less people served. Reduction of 1.0 FTE Program Specialist Sr, due to reduction in Older Adults Behavioral Health Initiative 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) provides support through a continuum of access and early intervention programs, to have equitable and efficient access to quality services and programs. For individuals living at home, at risk for nursing facility placement, and not receiving Medicaid, case management, and in-home services provide critical supports that allow people to remain in their homes.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may experience complex or multiple problems that interfere with their ability to remain in their homes. As the federally designated Area Agency on Aging, ADVSD creates a four-year strategic plan for service delivery based on extensive listening sessions. As a result of this feedback and Census data, ADVSD changed its funding allocation model to fund more culturally specific services with a focus on trauma informed case management and in-home supports.

PROGRAM GOAL: The goal of case management and in-home services is to engage participants in a person-centered, comprehensive approach to support their ability to remain at home, maintain independence, support their family caregivers and delay an individual's need for more costly Medicaid services and nursing facility care. Research conducted by Boston University showed that case management can improve housing stability and prevent isolation through services such as housekeeping or grocery shopping.

PROGRAM ACTIVITY: The Case Management and In-Home Services Program is part of the access and early intervention continuum, separate from Medicaid services, conducted through partnerships with community organizations providing culturally responsive and culturally specific services. These services are funded through a variety of sources including County General Funds, Federal Older Americans Act, Oregon Project Independence, and Federal Veterans' Administration. Case managers work with individuals and their families to assess needs for services; determine eligibility; authorize and coordinate services; and develop, implement, monitor, and evaluate the person-centered care plan. In-home services include housekeeping, personal care, grocery shopping, and adult day respite services. Case managers reassess participant needs, advocate on their behalf, and provide follow-up. Participants may also receive counseling on community and long-term services and support options. Options Counseling helps participants build a person-centered care plan to determine their best resources options.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people receiving case management and/or in-home services	2,744	2,650	2,744	2,700
Outcome	Percent of Oregon Project Independence participants who did not enroll in Medicaid services ¹	93%	N/A	92%	92%
Outcome	Percent of participants who would recommend these services to a friend or family member ²	100%	N/A	98%	99%

Performance Measures Descriptions

Previous measure: "Percent of Options Counseling clients with goals met and/or improved service enrollment." FY2019 Actual 71%. FY2020 Purchase: 70%. FY2021 Estimate: 71%. ¹New measure. ²New measure. Data taken from an anonymous participant satisfaction survey that includes those served by ADVSD and includes, but is not specific, for those who receive case management and in-home services.

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$136,863	\$485,028	\$157,791	\$486,352
Contractual Services	\$983,767	\$3,462,495	\$1,392,157	\$6,030,795
Materials & Supplies	\$8,496	\$0	\$7,600	\$5,238
Internal Services	\$76,681	\$11,961	\$63,426	\$11,502
Total GF/non-GF	\$1,205,807	\$3,959,484	\$1,620,974	\$6,533,887
Program Total:	\$5,165,291		\$8,154,861	
Program FTE	0.97	4.13	0.97	3.93

Program Revenues				
Intergovernmental	\$0	\$3,920,249	\$0	\$6,494,652
Beginning Working Capital	\$0	\$12,000	\$0	\$12,000
Service Charges	\$0	\$27,235	\$0	\$27,235
Total Revenue	\$0	\$3,959,484	\$0	\$6,533,887

Explanation of Revenues

This program generates \$8,545 in indirect revenues.
 \$5,199,537 - Veteran's Self Directed Home & Community
 \$493,175 - Oregon Project Independence
 \$319,950 - OPI PWD Pilot Project
 \$245,404 - Title IIIB
 \$152,802 - State General Fund – Sequestration Assistance
 \$73,067 - Oregon Money Management Program
 \$27,235 - Client Employer Provider Fees
 \$12,000 - Federal/State Beginning Working Capital
 \$10,717 - Title IIID

Significant Program Changes

Last Year this program was: FY 2020: 25035-20 ADVSD Case Management & In-Home Services (non-Medicaid)

In FY2021, Program Offer 25035 ADVSD Case Management & In-Home Services (non-Medicaid) has been split into two Program Offers: 25035 ADVSD Case Management & In-Home Services (non-Medicaid) and 25039 Family Caregiver Program. Increase across multiple Contracted Services within the program: \$2.5M in Veteran's Self Directed Home & Community fund and \$0.4M in County General Fund.

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Safety Net Program provides eviction prevention assistance and housing stabilization services to ensure clean and safe housing. The program provides funds for bed bug mitigation, medical equipment, dental services, and prescriptions to those with no other financial options to prevent health decline, increase independence, and improve quality of life.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans may be unable to attain or retain housing, medical equipment, dentures, and prescription medication due to limited financial resources, lack of insurance coverage, limited mobility, and other health and public health factors.

PROGRAM GOAL: The first goal of the Safety Net Program is to support and maintain safe and stable housing for older adults, people with disabilities, and Veterans who are experiencing homelessness, or are at risk of losing their housing, through emergency housing assistance and services. The second goal is to increase independence and prevent health decline by ensuring individuals get their prescribed treatments through emergency medical and prescription assistance. The third goal is to reduce nutrition barriers, by providing denture assistance. Collectively, these three goals provide services and supports to address significant gaps.

PROGRAM ACTIVITY: The Safety Net Program is part of the access and early intervention continuum of ADVSD services and receives requests from numerous sources within Multnomah County and from community partners. The Aging & Disability Resource Connection Helpline is the primary access point for these services. Specific to the goal of providing or maintaining safe, stable housing, the Safety Net Program provides direct housing assistance by facilitating housing support services such as extreme cleaning and bed bug mitigation. To ensure individuals are able to get their prescribed treatments and prevent health decline, the Safety Net Program provides financial assistance for special medical needs, such as dentures, eyeglasses, and other durable medical equipment not covered by Medicaid, Medicare, or other programs. Short-term emergency prescription assistance is provided to cover the cost of medications and help develop a long-term prescription coverage plan.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people who received Safety Net services	663	600	650	650
Outcome	Percent of participants in stable housing six months after receiving services	96%	95%	95%	95%
Outcome	Percent of requests for Safety Net services fulfilled to avert eviction	69%	80%	65%	70%

Performance Measures Descriptions

Previous measure "Percent of fulfilled requests for medical needs assistance." FY2019 Actual 79%, FY2020 Purchased 82%, FY2020 Estimate 79%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$171,798	\$0	\$88,921	\$88,921
Contractual Services	\$550,387	\$0	\$557,949	\$0
Materials & Supplies	\$1,790	\$0	\$0	\$1,790
Internal Services	\$20,844	\$0	\$0	\$20,600
Total GF/non-GF	\$744,819	\$0	\$646,870	\$111,311
Program Total:	\$744,819		\$758,181	
Program FTE	1.50	0.00	0.75	0.75

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$111,311
Total Revenue	\$0	\$0	\$0	\$111,311

Explanation of Revenues

This program generates \$11,791 in indirect revenues.
 \$111,311- Title XIX

Significant Program Changes

Last Year this program was: FY 2020: 25036-20 ADVSD Safety Net Program

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25037B
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 services and programs that meet their diverse needs. Transportation services 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 participants from diverse communities who identified transportation coordination and services as a top priority. People with limited English proficiency were nearly twice as likely to indicate transportation was an important unmet need when compared to people fluent in English. Listening session participants specifically said lack of transportation hindered their ability to go to District Senior Centers and culturally specific organizations. According to AARP, more than 20% of Americans 65 and older do not drive and require mobility assistance.

PROGRAM GOAL: The goal of transportation services is to support older adults, people with disabilities, and Veterans to access social services, medical care, and community activities. Availability of transportation aligns with DCHS goals to improve equitable access to services and the health of participants.

PROGRAM ACTIVITY: Transportation services help address the persistent need of older adults, people with disabilities, and Veterans to access affordable transportation services for a variety of social services, attend medical appointments, and participate in community activities that reduce social isolation. Transportation services are funded through Medicaid and County Funds. Medicaid service case managers and contracted community partners, including District Senior Centers, assist participants with transportation scheduling and coordination. Transportation services include screening for eligibility, assessing needs, assisting in applications, authorizing and coordinating rides, and distributing bus passes and tickets purchased through contracts with local transportation providers. Other services include scheduled guaranteed rides (Premium Rides) from our partner, Ride Connection, and cab rides for urgent transportation needs that cannot be met by TriMet or Ride Connection. An additional component is conducting advocacy on behalf of older adults, people with disabilities, and Veterans requesting transportation services and bringing attention to the service network when demand exceeds transportation assistance supply.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants who received transportation assistance ¹	1,966	N/A	1,900	1,900
Outcome	Percent of participants with improved utilization of ADVSD services after receiving transportation services	31%	50%	31%	40%
Outcome	Percent of non-Medicaid participants who report increased mobility because of transportation services ²	81%	89%	81%	85%

Performance Measures Descriptions

¹New measure. Includes Medicaid Non-medical Transportation and Older Americans Act transportation services. ²Reworded for clarity. Measure was previously “Percent of participants who report increased mobility because of transportation services.”

Previous measure: “Number of participants who received bus passes, tickets and/or other rides” FY19 Actual=958. FY2020 Purchased=1.000. FY2020 Estimate=958.

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$60,227	\$0	\$211,880
Contractual Services	\$168,542	\$1,913,455	\$168,542	\$1,843,660
Internal Services	\$0	\$8,793	\$0	\$28,097
Total GF/non-GF	\$168,542	\$1,982,475	\$168,542	\$2,083,637
Program Total:	\$2,151,017		\$2,252,179	
Program FTE	0.00	0.50	0.00	1.98

Program Revenues				
Intergovernmental	\$0	\$1,982,475	\$0	\$2,083,637
Total Revenue	\$0	\$1,982,475	\$0	\$2,083,637

Explanation of Revenues

This program generates \$28,097 in indirect revenues.
\$1,525,975 - Medicaid Community Transportation
\$500,062 - TriMet Community Transportation Local Match
\$52,000 - OPI PWD Pilot Project
\$5,600 - Title IIIB

Significant Program Changes

Last Year this program was: FY 2020: 25037-20 ADVSD Transportation Services

FTE changes include an increase of 1.00 FTE Program Technician.

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) Advocacy & Community Program Operations support a participant directed service system through ADVSD advisory councils management, Area Plan development and management, contract administration, network advocacy, and program support.

Program Summary

ISSUE: As the federally designated Area Agency on Aging, ADVSD engages older adults, people with disabilities, and Veterans in a variety of ways to advise ADVSD on the needs of the community and assist in planning and development of services. To do this effectively, ADVSD must engage diverse communities who can share the needs and issues that they and their community face. ADVSD must also ensure that publicly funded programs are operated effectively to meet the needs of diverse communities.

PROGRAM GOAL: ADVSD Advocacy efforts ensure diverse feedback and enhance equity for volunteers, staff, and participants. Program Operations provide administrative support to community-based contracted organizations. The intent of this support is to ensure consistent, equitable, and quality-focused services to participants.

PROGRAM ACTIVITY: The Advocacy program includes contract monitoring, Area Plan development, participant advocacy, and management of three advisory councils (Multicultural Action Committee, Disability Services Advisory Council, and Aging Services Advisory Council). ADVSD develops and monitors contracts for social services and nutrition programs. The Area Plan, a requirement of the Older Americans Act, describes the scope of diverse needs in the service area and outlines the goals, objectives, and key tasks to be undertaken and is reported upon annually to the Federal Administration of Community Living. The councils advise ADVSD on the development and implementation of the Area Plan, ensure policies and activities meet the needs of those served and advocate by commenting on community policies, programs, and actions. Management of the advisory councils includes recruiting and retaining racially, ethnically, culturally, and regionally diverse membership, supporting regular meetings, and coordinating opportunities for member engagement and advocacy.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of volunteer hours donated to ADVSD	47,813	46,100	47,000	47,000
Outcome	Percent of diverse representation on ADVSD Advisory Councils	50%	38%	50%	50%
Output	Number of opportunities for participants and community members to give feedback to ADVSD	40	36	50	40
Outcome	Percent of ADVSD contract funds dedicated to culturally specific providers ¹	35%	38%	38%	38%

Performance Measures Descriptions

¹Contracts are specific to Older Americans Act and Oregon Project Independence and exclude Adult Care Home Program, Adult Protective Services, Public Guardian/Conservator, and Long Term Services & Supports.

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging for Multnomah County through a contract with the Oregon Department of Human Services and as guided by ORS Ch 410, to provide mandatory functions for older adults and people with disabilities. These include provision of quality staffing, service planning, senior and disability advisory councils, and comprehensive and coordinated service delivery for older adults and people with disabilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$305,640	\$903,334	\$322,564	\$826,123
Contractual Services	\$130,364	\$370,813	\$127,911	\$364,308
Materials & Supplies	\$10,213	\$75,662	\$9,569	\$117,942
Internal Services	\$579,784	\$692,790	\$304,374	\$517,565
Total GF/non-GF	\$1,026,001	\$2,042,599	\$764,418	\$1,825,938
Program Total:	\$3,068,600		\$2,590,356	
Program FTE	2.79	8.01	2.79	6.73

Program Revenues				
Intergovernmental	\$0	\$1,815,609	\$0	\$1,591,663
Other / Miscellaneous	\$0	\$4,000	\$0	\$4,000
Beginning Working Capital	\$0	\$15,000	\$0	\$15,000
Service Charges	\$0	\$207,990	\$0	\$215,275
Total Revenue	\$0	\$2,042,599	\$0	\$1,825,938

Explanation of Revenues

This program generates \$25,195 in indirect revenues.

\$489,029 - Title IIIB, \$511,209 - Title XIX, \$243,653 - Foster Grandparent Program, \$215,275 - Contractor Rentals, \$134,547 - Oregon Project Independence, \$67,023 - Veteran's Self Directed Home & Community, \$71,775 - Oregon Money Management Program, \$43,413 - OPI PWD Pilot Project, \$15,000 - Fed/State Fund - BWC, \$31,014 - Title IIIC-1, \$4,000 - Volunteer Foster Grandparent Program

Significant Program Changes

Last Year this program was: FY 2020: 25038A-20 ADVSD Advocacy & Community Program Operations

FTE changes include the reduction of 1.00 FTE Program Technician. Decrease in Internal Services of about \$0.4M in Facilities and Property Management.

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 support through a continuum of access and early intervention programs for equitable and efficient access to quality services and programs. People caring either for their older family members or raising grandchildren face stress, financial burden which negatively impacts their own health and family well-being. The Family Caregiver Support Program (FCSP) alleviates burnout, maximizes independence, and provides support that allows people to remain in their homes.

Program Summary

ISSUE: It is estimated that 30% of the general population provide care for an older adult, according to research from AARP. These unpaid caregivers represent the largest source of long term services and support. Stress and financial burden impact caregivers' health and can increase nursing facility placement for their loved ones.

PROGRAM GOAL: As the federally designated Area Agency on Aging, ADVSD creates a four-year strategic plan for service. A focus area of our strategic plan is the support of family caregivers who experience emotional, financial, and health burdens as a result of their unpaid caretaking responsibilities. The goal of FCSP is to support primary family caregivers caring for an older adult family member or raising grandchildren or related family members. Supporting family caregivers can reduce nursing facility placement for older adults and can increase the well-being of younger family members. The Family Caregiver Support Program alleviates burnout, maximizes independence, and provides support that allows people to remain in their homes.

PROGRAM ACTIVITY: The Family Caregiver Support Program provides unpaid family caregivers with a system of supports that helps them provide quality care to their loved ones and makes caregiving easier. The Family Caregiver Support Program provides unpaid family caregivers with a connected system of information, training, options counseling, case management, peer support groups, and financial aid. The information and assistance services are expected to help caregivers identify and focus on their needs, while also empowering them to take advantage of available resources. Respite, financial awards, and education assistance are designed to reduce caregiver burnout. Support groups, training, and events connect caregivers to one another and needed resources.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants served by the Family Caregiver Support Program	347	355	347	350
Outcome	Percent of family caregivers who report services received were excellent or good	89%	90%	89%	90%
Outcome	Percent of family caregivers who receive training that would recommend the program	N/A	N/A	100%	95%

Performance Measures Descriptions

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$139,158	\$0	\$144,009
Contractual Services	\$58,088	\$186,092	\$25,505	\$200,068
Materials & Supplies	\$0	\$0	\$0	\$21,031
Total GF/non-GF	\$58,088	\$325,250	\$25,505	\$365,108
Program Total:	\$383,338		\$390,613	
Program FTE	0.00	1.10	0.00	1.10

Program Revenues				
Intergovernmental	\$0	\$325,250	\$0	\$365,108
Total Revenue	\$0	\$325,250	\$0	\$365,108

Explanation of Revenues

\$365,108 - Title III E

Significant Program Changes

Last Year this program was:

This Program Offer was part of FY20 25035 ADVSD Case Management & In-Home Services (non-Medicaid) and is not a request for new funding. The Family Caregiver Program 25039 has been separated to highlight this unique service and report on more outcomes.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for people experiencing domestic violence. Individuals and families experiencing 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 survivors who are unable to access established shelters or other crisis diversion services. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Individuals experiencing domestic violence need immediate tailored services that are mobile and culturally responsive.

PROGRAM GOAL: This offer funds programs that help meet our community goal to provide immediate safety and emergency response systems for survivors of domestic violence. It is part of the County's regional response to domestic violence. Services are delivered across a continuum of community-based service providers 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 survivors seeking safety from domestic violence situations. These services include meeting basic needs such as food and clothing, ongoing safety planning, intensive domestic violence support, specialized children's programming, advocacy, assistance accessing housing, legal referrals and assistance accessing other services.
2. Mobile advocacy services provide confidential, community-based, comprehensive crisis support to survivors seeking safety from domestic violence for whom existing shelter services are not adequate, such as large families or those needing accommodation for disabilities. Services are used by survivors who are at risk of homelessness due to domestic violence. To reduce transportation or location barriers, mobile advocates are available to meet survivors throughout the county. Services include meeting basic needs such as food and clothing, ongoing risk assessment and safety planning, intensive domestic violence support, emergency short-term motel stays, advocacy and assistance accessing other services. The mobile advocacy program leverages funds from the Short-Term Rent Assistance program administered by Home Forward, as well as private funds raised by nonprofits, to provide comprehensive emergency services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of domestic violence victims and children receiving comprehensive, specialized crisis services.	334	250	275	275
Outcome	Percent of adult survivors who work with an advocate to engage in safety planning by exit.	91%	80%	90%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$376,438	\$0	\$388,107	\$0
Total GF/non-GF	\$376,438	\$0	\$388,107	\$0
Program Total:	\$376,438		\$388,107	
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 2020: 25041-20 YFS - Domestic Violence Crisis Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for individuals experiencing domestic violence. Individuals seeking safety from domestic violence need access to the type and level of service they desire when the time is right for them. Domestic and Sexual Violence Administration and Coordination provides administration, planning, coordination, evaluation, technical assistance, and policy support for domestic and sexual violence intervention in Multnomah County.

Program Summary

ISSUE: Domestic violence is a complex issue that requires a coordinated countywide response. Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends an estimated \$10 million addressing domestic violence-related criminal costs and \$2.5 million in victim services annually.

PROGRAM GOAL: The goal of the program is to eliminate domestic and sexual violence by providing system-wide coordination and leadership for the community, as well as professional staffing and administration for the County's Domestic and Sexual Violence Coordination Office.

PROGRAM ACTIVITY: Program activities include system-wide leadership and policy work; administration of County, State, and Federal funds; coordinating collaborative responses to domestic violence; developing and coordinating effective intervention and prevention strategies; evaluating and assessing system responses in order to improve them; delivering trauma-informed crisis response services; and providing technical assistance and policy advice to partners throughout Multnomah County. This offer also includes administration of the Federal Open Doors grant, which provides technical assistance to both disability and domestic violence agencies to improve services for survivors with disabilities.

Initiatives and projects include the Family Violence Coordinating Council, a multidisciplinary stakeholder group; the Domestic Violence Fatality Review Team that analyzes cases that lead to domestic violence fatalities and identify system improvements; monthly community-based training for providers; delivering trauma-informed crisis response services alongside police; and providing subject matter expertise in training, consultation and capacity-building within County programs and departments. The office oversees direct advocacy services contracts and economic empowerment and employment program contracts including technical assistance, monitoring, and performance measurement to assess the impact and quality of contracted services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of professionals trained to understand dynamics of domestic violence and children's exposure to violence.	817	2,000	1,000	1,200 ¹
Outcome	Percent of nonprofit partners receiving higher scores on the Performance Indicator Tool ²	100%	100%	100%	100%
Output	Number of training events provided to public employees, law enforcement, and other community members.	30	75	40	40 ³

Performance Measures Descriptions

¹Previous year's offers training numbers accounted for additional FTE no longer funded through this offer. FY2021 offer has been lowered to reflect current FTE and trainings offered. ²The Performance Indicator Tool, developed by the Vera Institute of Justice's Center on Victimization and Safety, helps domestic and sexual violence organizations to track their progress in serving survivors who have disabilities. ³Number of events lowered in this offer to reflect current training capacity.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$372,166	\$127,171	\$427,662	\$135,535
Contractual Services	\$65,497	\$81,265	\$66,485	\$75,294
Materials & Supplies	\$29,638	\$3,749	\$33,520	\$0
Internal Services	\$54,860	\$12,647	\$54,734	\$18,408
Total GF/non-GF	\$522,161	\$224,832	\$582,401	\$229,237
Program Total:	\$746,993		\$811,638	
Program FTE	2.85	1.05	2.98	0.92

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$3,600
Intergovernmental	\$0	\$213,838	\$0	\$222,037
Other / Miscellaneous	\$0	\$3,600	\$0	\$0
Beginning Working Capital	\$0	\$7,394	\$0	\$3,600
Total Revenue	\$0	\$224,832	\$0	\$229,237

Explanation of Revenues

This program generates \$11,342 in indirect revenues.
 \$171,837 - US Department of Justice, Office on Violence Against Women
 \$50,000 - City of Portland Intergovernmental Agreement
 \$3,600 - Beginning Working Capital
 \$3,600 - Domestic Partnership Fees
 \$200 - Misc Charges/Recoveries

Significant Program Changes

Last Year this program was: FY 2020: 25044-20 YFS - Domestic and Sexual Violence Coordination

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Legal Services funds legal advocacy and civil legal services for survivors of domestic violence and supports advocacy in the restraining order services room at the Multnomah County Courthouse. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: The cost of legal representation can be prohibitive for survivors who have low or no income and have been financially exploited by their abusers. There are very few resources for legal assistance available for survivors with low incomes. As a result, survivors of domestic violence often are forced to appear in court without representation or legal advocacy. Domestic violence survivors and provider agencies report that civil legal services are one of the highest unmet needs for domestic violence survivors.

PROGRAM GOAL: The goal of the program is to reduce domestic violence by providing civil legal advocacy and civil legal services to help survivors to safely end abusive relationships and resolve issues that cannot be addressed by human service or criminal justice interventions.

PROGRAM ACTIVITY: Program activities focus on the provision of legal assistance. Civil legal assistance is related to the reduction in reported domestic violence crimes and improves the likelihood that survivors will be able to obtain protective orders from courts, which is a significant factor in reducing rates of violence. These specialized legal services for domestic and sexual violence survivors ensure better outcomes in legal proceedings. These include assistance with restraining order hearings, custody and parenting time determinations, housing retention, immigration matters, and related victims' rights and other civil legal matters.

This offer funds legal advocacy and civil legal services for survivors through local nonprofit agencies including Legal Aid Services of Oregon. This funding also supports advocacy in the restraining order services room at the Multnomah County Courthouse and the Court Care program which provides culturally specific, trauma informed childcare in the Courthouse for children whose parents are engaged in legal proceedings.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of domestic violence survivors assisted with courthouse-based restraining order advocacy.	1,934	800	2,000	2,000
Outcome	Percent of retained cases with a court action filed or contested by an attorney.	95%	75%	75%	75%

Performance Measures Descriptions

Numbers engaged increased to better reflect service levels in the courthouse restraining order advocacy program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$210,503	\$35,000	\$189,608	\$35,000
Total GF/non-GF	\$210,503	\$35,000	\$189,608	\$35,000
Program Total:	\$245,503		\$224,608	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$0	\$35,000	\$0	\$35,000

Explanation of Revenues

\$35,000 - Oregon Judicial Department Court Care Center

Significant Program Changes

Last Year this program was: FY 2020: 25046-20 YFS - Domestic Violence Legal Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60076
Program Characteristics:

Executive Summary

Multnomah County's Domestic Violence Crisis Response Unit (DVCRU) provides intervention for domestic violence cases that have a high risk of ongoing, severe violence or lethality. The DVCRU works closely with law enforcement to provide after-hours victim services and crisis response, including a focus on older adults experiencing violence.

Program Summary

ISSUE: Complex domestic violence cases with a high risk of ongoing, severe abuse require an immediate, multidisciplinary, collaborative response in order to de-escalate violence and prevent domestic violence-related deaths in our community.

PROGRAM GOAL: The goal of the DVCRU program is to increase victim safety and offender accountability where there is high risk of lethality.

PROGRAM ACTIVITIES: DVCRU provides after-hours victim advocates to provide immediate on-scene crisis response, safety planning and victim support following police response to domestic violence crimes. The team has one FTE focused on older adults who are victims of violence from family members or caregivers to reduce the risk of injury and death from abuse. All DVCRU advocates are co-located with police, including the Elder Crimes Unit.

DVCRU includes three program components: DVERT case staffing, Domestic Violence Response Advocates (DVRA) and Domestic Violence Reduction Unit (DVRU). DVRA provides after-hours on-scene crisis response, safety planning, and victim support services following police response to violent crimes. Advocates are available seven days a week, including late nights and holidays. DVRUs work with officers five days a week as part of the investigation unit and includes victim support services, court accompaniment, and coordination with community agencies. The case staffing team provides crisis response, ongoing victim support, client financial assistance, criminal justice intervention, and service coordination across multiple agencies.

The team also participates in multi-jurisdictional efforts to improve responses to high-risk domestic violence cases. They provide training and technical assistance locally and throughout the country on improved response and coordination between advocates and law enforcement. The team also conducts outreach and awareness about domestic violence to the community, and partners with a variety of organizations in addition to law enforcement.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of survivors receiving multi-disciplinary, intensive intervention.	120	300	300	300
Outcome	Percent of police officers who agree that DV survivors benefit from having DVRA on the scene.	82%	90%	90%	90%
Output	Number of domestic violence survivors referred by police to after-hours victim advocates.	950	650	650	650

Performance Measures Descriptions

Measure 1 outputs were lower in FY2020 due to significant staffing turnover in the unit. Service levels are anticipated to return to their original level in FY2021

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$674,918	\$310,518	\$691,511	\$355,936
Contractual Services	\$50,000	\$222,702	\$50,000	\$247,710
Materials & Supplies	\$22,048	\$3,201	\$27,856	\$0
Internal Services	\$108,890	\$4,105	\$141,152	\$12,923
Total GF/non-GF	\$855,856	\$540,526	\$910,519	\$616,569
Program Total:	\$1,396,382		\$1,527,088	
Program FTE	6.00	3.00	6.00	3.59

Program Revenues				
Intergovernmental	\$0	\$540,526	\$0	\$616,569
Total Revenue	\$0	\$540,526	\$0	\$616,569

Explanation of Revenues

This program generates \$6,790 in indirect revenues.
 \$311,569 - City of Portland General Fund
 \$305,000 - US Department of Justice Office on Violence Against Women

Significant Program Changes

Last Year this program was: FY 2020: 25047-20 YFS - Domestic Violence Enhanced Response Team

Department: County Human Services **Program Contact:** Peggy Samolinski

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

Related Programs:
Program Characteristics:

Executive Summary

Domestic Violence Crisis Services improve the quality of life for individuals experiencing domestic violence. Individuals seeking safety from domestic violence should have access to the type and level of service they desire when the time is right for them. This offer provides culturally-specific and targeted services to underserved populations who are experiencing domestic violence. Services include risk assessment and safety planning, advocacy, intensive and confidential support, case management, and assistance accessing broader community resources. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Domestic violence manifests itself differently depending on the community. Survivors report an increased level of comfort when they are able to access services from within their own community.

PROGRAM GOAL: The goal of this offer is to provide access to culturally specific and population-specific services in order to increase the efficacy of domestic violence services.

PROGRAM ACTIVITY: This offer funds programs that provide specialized domestic violence services for the following populations: African American, Latina, Native American, Slavic/Russian immigrants, African immigrants, LGBTQ, older adults and people with disabilities.

These services are contracted through a variety of culturally-specific service providers. Services that are developed and delivered by specific communities are more accessible to and a better match for the needs and values of the survivors they are intended to serve. This program provides specialized, population-specific domestic and sexual violence services, including trauma informed care, ongoing risk assessment, safety planning, intensive support, advocacy, case management, and help accessing other community resources. Services include assistance with legal issues, access to government benefits, housing, financial education, assistance accessing benefits, access to mental and physical healthcare services, employment, immigration, and disability services.

This offer also includes the LGBTQ Economic Empowerment program located at the Gateway Center for Domestic Violence. This program helps survivors who identify as LGBTQ to clear up and separate credit reports, develop a plan to seek employment, access job coaching and training, and apply for and obtain employment.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals receiving culturally/population-specific domestic violence services.	677	500	500	500
Outcome	Percent of adult survivors who engage in safety planning with an advocate by exit.	94%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$696,833	\$0	\$718,435	\$0
Total GF/non-GF	\$696,833	\$0	\$718,435	\$0
Program Total:	\$696,833		\$718,435	
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 2020: 25048-20 YFS - Culturally Specific and Underserved Domestic & Sexual Violence

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community-Based Sexual Assault services improve the immediate safety and quality of life for survivors 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 survivors of sexual assault and includes specialized services for medical and legal advocacy, case management, support groups, and counseling. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Oregon has the second highest lifetime prevalence of sexual assault in the country according to research completed by the Centers for Disease Control and Prevention. Crisis lines report more than 2,000 calls each year seeking sexual assault services. The majority of sexual assault survivors -- at least 75% -- choose to avoid working with the criminal justice system for various reasons and thus are not eligible for traditional sexual assault victim services available through that system. Survivors 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 a survivor's willingness to engage with the police.

PROGRAM ACTIVITY: This program funds comprehensive community-based services to survivors 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 and a multidisciplinary team of systems-based and community-based providers to coordinate response and increase capacity in the community for these services through documentation of need, technical assistance, and training for new providers.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of sexual assault survivors who receive comprehensive, specialized advocacy services.	77	65	70	70
Outcome	Percent of sexual assault survivors who report feeling supported by working with an advocate.	85%	75%	80%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$291,698	\$0	\$300,741	\$0
Total GF/non-GF	\$291,698	\$0	\$300,741	\$0
Program Total:	\$291,698		\$300,741	
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 2020: 25049-20 YFS - Sexual Assault Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60415E, 15401, 25050B
Program Characteristics:

Executive Summary

The Gateway Center is a drop-in service center providing a wide range of critical services to survivors of domestic and sexual violence and their children. The Gateway Center ensures that survivors in our community can learn about and access available resources, access safety services such as restraining orders, and mitigate the impact of domestic violence exposure on children. The Gateway Center is a unique access point to domestic and sexual violence services in a continuum that includes shelters, crisis lines and culturally specific services among others.

Program Summary

ISSUE: Domestic violence is a complex issue that requires an accessible and varied array of services. Domestic violence is also a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of all homicides in Multnomah County. Multnomah County spends an estimated \$10 million addressing domestic violence-related criminal costs and \$2.5 million in victim services annually.

PROGRAM GOAL: The goal of the Gateway Center is to prevent and mitigate the impact of trauma caused by domestic and sexual violence by providing access to meaningful services and safety planning in a trauma informed, culturally responsive and welcoming environment.

PROGRAM ACTIVITY: The program manages a front desk/reception service that welcomes upward of 50 survivors, children and their support-people each day. The program also manages the contracted front line advocates to ensure consistently high-quality service delivery and safety planning for each individual survivor. It coordinates a complex service delivery system across 16 agency on-site partners including police, prosecutors, DHS, and 12 nonprofits. It ensures that partners providing services to survivors are present, consistent, survivor-led and trauma informed. Services include advocacy, safety planning, restraining order facilitation, civil legal assistance, crime victim advocacy, prosecution services, housing assistance, motel stays, therapeutic services for adults and children, and DHS services. Services also include economic empowerment services and mental health services for adults. It provides space and support for an on-site childcare so children are safe while a parent accesses services. It manages a busy satellite courtroom and partnership with the Multnomah County Circuit Court so survivors can access protection order petitions on site. The Gateway Center wraps individual survivors with services designed to interrupt oppressive power dynamics and ensure community members have autonomy over their well being.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of community members who are able to access protection orders at the Gateway Center.	1481	1450	1450	1450
Outcome	Percent responding new knowledge of resources and improved access to same.	95%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$459,262	\$0	\$494,584
Contractual Services	\$67,600	\$392,000	\$69,696	\$392,000
Materials & Supplies	\$0	\$21,700	\$0	\$10,999
Internal Services	\$217,027	\$70,453	\$239,474	\$64,700
Total GF/non-GF	\$284,627	\$943,415	\$309,170	\$962,283
Program Total:	\$1,228,042		\$1,271,453	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Intergovernmental	\$0	\$943,415	\$0	\$962,283
Total Revenue	\$0	\$943,415	\$0	\$962,283

Explanation of Revenues

\$962,283 - City of Portland Intergovernmental Agreement

Significant Program Changes

Last Year this program was: FY 2020: 25050A-20 YFS - Gateway Center

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25050A
Program Characteristics: One-Time-Only Request

Executive Summary

Immigrants and refugees experiencing domestic and sexual violence need specialized support to navigate the legal system. Domestic Violence Immigration Legal Services provides legal consultation to survivors of domestic and sexual violence who seek services at the Gateway Center for Domestic Violence Services. Immigration Legal Services provides on-site intake services one day each week to consult with survivors. Subsequently, 25 survivors are chosen for ongoing representation to access visas or other immigration relief.

Program Summary

ISSUE: Survivors of domestic and sexual violence who are immigrants often qualify for immigration legal relief based on their status as survivors of crime or domestic violence. However, gaining access to these protections can be complex and many survivors struggle with the process. Access to immigration lawyers helps ensure survivors are able to leave abusive relationships without fear of deportation being used in retaliation for leaving the abuse.

PROGRAM GOAL: Provide Immigration legal Advice and representation to survivors of domestic and sexual violence seeking services at the Gateway Center for Domestic Violence Services.

PROGRAM ACTIVITIES: Engage legal services partner to provide legal consultation and intake services one day a week at the Gateway Center for Domestic Violence Services. An attorney with expertise in immigration law will work at the Gateway Center once a week. Front line advocates (“navigators”) will recommend legal consultations for survivors who are concerned about their immigration status. Legal services partner will consider each survivor for ongoing representation. When a survivor qualifies for immigration legal relief based on their status as a domestic violence survivor, a crime victim, or a victim of human trafficking, legal services partner will advocate for relief for these survivors.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of domestic violence and/or sexual assault survivors seen at intake for legal consultation	N/A	40	40	40
Outcome	Percent of retained cases with immigration relief actions filed by legal service attorneys	N/A	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$30,000	\$0
Total GF/non-GF	\$0	\$0	\$30,000	\$0
Program Total:	\$0		\$30,000	
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 2020: 25050B-20 YFS - Domestic Violence Specific Immigration Legal Services at

For FY 2021 we are requesting that funding move from one-time-only to ongoing. There are no program operation changes as described in this Program Offer. Immigrants and refugees experiencing domestic and sexual violence need specialized support to navigate the legal system. Immigration Legal Services provides on-site intake services one day each week to consult with survivors. The funding level for this Program Offer in FY 2020 was \$30,000. This Program is funded as one-time-only in FY 2021.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Through the Youth & Family Services Division (YFS), individuals and families have the opportunity to engage in the level and depth of culturally relevant services they want, in order to thrive. YFS Administration provides division-wide leadership, coordination of daily functions, budget development, performance management, and overall strategic direction toward this goal. Division staff provide direct services in the community as well as support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Leading with racial equity for accountability, leadership, and data-driven strategic direction are key activities we use to reach the Division's overall goals. All activities and projects in the Youth & Family Services Division align with and lead toward two primary outcomes: educational success and stability.

PROGRAM GOAL: The goal of the YFS Division Administration is to ensure effective use of resources through maximizing budget funding, driving policy, developing effective programs, supervising staff, ensuring staff professional development, developing partnerships and leading the division with racial equity. We utilize practices that reach the Workforce Equity Strategic Plan outcomes.

PROGRAM ACTIVITY: The Division is responsible for providing, contracting for, and/or coordinating the County's investments in five core service/policy areas: Energy Services, Anti-Poverty/Prosperity, Education Supports, Early Childhood, and Domestic and Sexual Violence. The Division functions as the County's legislatively mandated Community Action Program Office. Partnership is at the core of our work as staff build and sustain effective relationships with other Divisions, organizations and jurisdictions to increase the delivery of effective and culturally responsive services in the community.

Overall YFS administrative work spans three broad areas. 1) Development of the annual budget documents, review expenses quarterly, and ensure expenditures are in line with both revenue and funding guidelines. 2) Coordinate daily functions such as direct supervision of staff, consistent practice of like activities across the division, establish procedures and practices and convene staff toward cohesion and teamwork where innovation and creativity thrive. 3) Performance management activities such as creating professional development opportunities for staff, setting the overall framework for contractor data collection, reporting, and engaging in program/system evaluation. YFS leadership provides direction toward creating a work culture that restores safety, trust and belonging within the workforce, with staff voice at the center.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Percent of staff attending at least 10 hours of skill building/professional development per year.	70%	100%	100%	100%
Outcome	Percent of program areas with completed monitoring in fiscal year.*	51%	N/A	50%	50%

Performance Measures Descriptions

*This is a new measure for FY2019 and reflects our commitment to monitor every program at least one time every two years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,643,040	\$197,713	\$1,818,876	\$0
Contractual Services	\$76,020	\$0	\$26,020	\$0
Materials & Supplies	\$49,781	\$0	\$68,236	\$0
Internal Services	\$147,580	\$0	\$215,228	\$0
Total GF/non-GF	\$1,916,421	\$197,713	\$2,128,360	\$0
Program Total:	\$2,114,134		\$2,128,360	
Program FTE	12.64	1.36	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 25118-20 YFS - Youth & Family Services Administration

1.00 FTE was eliminated #703706 Office Assistant Sr

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Ensuring that there is sufficient heat in a home, the lights are on and water is hot is critical for people to have quality of life. Functional utilities help ensure that a young person can study at home, an older adult is living safely and families remain stable. The Energy Assistance Program supports housing stability by providing people who live on a fixed or low income with financial assistance to help meet their energy costs.

Program Summary

ISSUE: A study from the Department of Energy, Office of Energy Efficiency and Renewable Energy makes it clear that low-income households suffer a disproportionate energy burden. Many low-income households use expensive heating fuels in old, inefficient homes and face barriers to accessing technologies that could help make their energy costs more affordable. Thus, the average energy burden for low-income households is 8.2%. This is 3 times higher than higher-income households.

PROGRAM GOAL: The goal of the energy assistance program is to provide one-time annual energy bill payments to pay utilities for households who live on a fixed or low income and who are struggling with energy costs, so they can remain stably housed.

PROGRAM ACTIVITY: The Energy Assistance Program helps people keep their homes warm in the winter. Direct utility payments to income-eligible households, along with energy education, case management, and other services help households manage and pay for their energy costs while providing education about other services. Energy bill payment assistance is delivered through seven community nonprofit agencies to make these utility payments for fixed and low-income households. On average, program participants receive \$445 in utility assistance each year.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households served.	18,186	15,000	15,000	15,000
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection.	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$737,045	\$0	\$847,602
Contractual Services	\$0	\$11,271,287	\$0	\$9,070,592
Materials & Supplies	\$0	\$19,769	\$0	\$31,798
Internal Services	\$0	\$230,641	\$0	\$249,147
Total GF/non-GF	\$0	\$12,258,742	\$0	\$10,199,139
Program Total:	\$12,258,742		\$10,199,139	
Program FTE	0.00	7.40	0.00	8.13

Program Revenues				
Intergovernmental	\$0	\$12,338,527	\$0	\$10,199,139
Total Revenue	\$0	\$12,338,527	\$0	\$10,199,139

Explanation of Revenues

This program generates \$112,391 in indirect revenues.
 \$5,373,793 - OHCSO Oregon Energy Assistance Program
 \$4,745,346 - OHCSO Low Income Energy Assistance Program - Energy
 \$80,000 - PDX Water/Sewer D/A

Significant Program Changes

Last Year this program was: FY 2020: 25119-20 YFS - Energy Assistance

A net decrease in Contracted Services due to a decrease of \$0.8M in LIEAP funds and a decrease of \$1.4M in OEAP Funds.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Homes that are safe and adequately weatherized contribute to the well-being and overall economic stability of people living on fixed and low incomes. The Weatherization Program provides energy use audits, weatherization services, furnace repair and replacement, and appliance replacement to fixed and low-income households. County staff and vendors provide these services.

Program Summary

ISSUE: A study from the Department of Energy, Office of Energy Efficiency and Renewable Energy makes it clear that low-income households and communities of color suffer a disproportionate energy burden. Many low-income households use expensive heating fuels in old, inefficient homes and face barriers to accessing technologies that could help make their energy costs more affordable. The census data shows that on a national average, low-income households have an energy burden three times higher than non-low-income households. This results in less money for these low-income households to spend on other essential needs, such as food, transportation and healthcare.

PROGRAM GOAL: The goal of the Weatherization Program is to improve the livability and affordability of housing for people living on fixed and low incomes. Weatherized homes have improved livability and reduced energy consumption through updated appliances, furnaces, insulation, windows, mechanical venting, and other related items in the home. Energy efficiency can significantly reduce the energy burden, and result in improved health of those living in the home, habitability of their home and significant greenhouse gas savings.

PROGRAM ACTIVITY: The Weatherization Program provides comprehensive home energy audits to low-income households including older adults, people with disabilities, and families with children. These energy audits indicate the scope of repairs and/or improvements necessary in the home in order to reduce energy use, lower utility bills and provide a safe and comfortable environment. Weatherization services resulting from this audit include the following services delivered by local contractors: insulating attics, floors and walls; air and duct sealing; repairing/replacing heating systems; replacing windows and patio doors; safety checking combustion appliances; and repairing/replacing old plumbing. Every household also receives energy education, as well as information and resources for other community services. Weatherization services are available to single-family homes and multifamily units. Multi-Family projects are weatherized with the direct benefit of the tenants in mind, as well as maintaining affordable housing units for a ten-year period.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households served ¹	316	300	300	250
Outcome	Number of affordable multi family housing units maintained for 10 years	3,678	100	3,337	50

Performance Measures Descriptions

¹This number includes a combined total for single family and multifamily units, which is a single family house or a multifamily unit. Outcome: Weatherization of multifamily buildings requires a commitment to a minimum 10 years of affordability. While numbers of units weatherized fluctuate based on funding availability and specific project costs, it's one of the best ways to preserve and improve the quality of current affordable housing stock.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$965,667	\$0	\$766,217
Contractual Services	\$0	\$4,298,718	\$0	\$3,279,214
Materials & Supplies	\$0	\$241,485	\$0	\$200,215
Internal Services	\$0	\$693,494	\$0	\$456,597
Total GF/non-GF	\$0	\$6,199,364	\$0	\$4,702,243
Program Total:	\$6,199,364		\$4,702,243	
Program FTE	0.00	9.60	0.00	6.87

Program Revenues				
Intergovernmental	\$0	\$4,634,148	\$0	\$4,157,243
Other / Miscellaneous	\$0	\$800,000	\$0	\$0
Beginning Working Capital	\$0	\$845,000	\$0	\$545,000
Total Revenue	\$0	\$6,279,148	\$0	\$4,702,243

Explanation of Revenues

This program generates \$101,601 in indirect revenues.
 \$2,275,850 - OHCS D ECHO (SB1149)
 \$820,698 - OHCS D Low Income Energy Assistance Program - Weatherization
 \$545,000 - Beginning Working Capital
 \$500,000 - County Weatherization Rebates
 \$407,500 - OHCS D DOE Weatherization
 \$90,000 - PDX Water and Sewer FR
 \$43,195 - Low Income Energy Assistance Program - Client Education
 \$20,000 - Energy Conservation show rebates

Significant Program Changes

Last Year this program was: FY 2020: 25121-20 YFS - Weatherization

Net decrease in Contracted Services of \$0.7M ECHO and \$0.3M LIEAP. 2.00 FTE eliminated #740255 Program Technician and #740254 Weatherization Inspector.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25130B
Program Characteristics:

Executive Summary

The Family Unification Project (FUP) is a culturally specific program that supports Child Welfare System involved families to secure safe and stable housing, and be reunified with their child(ren). It is focused on reducing disproportional representation in communities who are over-represented in the child welfare system. The program is a partnership with County Human Services, Youth & Family Services (DCHS/YFS), Oregon Department of Human Services (DHS), Home Forward (HF), Metropolitan Public Defenders and community agencies. These services are contracted to non-profits. YFS staff support FUP through program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Families of color are disproportionately represented in the DHS Child Welfare system and require culturally specific approaches of engagement and support. Families often struggle to get appropriate services in order to keep/regain custody of their child(ren), including housing, education, employment, child care and parenting support.

PROGRAM GOAL: The program goal is that families will stay together and/or reunite, remain stably housed, and exit from DHS child welfare system involvement.

PROGRAM ACTIVITY: Each of the partners provides an important programmatic element for the FUP program. Home Forward makes available HUD-funded Housing Choice vouchers for families with DHS child welfare involvement. DCHS/YFS provides funds for case management through culturally specific and responsive community agencies, and DHS supports families to reunite with their children. Metropolitan Public Defenders provides legal supports that remove legal barriers, such as record expungement and mitigation of fines.

Case management supports use of the Assertive Engagement model. This approach recognizes the individual as the expert in their own life, and instills hope. It strives to nurture the innate capacity of families to choose their own path by using proven methods of engagement to improve their abilities to envision a brighter future for their families. Agency staff draw from an array of flexible service options made available to families so that they choose what suits their hopes and goals. Flexible services may include payments for household and life-needs, supporting involvement in groups and activities and related services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of families who engage in services	44	125	125	125
Outcome	Percent of families reunited with children within 90 days of stable housing	N/A	N/A	60%	60%

Performance Measures Descriptions

Outcome measure is new for FY2020, therefore previous year's data is not available. Numbers for FY2020 are higher due to new vouchers received late in FY2019.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$527,872	\$0
Total GF/non-GF	\$0	\$0	\$527,872	\$0
Program Total:	\$0		\$527,872	
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 2020: 25133A-20 YFS - Housing Stabilization for Vulnerable Populations (HSVP)

\$0.5M was moved from 25133

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25130A
Program Characteristics:

Executive Summary

The Family Unification Project (FUP) is a culturally specific program that supports Child Welfare System involved families to secure safe and stable housing, and be reunified with their child(ren). It is focused on reducing disproportional representation in communities who are over-represented in the child welfare system. The program is a partnership with County Human Services, Youth & Family Services (DCHS/YFS), Oregon Department of Human Services (DHS), Home Forward (HF), Metropolitan Public Defenders, and community agencies. These services are contracted to non-profits. YFS staff support FUP through program development through convening providers, providing technical assistance and contract monitoring. This Offer adds funding to increase staffing capacity at non-profits to support an additional 66 families in FY21.

Program Summary

ISSUE: Families of color are disproportionately represented in the DHS Child Welfare system and require culturally specific approaches of engagement and support. Families often struggle to get appropriate services in order to keep/regain custody of their child(ren), including housing, education, employment, child care and parenting support.

PROGRAM GOAL: The program goal is that families will stay together and/or reunite, remain stably housed, and exit from DHS child welfare system involvement.

PROGRAM ACTIVITY: Each of the partners provides an important programmatic element for the FUP program. Home Forward makes available HUD-funded Housing Choice vouchers for families with DHS child welfare involvement. DCHS/YFS provides funds for case management through culturally specific and responsive community agencies, and DHS supports families to reunite with their children. Metropolitan Public Defenders provides legal supports that remove legal barriers, such as record expungement and mitigation of fines.

Case management supports use of the Assertive Engagement model. This approach recognizes the individual as the expert in their own life, and instills hope. It strives to nurture the innate capacity of families to choose their own path by using proven methods of engagement to improve their abilities to envision a brighter future for their families. Agency staff draw from an array of flexible service options made available to families so that they choose what suits their hopes and goals. Flexible services may include payments for household and life-needs, supporting involvement in groups and activities and related services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of families who engage in services	N/A	N/A	N/A	66
Outcome	Percent of families reunited with children within 90 days of stable housing	N/A	N/A	N/A	60%

Performance Measures Descriptions

Outcome measure is new for FY2020, therefore previous year's data is not available.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
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:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County is in a severe housing crisis and many low-income residents lack housing and/or economic stability. Legal barriers and debt are roadblocks to overall stability and prevent access to housing, employment, education and community involvement. People of color and people with disabilities are disproportionately impacted by debt and legal barriers because of disparate treatment in the justice system, discrimination, and systemic racism. Legal Services Days remove barriers to opportunity and address systemic racism and allowing for greater access to housing and opportunity.

Program Summary

ISSUE: Residents experiencing poverty, especially people of color and people who experience discrimination and disproportionate contact with the criminal justice system, have legal and financial barriers that prevent them from accessing housing, employment, education and other opportunities.

PROGRAM GOAL: Legal Services Days work to eliminate or reduce fees, fines and legal barriers to stability and opportunity through access to a legal clinic focused on these issues.

PROGRAM ACTIVITY: District Attorneys, Judges, Public Defenders and Social Services agencies collaborate to host six afternoon legal clinics dedicated to reducing or eliminating fees, fines and legal barriers. These legal clinics are located in East County and North Portland, close to low-income residents and communities of color.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants engaged in service.	860	870	870	870
Outcome	Percent of participants receiving legal advice or services resulting in barrier reduction.	100%	100%	100%	100%
Output	Number of participants appearing before judge.	836	730	730	730
Output	Amount of fees and fines waived or reduced.	\$3.3million	\$3.2million	\$3.2 Million	\$3.2 Million

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$125,000	\$0	\$125,000	\$0
Total GF/non-GF	\$125,000	\$0	\$125,000	\$0
Program Total:	\$125,000		\$125,000	
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 2020: 25131-20 YFS - Legal Services Day

For FY 2021 we are requesting that funding move from one time only to ongoing. There are no changes to program operations in FY 2021, as described in this program offer.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25133A
Program Characteristics:

Executive Summary

Multnomah County is experiencing an unprecedented housing crisis and thousands of low income families are living with severe rent burdens. Over the course of any given year, a percentage of these households will face a crisis that puts them at imminent risk of homelessness. Currently, short term rent assistance coupled with services and flexible client assistance funds is the main intervention to prevent homelessness. This is a local long term rent assistance pilot for families at risk of homelessness. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Many very low-income families in Multnomah County are living with severe rent burdens, spending more than 50% of their already limited incomes on rent. Over the course of any given year, a percentage of these households will face a crisis that puts them at imminent risk of homelessness. For some of these families, this is a one-time occurrence, and for others it is part of a recurring cycle of extreme housing instability, followed by homelessness.

PROGRAM GOAL: The goal is to determine how well long term rent assistance improves outcomes for families at risk of homelessness to an extent that they may transition off of a rent subsidy and/or helps families transition to a permanent federal subsidy.

PROGRAM ACTIVITY: The program serves a small number of severely rent burdened families at risk of homelessness through the existing Multnomah Stability Initiative (MSI) anti-poverty program, with a local long term voucher instead of short term rent assistance. Long term rent assistance will be coupled with culturally specific or culturally responsive case management using principles of Assertive Engagement, so that participants identify and drive towards goals they set. The program will be evaluated to determine which families are most likely to benefit from long term intervention and whether a long term voucher results in improved outcomes in a variety of domains including housing stability and positive child development. Partnership with the Joint Office of Homeless Services will also create opportunities for replication.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number participants receiving long term rent assistance	N/A	8	8	8
Outcome	Percent of families experiencing improvements in self-identified outcomes	N/A	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$150,000	\$0	\$150,000	\$0
Total GF/non-GF	\$150,000	\$0	\$150,000	\$0
Program Total:	\$150,000		\$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: FY 2020: 25132-20 YFS - Long Term Rent Assistance (LTRA)

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25133B, 25132
Program Characteristics:

Executive Summary

Everyone deserves safe and stable housing. Housing Stabilization for Vulnerable Populations provides rent assistance and housing placement to vulnerable households including for people whose housing is vulnerable and are at high risk for homelessness. This offer provides a package of services to help people avoid becoming homeless by providing housing stabilization services, eviction prevention, and ongoing assistance for people with low incomes, including families with children, older adults, and people with disabilities.

Program Summary

ISSUE: People often need supports to maintain stable housing, particularly those who have low or fixed incomes. In 2015, the overall rent growth in Portland was an average of 8-9% - one of the highest in the nation. In 2017, after years of significant rent increases, it has decreased to 2%. In addition, communities of color comprise the majority of renter households and are over-represented within the homeless population.

PROGRAM GOAL: Housing Stabilization programs strive to prevent homelessness by keeping people stably housed or helping those who are evicted from stable housing to locate and secure new housing; housing stabilization programs help people avoid homelessness.

PROGRAM ACTIVITY: This program offer represents two program areas.

1. Short-Term Rent Assistance program (STRA) is a joint effort between Multnomah County, the City of Portland, and Home Forward. Each organization contributes funds to a coordinated pool of STRA dollars. STRA funds are allocated to local social service agencies and are geared towards households that are currently experiencing homelessness or are at risk of homelessness. Funds can be used for rent assistance, mortgage payment, and emergency hotel vouchers. Assistance is available for up to 24 months. These services help vulnerable county residents find homes, maintain housing, avoid homelessness, and work on creating a path to economic stability.

2. Housing Stability Team provides supports to stabilize housing for people engaged in County programs. Services include eviction prevention, housing stabilization, Assertive Engagement case management, landlord retention services, utility payments, short-term rent assistance, and move-in flexible funds. For FY2021 this program will be scaled back and focus on households who are at 80% of Area Median Income, due to new funding requirements.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households served in STRA	722	784	784	784
Outcome	Percentage of households served who remain in permanent housing six months after exit	98%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$70,866	\$89,348	\$103,071	\$67,089
Contractual Services	\$1,858,119	\$1,781,747	\$898,873	\$2,192,199
Materials & Supplies	\$7,531	\$11	\$15,700	\$0
Internal Services	\$21,653	\$21,885	\$16,058	\$8,896
Total GF/non-GF	\$1,958,169	\$1,892,991	\$1,033,702	\$2,268,184
Program Total:	\$3,851,160		\$3,301,886	
Program FTE	0.10	0.72	0.91	0.50

Program Revenues				
Intergovernmental	\$0	\$1,931,135	\$0	\$2,268,184
Total Revenue	\$0	\$1,931,135	\$0	\$2,268,184

Explanation of Revenues

This program generates \$8,896 in indirect revenues.
 \$2,112,624 - OHCSO Emergency Housing Assistance
 \$155,560 - State of Oregon Elderly Rent Assistance

Significant Program Changes

Last Year this program was: FY 2020: 25133A-20 YFS - Housing Stabilization for Vulnerable Populations (HSVP)

County General Fund \$0.5M was moved to 25130 Family Unification Program. Reduced County General Fund by \$0.5M for the Housing Stability Team. Increased Emergency Housing Assistance funds see FY2020 BudMod DCHS-013-20.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25133A
Program Characteristics:

Executive Summary

Everyone deserves safe and stable housing. Housing Stabilization for Vulnerable Populations provides rent assistance and housing placement to vulnerable households including for people whose housing is vulnerable and are at high risk for homelessness. This offer restores partial funding for the Housing Stabilization Team - services that help people avoid becoming homeless by providing housing stabilization services, eviction prevention, and ongoing assistance for people engaged in County programs.

Program Summary

ISSUE: People often need supports to maintain stable housing, particularly those who have low or fixed incomes. In 2015, the overall rent growth in Portland was an average of 8-9% - one of the highest in the nation. In 2017, after years of significant rent increases, it has decreased to 2%. In addition, communities of color comprise the majority of renter households and are over-represented within the homeless population.

PROGRAM GOAL: Housing Stabilization program strives to prevent homelessness by keeping currently engaged County program participants stably housed or helping those who are evicted from stable housing to locate and secure new housing; this program helps people avoid homelessness.

PROGRAM ACTIVITY: Housing Stability Team provides supports to stabilize housing for people engaged in County programs. Services include eviction prevention, housing stabilization, Assertive Engagement case management, landlord retention services, utility payments, short-term rent assistance, and move-in flexible funds. This partially restored County General Funding will augment some state Emergency Housing Assistance funds that will also be used for this project for FY2021.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of individuals served	370	370	370	275
Outcome	Percent of individuals' who remain stably housed 6 months after support	N/A	N/A	N/A	80%

Performance Measures Descriptions

*Output for FY2021 has been reduced in anticipation of higher rent assistance amounts that may be needed by participants given the economic crisis. The outcome is new for FY2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$237,500	\$0
Total GF/non-GF	\$0	\$0	\$237,500	\$0
Program Total:	\$0		\$237,500	
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:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Everyone should be able to grow up in an environment free of danger and abuse. Youth who become victims of sex trafficking need a system of care that helps them move into safe and stable adulthood. The Youth Trafficking program is part of a multi-department, multi-agency collaborative that provides survivors with safety services, shelter, case management, and other services to escape forced prostitution. These highly intensive and population-specific shelter and Assertive Engagement services are designed to intervene with this significantly traumatized group of youth. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: The Pacific Northwest has gained the unenviable reputation as a hub for sex trafficking of minors. An estimated 400-600 youth are trafficked each year in Multnomah County. Youth are typically trafficked commercially, through gang involvement, or as a result of domestic violence and exploitative romantic relationships, and are unable to leave this situation due to exploitation and abuse.

PROGRAM GOAL: The goal of the Sex Trafficked Youth services system is to ensure that youth who have been trafficked can move past trauma, create hope, address economic instability, and obtain stable housing through a collaborative approach to services and recovery.

PROGRAM ACTIVITY: Services include trafficking prevention, drop-in services, mobile crisis services, confidential advocacy, and short-term housing, Assertive Engagement case management services, outreach to survivors, education, system support and coordination, ongoing program development through the Youth Sex Trafficking Collaborative, and administrative program support for the collaborative.

Services are provided in a holistic manner and include collaboration with the Department of Community Justice, law enforcement, courts, Oregon Department of Human Services Child Welfare, Juvenile Justice, the Homeless Youth System, the Domestic & Sexual Violence System, and community-based advocates including those specializing in mental health, trauma and crime victims services.

Services are available when youth are ready to engage and tailored to youth based on their specific needs, including culturally specific services for youth of color and those who identify as LGBTQ.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth engaged in case management supports.	64	60 ¹	60	85 ²
Outcome	Percent of youth who remained enrolled in services for at least six months.	83%	70%	70%	70%

Performance Measures Descriptions

¹Current year was originally budgeted at 80 youth, but target was lowered to 60 youth mid-year due to the high-needs caseloads served through this program, as well as the significant barriers to housing for this population resulting in the need for longer and more intensive services.

²Next year offer reflects additional case management capacity funded through the IGA with the City of Portland.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$534,002	\$0	\$577,360	\$310,000
Materials & Supplies	\$87	\$0	\$0	\$0
Internal Services	\$13,686	\$0	\$0	\$0
Total GF/non-GF	\$547,775	\$0	\$577,360	\$310,000
Program Total:	\$547,775		\$887,360	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$310,000
Total Revenue	\$0	\$0	\$0	\$310,000

Explanation of Revenues

\$310,000 - City of Portland

Significant Program Changes

Last Year this program was: FY 2020: 25135-20 YFS - Sex Trafficked Youth - Victims System of Care

The addition of \$310,000 in revenue through an intergovernmental agreement with the City of Portland has added capacity to this programming in the areas of case management, housing support, outreach and prevention.

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

Changes to the federal immigration landscape have created an environment of hardship and fear for our immigrant and refugee communities, creating increased barriers to housing, health, education and employment. Multnomah County has allocated funds to increase the capacity of culturally specific providers in helping community members access immigration legal services and information as well as navigate related systems, thereby reducing barriers.

Program Summary

ISSUE: Multnomah County strives to promote and create a welcoming community that is safe, stable and thriving. Limited access to accurate immigration information and support has increased fear and hindered access to health and social services in immigrant and refugee communities that already face substantial barriers. When fewer families get health care, education or the assistance necessary to become safely housed or employed, it impacts the wellness of our entire community.

PROGRAM GOAL: The goal of the program is to ensure that immigrant and refugee families are able to access services by providing culturally specific assistance, addressing barriers to access and providing opportunities for legal information.

PROGRAM ACTIVITY: Three primary activities will happen in this program. First, provide increased capacity for navigation services and family support for immigrant and refugee families identified as being at risk by culturally specific agencies. Second, increase access to culturally specific and responsive information and education. And third, offer training and education opportunities for impacted communities on legal rights and legal services available in the community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants engaged in individualized navigation services.	301	370	370	370
Outcome	Percent of individuals and families reporting a reduction in barriers.	37%	40%	40%	40%
Output	Number of community trainings or workshops.	47	18	20	20
Output	Number of individuals and families receiving timely and accurate information, referral, education, services.	627	570	570	570

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$250,000	\$0	\$250,000	\$0
Total GF/non-GF	\$250,000	\$0	\$250,000	\$0
Program Total:	\$250,000		\$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: FY 2020: 25136-20 YFS - Culturally Specific Navigation Services for Immigrant Families

For FY 2021 we are requesting that funding shift from one time only to ongoing. There are no program operation changes as described in this Program Offer. Changes to the federal immigration landscape have created hardship and fear for our immigrant and refugee communities, creating increased barriers to housing, health, education and employment. The County began funding legal navigation and supports four years ago - and the demand immediately outpaced the capacity; the need has not diminished over time.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

When youth feel safe, have a sense of belonging, and their culture and choices are honored, they have positive academic and life outcomes. Promise Neighborhoods Initiative (PNI) agencies provide culturally specific, community-based services and supports for children of color age 12-17 and their families.

Program Summary

ISSUE: Educational barriers for children and youth of color in Multnomah County are pervasive and persistent. Youth of color in our community experience disparate outcomes due to racism, systemic oppression, inter-generational trauma, and poverty. Investing in proven culturally responsive and culturally specific practices, in partnership with school districts and school personnel, works to eliminate these barriers.

PROGRAM GOAL: PNI brings together community experts to help school districts and community agencies build more culturally specific services for communities of color. PNI improves culturally responsive, specific, and relevant service strategies in our school districts so that children of color succeed academically. The Initiative is led by the United Way of the Columbia-Willamette, which serves as the Backbone Agency. Youth & Family Services funds both of these areas, and provides broad oversight with the initiative.

PROGRAM ACTIVITY: This initiative has two primary areas: 1) Backbone Agency services by the United Way; and 2) Culturally responsive, specific and relevant services using a collective impact model to increase school readiness and academic achievement for a successful adult transition. This is a coordinated approach which includes culturally specific and responsive organizations, school districts, County investments, and a strong Backbone Agency that provides project leadership, accountability, partnership development, and data and evaluation.

Additionally, there are one-on-one activities which include youth engagement, leadership development, homework support, college and career readiness. Group activities focus on cultural identity, financial literacy, after-school engagement, sports, recreation, and theater arts. Parent engagement ensures understanding the English Language Learner classes, financial literacy, and the public school environment so they can support their children. Individual youth supports and family engagement increases a sense of belonging and identity for youth, leading to stronger academic outcomes. The services of PNI are primarily provided in two school districts: Reynolds and David Douglas.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth served*	1,661	1,000	1,000	1,000
Outcome	Percent students served who attend school regularly (are not chronically absent)	70%	80%	80%	80%
Output	Number of parents/legal guardians/regular caregivers served*	507	700	700	700
Outcome	%parents/legal guardians/regular caregivers who are engaged w/ schools and monitoring progress	94%	75%	75%	75%

Performance Measures Descriptions

Outputs reflect the actual number served; contractor over-performance is not projected.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$2,150,440	\$0	\$2,217,104	\$0
Total GF/non-GF	\$2,150,440	\$0	\$2,217,104	\$0
Program Total:	\$2,150,440		\$2,217,104	
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 2020: 25137-20 YFS - Promise Neighborhoods Initiative

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25138
Program Characteristics:

Executive Summary

The Youth Stability and Homelessness Prevention Services serve youth under the age of 18. The goal of these services is to prevent youth homelessness and promote housing stability and safety. This includes ensuring youth at risk of leaving their current home are able to engage in services that stabilize their living situation and prevent exposure to homelessness as well as providing that youth who have already left or been kicked out can return home or connect quickly with supports and emergency housing. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Youth under the age of 18 need immediate supports and intervention services that are responsive to their specific crisis and emergency housing needs that are mobile and culturally appropriate.

PROGRAM GOAL: The overall goal is to provide immediate supports for youth under the age of 18 who are at risk of unaccompanied homelessness, who have already left home on their own or have been kicked out of their home. For youth who have already left their home, supports will focus on their returning home or emergency housing placement. The program supports youth to stay in school and prevents them from unnecessary involvement in juvenile justice and child welfare systems.

PROGRAM ACTIVITY: This program delivers services in alignment and collaboration with community organizations and institutions who also support and/or serve youth under the age of 18. Services are focused in three areas:

Access & Outreach. The community will have 24/7 access to services via text and phone services. Mobile response is available to meet youth in person, as needed, and provide transportation. Responsive to law enforcement within a reasonable timeframe. Conducting outreach to crucial partners including school counselors, school district homeless liaisons, culturally specific and other youth-serving organizations, DHS, and law enforcement.

Crisis and Stability Support. This includes needs and safety assessment, emotional support, crisis intervention, safety planning, family mediation and reunification (when possible and appropriate), and connection to a broad array of support services.

Emergency Housing. Overnight emergency housing options and short term case management services for youth who are in emergency housing.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth engaged in service	N/A	N/A	N/A	450
Outcome	Percent of youth who identify at least one supportive adult outside of the YSHP program, at exit	N/A	N/A	N/A	60%

Performance Measures Descriptions

Given the redesign of this program, reporting FY2019 numbers is misleading since the program is very different moving forward. Therefore those are noted as N/A.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$571,181	\$100,000	\$588,888	\$100,000
Total GF/non-GF	\$571,181	\$100,000	\$588,888	\$100,000
Program Total:	\$671,181		\$688,888	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$100,000	\$0	\$100,000
Total Revenue	\$0	\$100,000	\$0	\$100,000

Explanation of Revenues

\$100,000 - OCCF Youth Investment

Significant Program Changes

Last Year this program was: FY 2020: 25138A-20 YFS - Runaway Youth Services (RYS)

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25139B
Program Characteristics:

Executive Summary

All families can meet their full potential to become economically stable through access to the supports and benefits they need. Recognizing that families are the experts in their own lives, the Multnomah Stability Initiative (MSI) offers a menu of services focused on meeting family goals around stability and income creation. MSI is part of the County's anti-poverty/prosperity initiative designed to assist low-income households in gaining the skills necessary to achieve increased income and future prosperity, as well as to address the root causes of societal poverty. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Families experiencing poverty often struggle to find the services and support they need to achieve economic stability.

PROGRAM GOAL: MSI addresses the need for flexible service interventions so that families facing economic challenges can achieve stability. The goals of MSI are aligned with six domains: income, housing, social capital, health and wellness, thriving children, and education.

PROGRAM ACTIVITY: Services are delivered by contracted partner staff using an Assertive Engagement approach, which recognizes the individual as the expert in their own life and instills hope. MSI offers families a selection of services and interventions to choose from. Families identify their interests, strengths, choices, and goals and are matched with resources and services that meet their expressed goals.

The activities of the MSI program include assisting families in stabilizing and securing housing; providing access to short-term rent assistance; making connections to legal clinic services; providing Assertive Engagement case management; connecting families to natural supports in the community like support groups and school programs; connecting people to job training, income and asset creation, and flex funds.

This offer includes MSI case management, community legal clinic services, and related economic stability programs.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households served in MSI case management	715	950	950	928
Outcome	Percentage of households served that remain in permanent housing six months after exit	95%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$65,556	\$87,288	\$69,648	\$69,648
Contractual Services	\$2,758,350	\$813,136	\$2,593,346	\$1,016,667
Materials & Supplies	\$45,549	\$4,272	\$62,500	\$0
Internal Services	\$4,953	\$22,742	\$17,003	\$9,236
Total GF/non-GF	\$2,874,408	\$927,438	\$2,742,497	\$1,095,551
Program Total:	\$3,801,846		\$3,838,048	
Program FTE	0.50	0.68	0.50	0.50

Program Revenues				
Intergovernmental	\$0	\$927,438	\$0	\$1,095,551
Total Revenue	\$0	\$927,438	\$0	\$1,095,551

Explanation of Revenues

This program generates \$9,236 in indirect revenues.
 \$808,918 - OHCS D Community Development Block Grant
 \$286,633 - OHCS D Housing Stabilization Program

Significant Program Changes

Last Year this program was: FY 2020: 25139A-20 YFS - Multnomah Stability Initiative (MSI)

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25139A
Program Characteristics:

Executive Summary

Families can become economically stable and meet their goals by accessing housing and economic opportunity. Legal barriers often serve as roadblocks to stability by preventing access to housing, employment, education, volunteerism and other opportunities. The Community Legal Clinic removes legal barriers to stability and opportunity through direct representation of County program participants. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Families experiencing poverty, especially families of color and people who experience discrimination and disproportionate contact with the criminal justice system, have legal barriers that prevent them from accessing housing, employment, education and other opportunities.

PROGRAM GOAL: The Community Legal Clinic works with participants to remove legal barriers to stability and opportunity through direct legal representation for County program participants.

PROGRAM ACTIVITY: Contracted legal services staff represent participants of Multnomah Stability Initiative (MSI), the Family Reunification Program (FUP) and other County programs in expungement, eviction prevention, housing voucher hearings, reduction of fees and fines, drivers' license restoration, felony reduction, appeal of exclusions, gang designations and other legal barrier removal cases.

Attorneys work collaboratively with culturally specific case managers and County program staff to establish trust and receive referrals to no cost barrier screening. Screening can result in legal advice or representation as well as referral to expungement clinics or legal services days.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of legal cases addressed.	863	300	800	800
Outcome	Percent of participants who have a criminal record barrier removed.	58%	50%	50%	50%

Performance Measures Descriptions

*FY2020 output was an underestimation of number legal cases addressed. Many participants have more than one legal case addressed through this program, and thus the higher estimate for this year and next.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$100,000	\$0	\$100,000	\$0
Total GF/non-GF	\$100,000	\$0	\$100,000	\$0
Program Total:	\$100,000		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 25139B-20 YFS - Multnomah Stability Initiative - Community Legal Clinic

For FY 2021 we are requesting that the funds move from one time only to ongoing. There are no changes to the program operations. Legal clinic services for families engaged in community- based Multnomah Stability Initiative and Family Unification Program specifically. Families experiencing poverty, especially families of color and people who experience discrimination and disproportionate contact with the criminal justice system, have legal barriers that prevent them from accessing housing, employment, education and other opportunities

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Communities with safe, quality and affordable homes increase opportunities for residents to achieve economic stability. Community Development administers public resources to expand affordable housing and infrastructure in low and moderate income communities through the Federal Community Development Block Grant program. YFS staff manage all aspects of this grant program including community outreach, application development, convening public advisory body, site reviews and monitoring, and grant reporting.

Program Summary

ISSUE: Affordable housing and infrastructure in low and moderate income communities are insufficiently funded due to federal funding formulas. East Multnomah County, in particular, has limited resources to ensure access to affordable housing and sufficient infrastructure for public works projects.

PROGRAM GOAL: The goal of the Community Development program is to create opportunities for neighborhood revitalization, public services, and housing rehabilitation in East Multnomah County.

PROGRAM ACTIVITY: The Community Development Block Grant (CDBG) program includes the administration of the Community Development Block Grant. An advisory board, comprised of representatives of East Multnomah County cities and unincorporated areas outside of Portland and Gresham, makes policy and funding recommendations for Community Development Block Grant projects. The program is a collaboration between DCHS, the cities of Wood Village, Fairview, Troutdale, Maywood Park, and the community. The 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 program collaborates and co-hosts events and workshops with Portland and Gresham on CDBG planning activities.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of public works projects completed.	1	1	1	1
Outcome	Number of housing units rehabilitated.	28	30	30	30

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$123,671	\$19,403	\$113,935	\$37,011
Contractual Services	\$0	\$348,944	\$0	\$296,068
Materials & Supplies	\$7,987	\$0	\$7,849	\$0
Internal Services	\$13,909	\$2,833	\$15,988	\$4,908
Total GF/non-GF	\$145,567	\$371,180	\$137,772	\$337,987
Program Total:	\$516,747		\$475,759	
Program FTE	0.86	0.14	0.75	0.25

Program Revenues				
Intergovernmental	\$0	\$311,180	\$0	\$307,987
Other / Miscellaneous	\$0	\$10,000	\$0	\$20,000
Beginning Working Capital	\$0	\$50,000	\$0	\$10,000
Total Revenue	\$0	\$371,180	\$0	\$337,987

Explanation of Revenues

This program generates \$4,908 in indirect revenues.
 \$307,987 - HUD Community Development Block Grant
 \$20,000 - Beginning Working Capital
 \$10,000 - Loan Repays

Significant Program Changes

Last Year this program was: FY 2020: 25140-20 YFS - Community Development

Outreach

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25147
Program Characteristics:

Executive Summary

As a community, we will be more successful when all of our residents are healthy and well-fed. The Supplemental Nutrition Assistance Program (SNAP) is one of the best resources to make this a reality. Participation in SNAP provides a better quality diet and nutritional intake for children and adults across their lifespan compared to people with low incomes who do not participate. The SNAP outreach program provides information, referral, and application assistance to households seeking SNAP benefits.

Program Summary

ISSUE: Oregon consistently ranks among the states with the highest percentage of people experiencing hunger and food insecurity. The Oregon Center for Public Policy (OCP), reported, in August 2019, that about one in seven Oregonians is food insecure. The combination of high rent and low wages make it difficult for many families to afford food, having to choose between using their limited income on food or other essentials, including rent, medicine, clothing, and utilities.

PROGRAM GOAL: The goal of the SNAP Outreach program is to increase the number of eligible households participating in SNAP benefits so that individuals and families have food and nutrition for healthy living.

PROGRAM ACTIVITY: This program has two primary activity areas. First, outreach - the SNAP outreach program focuses its efforts on populations with lower than average participation in the program. This includes the Latino, immigrant and refugee communities, and college-age students. The SNAP outreach program offers assistance to low-income households across other County departments and in many settings, including schools, colleges, local workforce offices, community events, and social service agencies. DCHS and YFS staff use community data to engage in tailored SNAP outreach at community sites to reach the targeted populations. They offer information about SNAP and other local, State and Federal benefit programs. Staff also engage online and in social media to provide information about SNAP benefits. The second activity area is assisting people to sign up for SNAP benefits. Staff walk through the online application process, respond to questions and address any barriers so that participants gain immediate access to SNAP benefits and are able to provide food for themselves and their families.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of consumers engaged through Outreach activities.*	6,177	3,500	3,000	3,000
Outcome	Number of SNAP applications completed.	498	150	150	250

Performance Measures Descriptions

*The numbers increased due to new partnership development and participating in more community events.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$93,097	\$94,490	\$111,712	\$91,400
Materials & Supplies	\$6,875	\$0	\$0	\$5,900
Internal Services	\$14,059	\$13,795	\$29,326	\$17,205
Total GF/non-GF	\$114,031	\$108,285	\$141,038	\$114,505
Program Total:	\$222,316		\$255,543	
Program FTE	0.20	0.80	1.10	0.90

Program Revenues				
Intergovernmental	\$0	\$108,285	\$0	\$114,505
Total Revenue	\$0	\$108,285	\$0	\$114,505

Explanation of Revenues

This program generates \$12,135 in indirect revenues.
 \$114,505 - Oregon Supplemental Nutrition Asst Prog (SNAP)

Significant Program Changes

Last Year this program was: FY 2020: 25141-20 YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach
 The Limited Duration position was converted to a permanent #741296 Program Technician.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Schools Uniting Neighborhoods Community Schools (SUN CS) improve educational outcomes for all children and support family stability. SUN CS is focused on local decision-making, responding to the unique needs of each community and honoring their cultures and preferences. SUN CS are neighborhood hubs where the school and community partners come together to mobilize and strategically organize resources to support children and families. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County. Oregon has the third-lowest graduation rate in the country, with significant disparities for students of color. This data is mirrored in Multnomah County. The barriers facing students are complex and reach far beyond the capacity and mission of schools. Addressing these barriers to learning and family stability requires support from across the community – including the County, the City of Portland and the Oregon Department of Human Services.

PROGRAM GOAL: The SUN Community Schools' goal is for school and community partners to align efforts to collectively increase educational success. Key results include consistent school attendance, credit attainment, and high school graduation. A 2014 Child Trends study showed that integrated student supports, such as SUN community schools, contribute to student academic progress and are grounded in research on youth development as well as empirical research on factors that promote educational success (such as opportunities for extended learning and academic support, homelessness and family engagement).

PROGRAM ACTIVITY: Funding supports 84 of the 90 SUN schools in Multnomah County, with the remaining schools funded by Portland Children's Levy and 21st Century Learning Center grants. These sites range from Kindergarten to 12th grade and provide programming in three main areas 1) Educational support and skill development for children and families (examples: academic classes such as Science Club, homework assistance, tutoring, mentoring, service learning, post-secondary planning, English as a Second Language, parenting, financial literacy) 2) Cultural and academic enrichment (examples: recreation, art, music, technology education) 3) Student and Family Support services, including links to basic needs, and health and mental health services; community building; and family leadership development. SUN CS each have an on-site site manager who manages programs, coordinates and aligns partners, develops systems and engages youth, family, and community members.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of children (ages 5-18) served ¹	22,394	16,000	16,000	16,000
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ²	82%	75%	75%	75%
Outcome	Percent who attend school consistently (more than 90% of days) ²	86%	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; 8,266 children participated at this level last year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$350,109	\$0	\$373,163	\$0
Contractual Services	\$6,375,761	\$2,151,636	\$6,499,803	\$2,219,670
Materials & Supplies	\$27,281	\$0	\$29,499	\$0
Internal Services	\$43,938	\$0	\$50,293	\$0
Total GF/non-GF	\$6,797,089	\$2,151,636	\$6,952,758	\$2,219,670
Program Total:	\$8,948,725		\$9,172,428	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,151,636	\$0	\$2,219,670
Total Revenue	\$0	\$2,151,636	\$0	\$2,219,670

Explanation of Revenues

- \$688,025 - City of Portland Parks & Recreation
- \$680,935 - Portland Public Schools SUN Community School Support
- \$312,391 - Reynolds School District
- \$255,640 - David Douglas School District
- \$166,519 - Gresham Barlow School District
- \$111,160 - Parkrose School District
- \$5,000 - Centennial School District

Significant Program Changes

Last Year this program was: FY 2020: 25145-20 YFS - SUN Community Schools

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Child & Family Hunger Relief program supports all children to reach their full potential by increasing food security and improving access to fresh and healthy foods. Children must have their basic needs met to be ready and able to learn. The program works with SUN Community Schools, school districts, and community partners to increase the number of meals served to hungry children and families and to assist in meeting families' food needs. These services are contracted to non-profits. YFS staff convene the Child & Family Food Security Coalition and support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Food insecurity and lack of access to fresh and healthy foods are significant barriers to children's health and learning in our community. Despite the improving economy, our state and county continue to struggle with unemployment and a high cost of living. Comparing the most recent period (2013-15) to the early years of the recovery (2010-12), food insecurity in Oregon spiked 18.4% - the highest among all states. Despite Oregon's high hunger rate, millions of dollars in available federal food funding for children goes untapped, and this partnership aims to increase the use of Federal funds.

PROGRAM GOAL: The program's goals are to reduce child and family food insecurity and hunger through hunger relief programs and strengthening County partnerships in hunger relief policy and programs. Healthy nutrition is vital to brain development and learning. SUN Community Schools are designed to act as vehicles for delivering services to children and families in an easily accessible and non-stigmatizing environment. This offer capitalizes on SUN's community-based capacity by 1) providing food, including fresh and healthy choices, through school-based food pantries and Free Food Markets monthly fresh produce distributions and 2) increasing the number of meals served to hungry children and their families during summer. This program provided more than 1.2 million meals to vulnerable communities last year.

PROGRAM ACTIVITY: The program includes summer meals, emergency food programs, and the Child & Family Food Security Coalition. Summer meal support consists of staffing at 16 SUN CS and three County libraries during the summer to serve meals for 8-12 weeks in underserved communities in Mid and East County. Food assistance programs include school-based food pantries at 12 SUN CS sites and Free Food Markets produce distributions at six sites, in partnership with the Oregon Food Bank. The Coalition leverages community partnerships to increase food security and access to healthy and fresh foods, with a focus on culturally specific populations. Program work addresses related policies and increases participation in federal nutrition programs. The program is a partnership with Oregon Food Bank, six school districts, Portland Parks and Recreation, Multnomah County Library, Portland Children's Levy and Partners for a Hunger-Free Oregon.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of meals provided to children and families ¹	1,209,716	780,000	780,000	780,000
Outcome	Retail dollar equivalent for every \$1 County General Fund invested in pantries	\$11.11	\$8	\$8	\$8

Performance Measures Descriptions

¹ Number of meals includes meals served through extended weeks of summer meals program, emergency food pantries, and Free Food Markets fresh produce to families. Outputs reflect the annual number of meals provided. Over-performance by contractors is not projected.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$124,213	\$0	\$132,230	\$0
Contractual Services	\$281,806	\$0	\$290,542	\$0
Materials & Supplies	\$1,737	\$0	\$9,299	\$0
Internal Services	\$13,993	\$0	\$15,988	\$0
Total GF/non-GF	\$421,749	\$0	\$448,059	\$0
Program Total:	\$421,749		\$448,059	
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 2020: 25147-20 YFS - Child & Family Hunger Relief

Department: County Human Services **Program Contact:** Peggy Samolinski

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

Related Programs:
Program Characteristics:
Executive Summary

The SUN Youth Advocacy (SYA) Program increases opportunity and educational success through youth development, socio-emotional and academic supports. When youth feel safe, have a sense of belonging and their culture and choices are honored, they achieve better outcomes. SYA provides year-round, school-linked, and culturally-specific supports to youth and their families, with a focus on students experiencing the greatest educational barriers – those living in poverty, students of color, immigrants, and refugees. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: For too many children and their families, income levels and the color of their skin impact the educational opportunities they have. Low educational attainment rates, high unemployment, hunger and poor health outcomes continue in Multnomah County and threaten our future as a thriving community. Oregon has the third-lowest graduation rate in the country, with significant disparities for students of color. In Multnomah County, whites have the highest rate of high school completion (70%) compared to communities of color (30%).

PROGRAM GOAL: SYA goals include increasing the sense of safety, belonging and positive cultural identity, which contributes to the key results of consistent school attendance, credit attainment and graduation for all students, and closing achievement gaps. Research on dropout prevention and improving educational outcomes for students of color shows that the presence of a positive relationship with a supportive adult (mentoring) and out of school opportunities are effective strategies for promoting graduation. Youth Advocacy services that meet basic needs allow youth to focus on school and provide their caregivers with the resources to support educational success. Increased access to social services and additional learning opportunities outside of, but connected to the classroom, are promising practices for reducing the achievement gap. The Youth Advocacy Program provides this link in schools and in the community.

PROGRAM ACTIVITY: Advocates support and mentor youth, building a strong supportive relationship with them through intensive individual support. Key services include case management with a focus on academic and life goals; advocacy in disciplinary and educational meetings; skill-building groups; academic support activities such as tutoring, mentoring, reading club, gender-specific groups, and conflict resolution classes; and parent outreach/engagement. Youth advocates work in collaboration with SUN Community Schools and other school personnel towards youth and family success. Participants in the Youth Advocacy Program are at risk for academic failure due to poor attendance, failing grades, language barriers, family instability, and school disproportionate discipline. Ninety-five percent of youth served are youth of color or from a culturally specific community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of students (ages 6-18) served.	1,458	1,420	1,420	1,420
Outcome	Percent of students who consistently attend school (90% or more) ¹	60%	77%	77%	77%
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ¹	82%	65%	65%	65%

Performance Measures Descriptions

¹Outcomes are analyzed for students who participate at a level at which outcomes can be correlated to participation (case management for 45 days or more with at least 15 hours of service). 666 youth participated at this level last year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$2,431,874	\$200,000	\$2,507,262	\$200,000
Materials & Supplies	\$6,172	\$0	\$0	\$0
Internal Services	\$13,680	\$0	\$0	\$0
Total GF/non-GF	\$2,451,726	\$200,000	\$2,507,262	\$200,000
Program Total:	\$2,651,726		\$2,707,262	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$200,000	\$0	\$200,000
Total Revenue	\$0	\$200,000	\$0	\$200,000

Explanation of Revenues

\$200,000 - OCCF-Youth Investment

Significant Program Changes

Last Year this program was: FY 2020: 25149-20 YFS - SUN Youth Advocacy Program

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Parent Child Development Services (PCDS) removes barriers for families so that children are ready for kindergarten and get a strong start to their education. PCDS recognizes that parents are a child's first teachers and services are reflective of and responsive to cultural values and norms. Core services include home visiting and parent child playgroups. PCDS is one of the early childhood programs within the SUN Service System. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Families with low incomes, families of color, and immigrants and refugees face barriers and have fewer opportunities to participate in services that support parenting knowledge and healthy child development. This contributes significantly to disparities in kindergarten readiness levels and, ultimately, in school success. Multnomah County has 34,000 children under the age of six in families with low incomes.

PROGRAM GOAL: PCDS's goals are to improve positive parenting skills, ensure the healthy development of young children, and increase kindergarten readiness for families with children under the age of six. The program utilizes the evidence-based Parents As Teachers (PAT) curriculum which has been proven to produce the results that PCDS seeks.

PROGRAM ACTIVITY: PCDS creates opportunities for parents to interact with their children in mentored settings with child development specialists. Specific services include home visits that focus on parenting education, age-appropriate parent-child playgroups, support services, developmental screening, immunization status checks and follow up and access to other social and health services. The Ages and Stages child development screening tool is used to determine the developmental stage. Children who do not meet the appropriate stage for their age are referred for intervention services. PCDS services are delivered in families' homes, communities and schools.

In recent years, the program has made several changes to improve outcomes, including engaging families when their children are younger, increasing the duration of service and the number of home visits families receive in the first year, developing a new parent survey to understand impact; and intentionally connecting families to appropriate preschool or Head Start programs to strengthen children's readiness for kindergarten.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of children served	595	641	641	641
Outcome	Percent of children up to date on immunizations at exit	98%	95%	95%	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$15,921	\$47,762	\$65,902	\$20,440
Contractual Services	\$1,456,654	\$334,632	\$1,501,811	\$349,825
Materials & Supplies	\$7,572	\$0	\$11,300	\$0
Internal Services	\$14,075	\$0	\$11,783	\$2,710
Total GF/non-GF	\$1,494,222	\$382,394	\$1,590,796	\$372,975
Program Total:	\$1,876,616		\$1,963,771	
Program FTE	0.13	0.38	0.50	0.18

Program Revenues				
Intergovernmental	\$0	\$228,298	\$0	\$253,175
Other / Miscellaneous	\$0	\$106,334	\$0	\$119,800
Total Revenue	\$0	\$334,632	\$0	\$372,975

Explanation of Revenues

This program generates \$2,710 in indirect revenues.
 \$253,175 - OCCF Federal Family Preservation
 \$119,800 - United Way Early Learning

Significant Program Changes

Last Year this program was: FY 2020: 25151-20 YFS - SUN Parent & Child Development Services

Department: County Human Services **Program Contact:** Peggy Samolinski

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

Related Programs:
Program Characteristics:

Executive Summary

Youth & Family Services develop services and activities that support the transition to kindergarten and diverse parent-centered family engagement in SUN Community Schools, improving educational success by ensuring a strong start. This builds on research showing that when schools actively engage and connect parents in culturally appropriate ways, their children do better in school. These strategies link partners from early learning and K-12 systems so that all partners are building a smooth transition from early learning through the early grades. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: High quality early learning opportunities are unaffordable and out of reach for many families in our community. Oregon is the fourth least affordable state when it comes to preschool, and state and federal funding provides preschool for only those families in deepest poverty, reaching only 15 percent of three- and four- year olds in Multnomah County. At the same time, we know that more than 60% of families with children under 5 years old in the county fall below the Self-Sufficiency Standard and that there are significant disparities in access to early learning for children of color, children with special needs and children whose home language is not English.

PROGRAM GOAL: The goal of Early Learning Family Engagement and Kindergarten Transition supports is to create opportunities for children to successfully transition to kindergarten and to foster diverse family engagement and parent leadership prior to and during the early elementary school years. These supports are built into SUN Community Schools where staff have trusted relationships and deep connections to the community.

PROGRAM ACTIVITY: This program area has two primary components: Early Kindergarten Transition (EKT) and P-3 (Prenatal to 3rd Grade). EKT is a school-based summer program with two core components: 1) Kindergarten class time for children led by a kindergarten teacher and 2) Family engagement activities that include a facilitated parent/caregiver group and other activities intended to promote positive family-school relationships. EKT is focused on children of color and English Language Learners who have not had prior preschool experience so that they will be more successful in school. P-3 funds early parent engagement at 9 SUN Community Schools, connecting families to school before kindergarten and empowering parents to be effective leaders in their school community. P-3 activities include culturally responsive Parent-Teacher Home Visits, play and learn groups, and Parent Cafe family support groups.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of children who participate in summer Early Kindergarten Transition.	739 ¹	810	739	810
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school.	90%	90%	90%	90%

Performance Measures Descriptions

¹ FY2020 estimate and FY2021 offer target numbers reflect the consistent participation of 18 children per classroom, with a total of 45 classrooms expected in FY2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$220,468	\$0	\$191,803	\$27,998
Contractual Services	\$269,799	\$805,566	\$277,639	\$818,389
Materials & Supplies	\$7,913	\$226	\$7,699	\$0
Internal Services	\$21,042	\$6,973	\$29,357	\$3,712
Total GF/non-GF	\$519,222	\$812,765	\$506,498	\$850,099
Program Total:	\$1,331,987		\$1,356,597	
Program FTE	2.00	0.00	1.57	0.25

Program Revenues				
Intergovernmental	\$0	\$75,535	\$0	\$75,535
Other / Miscellaneous	\$0	\$784,992	\$0	\$774,564
Total Revenue	\$0	\$860,527	\$0	\$850,099

Explanation of Revenues

This program generates \$3,712 in indirect revenues.
 \$745,438 - Kindergarten Innovation Grant
 \$75,535 - Portland Public Schools SUN Community School Support
 \$16,272 - Untied Way Ready for School
 \$12,854 - United Way Early Learning

Significant Program Changes

Last Year this program was: FY 2020: 25152-20 YFS - Early Kindergarten Transition Program

This program offer combines two program offers from FY2020:
 25152-20 YFS - Early Kindergarten Transition Program
 25158-20 YFS - Early Learning Family and School Transition

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Preschool for All Initiative is a county-wide effort to expand preschool access in our community with a focus on children of color, children living in poverty, children who speak languages other than English at home, and children with developmental delays and disabilities. The Preschool for All Task Force report, issued in July 2019, outlines the vision and key policies created through the Task Force and accompanying community engagement process. Work has continued in FY2020 and this offer will support temporary 1.0 FTE in DCHS to further this planning and programmatic development work.

Program Summary

ISSUE: The early years of a child's life are crucial for social, emotional, and cognitive development. A strong body of research shows the tremendous impact of high-quality early learning programs on a child's brain development, school readiness, and family well being. Yet children in Multnomah County face significant disparities accessing high-quality preschool, particularly children living in poverty, children of color, children with special needs, and children whose home language is not English. Oregon is the fourth least affordable state when it comes to preschool, and state and federal funding provide preschool for only those families in deepest poverty, reaching only 15 percent of three- and four- year olds in Multnomah County. Today, more than 60 percent of Multnomah County households with children under 5 years old fall below the Self-Sufficiency Standard, meaning that they are unable to meet their basic needs without assistance. These economic pressures often make quality early childhood education out of reach for many families, which means too many children missing out on the benefits it provides.

PROGRAM GOAL: The third phase of this initiative will focus on the internal county processes needed to support Preschool for All administration and continue community-based planning for successful implementation of the program if the ballot measure is passed during the FY2021 fiscal year.

PROGRAM ACTIVITIES: One FTE will maintain existing projects and broaden this work. A Program Specialist Senior position will lead the Technical Advisory Committee that is guiding Preschool for All implementation, support internal county planning around administrative options, and work closely with community partners, such as school districts, to prepare for Preschool for All implementation and to continue to build on the strategies outlined in the Preschool for All Task Force Report . The person in this position will oversee budget development, outline an effective procurement process, and work internally with County Assets and County Management to identify supports and resources needed to successfully implement the project.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of meetings with the Technical Advisory Committee.*	N/A	N/A	N/A	10
Outcome	Project plan created for internal and external implementation.*	N/A	N/A	N/A	N/A

Performance Measures Descriptions

*Given the evolving nature of this work, new measures are proposed each year. These are two new measures for FY2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$50,000	\$0	\$73,983	\$0
Contractual Services	\$50,000	\$0	\$0	\$0
Materials & Supplies	\$0	\$0	\$1,017	\$0
Total GF/non-GF	\$100,000	\$0	\$75,000	\$0
Program Total:	\$100,000		\$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:** Peggy Samolinski

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

Related Programs:
Program Characteristics:
Executive Summary

The Sexual & Gender Minority Youth Services (SGMYS) program improves safety, educational success, and quality of life for sexual and gender minority youth. The program offers counseling, skill building, and support services to sexual and gender minority youth as well as technical assistance and training to the SUN Service System, school and other direct service staff so that they may work more effectively with sexual and gender minority youth. These services are contracted to non-profits. YFS staff support program development through convening providers, providing technical assistance and contract monitoring.

Program Summary

ISSUE: Sexual and gender minority youth (SGMY) experience discrimination and their safety is often at risk due to violence and harassment. SGMY are more likely to experience homelessness and poverty, are disproportionately represented in the juvenile justice system, and are three times more likely to attempt suicide compared to their non-SGM peers. Forty-five percent of transgender people ages 18 to 24 have attempted suicide.

PROGRAM GOAL: The program increases school retention and success for students who experience significant discrimination, hostility, bullying and other violence in the community, in schools, and often in their homes. Research in a recent report from the Center for American Progress demonstrates the negative outcomes experienced by sexual and gender minority youth and the importance of culturally appropriate services to this population. In many schools, hostile environments push SGM students out of the classroom.

PROGRAM ACTIVITY: The SGMYS program utilizes two primary strategies: 1) providing direct services and a safe and supportive space at the Sexual Minority Youth Resource Center (SMYRC), where sexual and gender minority youth feel comfortable and participate in supportive services that reflect their unique needs (70% of the program) and 2) enhancing the understanding and skill levels of community providers through training and consultation so that they may provide competent and relevant services to sexual and gender minority youth (30% of the program).

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth who participate in case management ¹	238	75	75	75
Outcome	Percent of youth who remain in or re-enroll in school	95%	75%	75%	75%
Output	# of community provider and school staff trained	514	300	300	300
Outcome	Percent of training participants who report an increase in knowledge of SMGY issues/cultural competency	83%	85%	85%	85%

Performance Measures Descriptions

¹ Outputs reflect the annual number served. Over-performance by contractors is not projected. The program is undergoing a performance management process which may result in different measures used in future years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$304,127	\$0	\$313,555	\$0
Total GF/non-GF	\$304,127	\$0	\$313,555	\$0
Program Total:	\$304,127		\$313,555	
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 2020: 25155-20 YFS - Sexual & Gender Minority Youth Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Bienestar de la Familia is a social service program that promotes the well-being and advancement of Latino and Somali children and families as well as other under-served groups in the Cully neighborhood and across Multnomah County. Bienestar provides access to services and opportunities that are culturally specific and responsive to the needs of this community.

Program Summary

ISSUE: The Latino and Somali communities, many of whom are immigrants and refugees, experience significant social and economic barriers to family stability and success. Bienestar de la Familia, a culturally responsive social service program, addresses these barriers.

PROGRAM GOAL: The goal of Bienestar de la Familia is to ensure effective access to social services for the Latino, Somali and communities of color. Services are aimed at reducing poverty; promoting family self-efficiency, prosperity, educational success, and housing stability services for families and individuals who are homeless or at risk of homelessness; reducing substance abuse or achieving a substance-free life; and assisting people with mental illness in leading more productive lives.

PROGRAM ACTIVITY: The YFS Bienestar program staff provide access to a range of services, including case management, housing stabilization and rental assistance program, mental health assessment and counseling, alcohol and drug counseling and prevention, service linkage and coordination, nutrition resources, energy assistance, information and referral, employment assistance, school support, and advocacy to help address families' needs ranging from basic to crisis. Other activities include parent education and support groups; a weekly Women's and Men's support group; Incredible Years, an evidenced-based parenting education program; and energy and weatherization workshops. The "Mercado" Harvest Share, in partnership with the Oregon Food Bank, Franz Bakery, and the Northeast Emergency Food Program make fresh food available to households living on a fixed or low income, on a monthly basis. On-site partnerships at Bienestar deepen service connections. SNAP outreach staff enable families to immediately sign up for SNAP benefits. Bienestar has a Community Advisory Council that engages community members in strategic planning for the Program and is focused on guiding Bienestar to meet the needs of the diverse community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households served ¹	3,286	1,500	1,500	2,500
Outcome	Percent of clients who report that services they received improved their situation.	94%	85%	85%	85%
Output	Number of families who receive food to meet basic needs.	1,507	1,500	1,500	1,500

Performance Measures Descriptions

¹ This number increased from the previous year due to increase in outreach to the Latino and Somali communities. It includes direct services at Bienestar: basic needs, anti-poverty, parenting, youth services, rental and housing stability, mental health & drug and alcohol services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$910,176	\$98,863	\$954,078	\$208,544
Contractual Services	\$16,500	\$0	\$16,500	\$286,289
Materials & Supplies	\$29,810	\$0	\$28,500	\$3
Internal Services	\$198,570	\$14,434	\$218,104	\$27,652
Total GF/non-GF	\$1,155,056	\$113,297	\$1,217,182	\$522,488
Program Total:	\$1,268,353		\$1,739,670	
Program FTE	7.60	1.00	7.64	1.96

Program Revenues				
Intergovernmental	\$0	\$113,297	\$0	\$522,488
Total Revenue	\$0	\$113,297	\$0	\$522,488

Explanation of Revenues

This program generates \$27,652 in indirect revenues.
 \$325,829 - OHCSO Emergency Housing Assistance
 \$196,659 - OHCSO Housing Stabilization Program

Significant Program Changes

Last Year this program was: FY 2020: 25156A-20 YFS - Bienestar Social Services

See FY2020 BudMod DCHS-013-20 increase in State Funds - added 1.00 FTE Case Manager Senior

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 25118
Program Characteristics:

Executive Summary

Understanding the impact of public and partner investments is an important aspect of public stewardship. The data and evaluation team performs tasks so that we understand the impacts of programs from Youth and Family Services. Activities include analyzing data, conducting evaluations, training for data entry end users, creating tools, writing queries to develop systems and program reports, and writing reports, and completing funder required reports.

Program Summary

ISSUE: The Data and Evaluation team is responsible for managing and overseeing complex data collection, data analysis and evaluation efforts for over 26 unique programs funded by Youth and Family Services and other funding streams.

PROGRAM GOALS: The goals of the data and evaluation team are twofold. One, to use adult learning best practices to train end users to both enter data accurately into ServicePoint and to run reports to review and analyze this data. Second, to develop and conduct evaluation activities to demonstrate programmatic results and to identify areas for improvement in service delivery.

PROGRAM ACTIVITY: The Data and Evaluation team staff provide a variety of critical supports for data collection, analysis and reporting on the 26 distinct program areas and services funded through the Youth & Family Service Division. This allows the Division to understand the impact of program services and consider areas for improvement and program development.

This team provides an array of critical tasks in pursuit of our stated goals, including training and technical assistance for the 265 end-users who enter data into ServicePoint; writing queries for ad hoc and standard reports that pull data from ServicePoint; developing workflow and training materials (for entry and report writing); submitting all funder-required reports; and data analysis and evaluation activities that provide comprehensive reports about participation. This team also provides limited system administration support to projects funded through the Joint Office of Homeless Services, including building and maintaining provider settings and assessments; managing visibility settings; and complex report building. Staff also participate in committees at the Division and Department level to support stronger, more accurate data quality, research and evaluation activities, and partnership across jurisdiction through data and evaluation. Evaluation staff participates in the DCHS Performance Management Council that focuses, in part, on performance management efforts that are consistent across the Department, and that tie required activities to population-level results.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of new end users trained to use ServicePoint & ART that support accurate data entry and report usage.	243	175	175	175
Outcome	Percent of users who report satisfaction with YFS staff for overall services provided. ¹	97%	80%	80%	80%

Performance Measures Descriptions

¹New measure to reflect the new Annual Customer Satisfaction Survey (old measure: Percent of users who report satisfaction with YFS staff to resolve their issues with ServicePoint or ART)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,069,016	\$0	\$1,145,150	\$0
Contractual Services	\$119,367	\$0	\$123,346	\$0
Materials & Supplies	\$9,750	\$0	\$13,337	\$0
Internal Services	\$133,750	\$0	\$145,645	\$0
Total GF/non-GF	\$1,331,883	\$0	\$1,427,478	\$0
Program Total:	\$1,331,883		\$1,427,478	
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 2020: 25160-20 YFS - Data and Evaluation Services

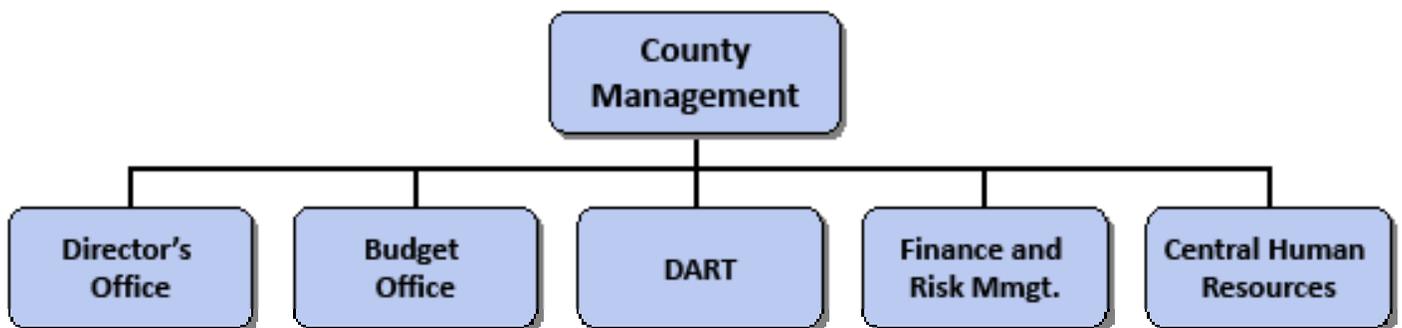
Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing Multnomah County’s human and financial capital. DCM hires and trains the County’s workforce, pays the County’s bills and safeguards its funds. Finance and Risk Management, Central Human Resources, and the Central Budget Office work with the Chair, Chief Operating Officer (COO), and departments to set countywide corporate policies that protect County assets, reduce financial risk, and ensure the County’s ability to serve the community. The Division of Assessment, Recording and Taxation maintains property records and assessments and collects property taxes, the primary source of General Fund revenue.

The COO position within the DCM Director’s Office provides corporate oversight through the supervision of the appointed department directors across the county. The DCM Director provides oversight of the Department of County Management. The department provides administrative services and guidance to all County departments. DCM also supports the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis.

One year after the implementation of Workday and the passage of the Workforce Equity Strategic Plan, DCM teams continue to refine and sustain the “new normal.” This new normal has challenged us to cultivate a learning culture and brought new focus to serving our internal and external customers with excellence.

Creating a workplace that is technologically and culturally modern and provides a sense of safety, trust and belonging for every employee takes both structural and cultural change. In FY 2020, DCM reorganized the County’s talent development team, forming the new Organizational Learning group, to align with the WESP recommendations. In FY 2021, DCM will continue to focus on sustaining and supporting DCM and countywide WESP work and supporting department Workday and Marketplace users with training and system improvements.



Budget Overview

The Department of County Management’s (DCM) budget is \$172.7 million and has 271.75 FTE in all funds. This is a decrease of \$1.4 million or 0.8% over the FY 2020 Adopted Budget. Budgeted positions have increased by 4.20 FTE. The FY 2021 budget is comprised of 26% General Fund and 74% other funds.

The General Fund budget has decreased by \$0.8 million (1.8%) to \$45.0 million. Other Funds have decreased by \$1.4 million. This is mostly in the Financed Projects Fund, where the Assessment and Taxation ORION project is now budgeted in the Department of County Assets program 78326.

Personnel Services have increased by \$1.3 million (4.8%) due to the addition of 4.20 FTE, COLA and step adjustments. The largest category of expenditures in all funds is in materials and supplies at \$121.7 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$0.5 million.

The following programs are new:

- FRM Labor Compliance (72005C) \$163,779
- FRM Clean Air Construction Standards (72005D) \$53,000
- FRM OSHA Reporting (72009B) \$164,958
- Leadership Development and Accountability (72017B) \$191,381
- WESP - Conflict Mediation & Resolution (72017C) \$175,910

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	256.35	267.55	267.55	271.75	4.20
Personnel Services	\$31,959,797	\$37,829,177	\$38,488,763	\$39,823,679	\$1,334,916
Contractual Services	7,116,190	5,021,553	7,632,255	5,321,150	(2,311,105)
Materials & Supplies	105,571,815	119,184,089	121,368,329	121,660,135	291,806
Internal Services	6,306,643	6,709,360	6,655,526	5,901,498	(754,028)
Capital Outlay	<u>29,889</u>	<u>6,262</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$150,984,334	\$168,750,441	\$174,144,873	\$172,706,462	(\$1,438,411)

Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

Budget Office

- Successfully upgraded the County's Questica budget software.
- Received the GFOA's Distinguished Budget Presentation Award for the FY 2020 budget.
- Completed and implemented a countywide analysis of pay equity.
- Challenges include increasing demands for analysis and support for new laws and initiatives and managing the turnover of key staff members.

Central Human Resources

- Organized, designed, hosted and facilitated first-ever All Manager Conference.
- Developed a centralized WESP project implementation plan, supporting elements of 82% of the WESP minimum standards.
- Benefits worked with vendors to improve access to diverse health care providers.
- Successfully bargained the first contract with AFSCME Dentists and completed biennial market adjustment bargaining with AFSCME Local 88.
- Challenges include meeting the demands for training and change management support needed for Workday and implementing new and complex workplace initiatives.

Director's Office

- Established an inclusive DCM Equity Committee
- Re-started organizational development learning event series for DCM managers.

The Division of Assessment, Recording & Taxation (DART)

- Levied a historic high \$1.95 billion dollars in the new Orion A&T system.
- Opened three new tax payment drop sites to better serve the community.
- Challenges include improving the customer service model for passport applications, marriage licenses, tax payments and recordings and implementing new electronic payment technology.

Finance and Risk Management (FRM)

- Received the GFOA Award for Distinguished Financial Reporting for the CAFR
- Successful fiscal year-end close in a new financial system (Workday) of record.
- Fully implemented the Labor Compliance Program and Construction Diversity and Equity Fund (CDEF).
- Established a fourth PERS side account and successfully participated in the State's PERS employer incentive fund match program.
- Challenges include supporting Workday finance users and implementing new governmental accounting standards.

Diversity, Equity, and Inclusion

DCM successfully established an inclusive, open department Equity Team and new employee orientation program and is on track to meet all WESP goals for this year. The complexity of this work is challenging our department to try new approaches and balance the need for progress with the time it takes to create meaningful opportunities and conditions for cultural change.

Challenges include changing organizational culture with no standard to guide the work, developing communication plans with balanced, transparent information while mitigating fears and increasing certainty and creating reasonable timelines that keep us moving steadily forward together without over-promising. Opportunities include connecting and aligning resources with Organizational Learning, Equity Managers and The Office of Diversity and Equity. We are also taking the time to evaluate what we have learned along the journey to creating safety, trust and belonging, for our workforce.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$2,582,790	\$0	\$2,582,790	12.50
Budget Office	2,738,572	0	2,738,572	13.00
Finance and Risk Management	11,314,610	8,988,244	20,302,854	64.00
Central Human Resources	6,971,520	118,717,802	125,689,322	44.75
Division of Assessment, Recording & Taxation	21,920,575	0	21,920,575	137.50
DCM Non-Represented Wage Freeze	(527,651)	0	(527,651)	0.00
Total County Management	\$45,000,416	\$127,706,046	\$172,706,462	271.75

DCM Director's Office

The Division is home to the County's Chief Operating Officer (COO), the DCM Department Director, and the Business Services program.

The COO is responsible for the administrative infrastructure and financial health of the County. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a countywide perspective. The DCM Director and COO work with DCM divisions, County departments, and elected officials to establish operational priorities and policy objectives. The COO supervises the directors of the Department of County Human Services, Health Department, Department of County Assets, Department of Community Services, Department of Community Justice, providing a crucial link between corporate policy setting and department implementation.

The Business Services program provides business and financial services for the department including: budget development, accounts receivable, accounts payable, procurement and contracting as well as administrative and general accounting support.

Significant Changes

Last year's scaled program offer 72000C, Strategic Project Capacity, provided for a one-year transition of the Strategic Capital Planning program to ongoing maintenance. The capital planning work is transitioning to a collaborative process coordinated between the departments of County Management, Community Services and County Assets.

In FY 2020, Program Offer 72000 DCM Director's Office included one position that served as both the Chief Operating Officer (COO) and Department Director. The FY 2021 budget includes two distinct positions: the DCM Director and the Chief Operating Officer.

Budget Office

The Budget Office guides the development of the county's budget process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the county's annual spending plan with their priorities. It serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the countywide budget process, evaluates county policies and operations, and recommends redirection of policy or resources.

The Budget Office and Evaluation & Research is responsible for the following:

- Preparing the annual budget, budget-in-brief, and associated documents;
- Financial forecasting and budget projections;
- Ad hoc analysis for County Management and the Chair's Office; and
- Countywide research on workforce equity and operational effectiveness.

Staff assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on county-wide task forces related to budget, finance and other policy and fiscal matters; identify and resolve financial problems; and support county labor relations in collective bargaining and cost analysis.

Significant Changes

There are no significant changes to the Budget Office Division other than the expiration of one-time-only General Fund funding for the Mental Health System Analysis Follow-Up (FY 2020 program offer 72042) that is anticipated to be completed in FY 2020.

Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the county's financial transactions are managed in a timely and accurate manner, and establishes policies and procedures that guide how those transactions are made by County departments.

The various units within the division pay the county's bills, maintain and record accounting transactions, manage an investment portfolio that averages nearly \$649 million per day, and issue payroll checks. The division is responsible for managing the County's debt obligations, ensuring that vendors who receive federal funding are in compliance with applicable rules, and provides oversight, and sets policy, for the County's contracting process. Risk Management negotiates insurance coverage for the county's buildings, manages claims associated with work-related injuries, consults on workplace safety and health, and manages claims for the county's self-insured liability program. ERP Support provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday and Jagger enterprise system functionality.

Finance and Risk Management is responsible for preparing the county's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers Association (GFOA) award for distinguished reporting every year for the past 35 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

Program Offer 72005C Labor Compliance - 0.50 FTE was added to program for Program Specialist. This 0.50 FTE was funded by Downtown Courthouse Replacement Project in the prior year but has moved to Central Purchasing.

Program Offer 72005D Clean Air Construction Standards – provides funding to support clean air construction standards through workforce development that aim to reduce emissions within Multnomah County. This is a partnership between City of Portland, Metro, Tri-Met, and Multnomah County.

Program Offer 72009B FRM OSHA Reporting - Provides for Limited Duration Project Manager position to support a coordinated response to OSHA inspections and address impacts across County departments.

Program Offer 72046B Workday Support Finance – in FY 2020 the program was funded as one time only. This is being converted to on-going funding. Program Offers 72046A and 72046B reflect the required service level for Workday support services.

Central Human Resources

The Central Human Resources Division (CHR) is driven by its strategic plan mission:

“Supporting the people who serve our community.”

CHR provides strategic leadership, recommends policy, and partners with the department HR units to guide consistent, efficient and solutions-oriented HR processes and practices necessary to achieve results across the organization. CHR serves as an integral support of the Workforce Equity Strategic Plan (WESP) with a majority of the minimum standards requiring implementation capacity from CHR.

CHR manages the following services and systems:

- Collective bargaining and labor contract interpretation;
- Personnel rule and County HR policy development and interpretation;
- Job profile & compensation plans;
- Countywide training and organizational development;
- Recruitment and retention systems and processes;
- Employee Benefits and Wellness programs;
- Oversight of HR systems and workforce data and management of the human capital management and payroll modules in Workday.

CHR prioritizes the processes and structures needed to strengthen the impact of HR within the organization. Overarching areas of priority include focusing on technology and business processes, equitable and inclusive practices, and diversity-focused recruitment and workforce development.

Talent Development has changed it’s name to Organizational Learning and program offers have been updated to reflect that.

Requested Program Offers 72017B - Leadership Development and Accountability and 72017C - WESP Conflict Medication and Resolution provide Organizational Learning with on-going resources to accommodate continued County-wide work related to WESP deliverables.

Workday Support - Central Human Resources Program Offer requests ongoing funding for current level staffing (72022B).

Significant Changes

Division of Assessment, Recording and Taxation (DART)

Significant Changes

The Division of Assessment, Recording and Taxation (DART) consists of approximately 137.50 FTE in the following primary work areas: assessment, tax collection, customer service and certain county clerk functions.

- Assessment maintains over 310,000 property tax accounts, ensuring accurate property identification, valuation and tax levy. For FY 2020, DART Assessment levied over \$1.95 billion on behalf of 69 taxing districts throughout our community.
- Tax collections processes over 400,000 transactions annually, and ensure that collections of property tax is conducted according to law and enable distribution of funds to taxing districts in a timely manner.
- County Clerk functions include Recording, Marriage Licenses, Domestic Partnership Registrations, Passports and the Board of Property Tax Appeals.
- DART also provides 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.

Program Offer 72023 (DART Administration) is adding 1.00 FTE by reclassing and reassigning an Assessment and Taxation Tech 2 to a human resource analyst position. This position is currently an LDA assigned to support DART's ongoing process improvements efforts that include implementation of the county's WESP initiative. Creating a permanent position will allow the focus to be on the process and goals of this effort.

Program Offer 72024 (DART Customer Service) and Program Offer 72025A (DART County Clerk) are adding 0.50 FTE each, or 1.00 FTE in total. This position is a reclassification and reassignment of the former Chief Appraiser position in the Residential Program Offer (72034). The newly created and hired Manager 1 will be responsible for overseeing the respective programs and necessary changes and improvements to better align with business needs.

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 2021 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000	DCM Director's Office	\$1,257,134	\$0	\$1,257,134	4.00
72015	DCM Business Services	1,325,656	0	1,325,656	8.50
Budget Office					
72001	Budget Office	2,210,999	0	2,210,999	10.00
72014	Evaluation and Research Unit	527,573	0	527,573	3.00
Finance and Risk Management					
72002	FRM Accounts Payable	1,024,584	0	1,024,584	7.60
72003	FRM Chief Financial Officer	1,273,299	275,804	1,549,103	2.00
72004	FRM General Ledger	1,066,698	0	1,066,698	7.00
72005A	FRM Purchasing	2,771,973	0	2,771,973	18.50
72005C	FRM Labor Compliance	163,779	0	163,779	1.00
72005D	FRM Clean Air Construction Standards	53,000	0	53,000	0.00
72006	FRM Property & Liability Risk Management	0	4,655,461	4,655,461	2.50
72007	FRM Payroll/Retirement Services	1,231,031	0	1,231,031	8.40
72008A	FRM Treasury and Tax Administration	2,255,757	0	2,255,757	4.00
72009	FRM Worker's Compensation/Safety & Health	0	3,840,756	3,840,756	6.00
72009B	FRM OSHA Reporting	0	164,958	164,958	0.00
72010	FRM Recreation Fund Payment to Metro	0	51,265	51,265	0.00
72012	FRM Fiscal Compliance	417,781	0	417,781	3.00
72044	FRM Construction Diversity and Equity	110,000	0	110,000	0.00
72046A	FRM Workday Support - Finance	673,911	0	673,911	3.00
72046B	FRM Workday Support - Finance - Convert to Ongoing	272,797	0	272,797	1.00

County Management

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Central Human Resources					
72016	Central HR Administration	1,098,172	0	1,098,172	2.63
72017A	Central HR Services	2,802,204	0	2,802,204	14.00
72017B	Leadership Development and	191,381	0	191,381	1.00
72017C	WESP - Conflict Mediation & Resolution	175,910	0	175,910	1.00
72018	Central HR Labor Relations	995,900	57,885	1,053,785	4.85
72019	Central HR Unemployment	0	1,011,224	1,011,224	0.15
72020	Central HR Employee Benefits & Wellness	0	117,648,693	117,648,693	13.12
72022A	Workday Support - Central Human	647,351	0	647,351	3.00
72022B	Workday Support - Central Human Resources -Convert to Ongoing	1,060,602	0	1,060,602	5.00
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	868,156	0	868,156	3.40
72024	DART Customer Service	1,418,646	0	1,418,646	10.00
72025A	DART County Clerk Functions	1,728,897	0	1,728,897	12.90
72025B	DART County Clerk Carryover	48,410	0	48,410	0.00
72026	DART Ownership & Parcel Management	850,827	0	850,827	7.20
72027	DART Tax Revenue Management	2,216,396	0	2,216,396	13.40
72028	DART GIS/Cartography	777,747	0	777,747	5.25
72029	DART Assessment Performance Analysis	552,121	0	552,121	3.25
72030	DART Property Assessment Special Programs	1,024,791	0	1,024,791	7.25
72031	DART Personal Property Assessment	1,163,344	0	1,163,344	7.00
72033	DART Commercial & Industrial Property	3,546,900	0	3,546,900	22.50
72034	DART Residential Property Appraisal	5,476,604	0	5,476,604	37.50
72037	DART Applications Support	1,638,628	0	1,638,628	6.25
72038	DART Tax Title	609,108	0	609,108	1.60
All Divisions					
	Non-Represented Wage Freeze*	(527,651)	0	(527,651)	0.00
	Total County Management	\$45,000,416	\$127,706,046	\$172,706,462	271.75

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$93,604. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

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Department: County Management

Program Contact: Travis Graves

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Director's Office includes the DCM Department Director and the Chief Operating Officer positions. The Director's Office manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The County's Chief Operating Officer provides corporate oversight through the supervision of the appointed department directors.

Program Summary

The Director's Office works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set priorities and ensure that County policies uphold them. The Director's Office works with the Chief Financial Officer, Budget Director, and Chief Human Resources Officer to develop and present administrative, financial, human resource and infrastructure guidelines and policies to the County Chair, the Board of County Commissioners (Board), and department directors.

The Director's Office works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and works with the Board, the Department of County Assets (DCA,) and other departments on the funding policies for the County's physical infrastructure.

In FY 21, the Director's Office will focus on sustaining and continuing to implement the department's Workforce Equity Strategic Plan (WESP), leadership development for DCM managers and supervisors, and internal communication.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	DCM all manager and supervisor professional development events held.	N/A	N/A	2	4
Outcome	Percent of DCM WESP initiatives implemented and sustained.	N/A	85%	100%	90%
Output	Number of DCM specific new employee orientation events held.	N/A	N/A	4	4
Output	Number of countywide monthly newsletters published for managers and supervisors.	12	N/A	12	12

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$611,197	\$0	\$1,065,951	\$0
Contractual Services	\$101,754	\$0	\$130,000	\$0
Materials & Supplies	\$18,810	\$0	\$18,810	\$0
Internal Services	\$48,975	\$0	\$42,373	\$0
Total GF/non-GF	\$780,736	\$0	\$1,257,134	\$0
Program Total:	\$780,736		\$1,257,134	
Program FTE	3.00	0.00	4.00	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 2020: 72000A-20 DCM Director's Office

The Equity Manager was reclassified to a Human Resources Manager 1 from an HR Analyst Senior in to meet the new standard for this position across departments.

DCM has historically housed one position in the Directors Office that serves as both the Chief Operating Officer (COO) and Department Director. For FY21 the program includes two distinct positions: the DCM Director and Chief Operating Officer.

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 17 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of budget modifications processed (includes internal)	206	220	165	200
Outcome	% of budget modifications entered into SAP/Workday within 4 weeks of Board approval	96%	98%	95%	98%
Quality	Percent error in General Fund Revenue Forecast	2.87%	2.0%	0.75%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent" *	92%	92%	88%	90%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2020 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,691,407	\$0	\$1,802,697	\$0
Contractual Services	\$53,500	\$0	\$55,159	\$0
Materials & Supplies	\$96,266	\$0	\$99,251	\$0
Internal Services	\$263,682	\$0	\$253,892	\$0
Total GF/non-GF	\$2,104,855	\$0	\$2,210,999	\$0
Program Total:	\$2,104,855		\$2,210,999	
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 2020: 72001-20 Budget Office

Department: County Management

Program Contact: Robert Stoll

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Central Accounts Payable supports County programs in the areas of vendor payment processing, auditing and data integrity, travel and training audits, procurement card administration, vendor master file management and County Administrative Procedures compliance monitoring.

Program Summary

Central Accounts Payable (AP) processes approximately 125,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the purchasing card program and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the year-end expenditure accruals; conducts internal audits of AP functions while ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices. AP coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes. AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contribute to staff competencies.

Central Accounts Payable promotes continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment process. This single objective has reduced the cost of government by providing operating efficiency while maintaining internal controls and supporting the County's sustainability goals.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Payments Processed	118,978	128,000	132,736	125,000
Outcome	Percent of Invoices Paid On Time within std NET 30	90.0%	87.0%	92.0%	92.0%
Outcome	Percent of Total Payments that are Electronic	72.0%	73.0%	75.0%	75.0%
Outcome	Procurement Card Rebates	\$286,000	\$290,000	\$293,000	\$293,000

Performance Measures Descriptions

Invoice payments processed will decrease as we progress to more consolidated billings, electronic payments and growth in Multco Marketplace activity. Net payment is due 30 days after receipt of original invoice. Percent of total payments that are electronic--growth correlates with more cost effective electronic payment methods including ACH, ePayables, Pcards and Multco Marketplace (MMPcards). Procurement Card Rebates are directly associated with the total amount spent in the P-Card system.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$990,628	\$0	\$1,014,210	\$0
Contractual Services	\$1,950	\$0	\$1,950	\$0
Materials & Supplies	\$8,424	\$0	\$8,424	\$0
Total GF/non-GF	\$1,001,002	\$0	\$1,024,584	\$0
Program Total:	\$1,001,002		\$1,024,584	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$290,180	\$0	\$293,180	\$0
Total Revenue	\$290,180	\$0	\$293,180	\$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 2020: 72002-20 FRM Accounts Payable

Department: County Management

Program Contact: Eric Arellano

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, ERP Finance Support, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Tax Administration, Central Purchasing and Treasury.

Program Summary

The Chief Financial Officer (CFO) develops and presents financial guidelines to executive level staff, the County Chair's Office, and the Board of County Commissioners. The CFO presents recommendations related to public financial policy to these groups as well as other jurisdictions. The CFO interacts with the Oregon Legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS) and works with partner jurisdictions to develop and present legislative policy. This involves communication with the Board, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the Board and County departments to establish priorities and guidelines, and ensures that policies are aligned with these priorities. The CFO works with departmental finance sections, DCM divisions, and all County department stakeholders on all administrative policies and procedures.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$547,023	\$108,182	\$378,941	\$82,549
Contractual Services	\$19,500	\$0	\$23,461	\$0
Materials & Supplies	\$15,500	\$0	\$39,384	\$0
Internal Services	\$1,007,905	\$209,742	\$831,513	\$193,255
Total GF/non-GF	\$1,589,928	\$317,924	\$1,273,299	\$275,804
Program Total:	\$1,907,852		\$1,549,103	
Program FTE	2.55	0.45	1.65	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$317,924	\$0	\$275,804
Total Revenue	\$0	\$317,924	\$0	\$275,804

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72003-20 FRM Chief Financial Officer

A 1.0 FTE Administrative Analyst is being cut in FY 21

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$991,517	\$0	\$1,052,798	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
Total GF/non-GF	\$1,005,417	\$0	\$1,066,698	\$0
Program Total:	\$1,005,417		\$1,066,698	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$0	\$20,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid County Service District, Dunthorpe-Riverdale Service District and the Library District. The revenues are a reimbursement for central accounting and reporting services provided to each component unit.

Significant Program Changes

Last Year this program was: FY 2020: 72004-20 FRM General Ledger

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,446,450	\$55,441	\$2,623,814	\$0
Contractual Services	\$17,646	\$0	\$11,146	\$0
Materials & Supplies	\$127,213	\$3,800	\$137,013	\$0
Total GF/non-GF	\$2,591,309	\$59,241	\$2,771,973	\$0
Program Total:	\$2,650,550		\$2,771,973	
Program FTE	18.50	0.50	18.50	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 primarily supported by General Fund revenues.

External revenues are generated primarily when fees are collected for services performed in response to public records requests, and when County surplus is sold through the surplus program. The estimate from these sources is \$2,000.

Significant Program Changes

Last Year this program was: FY 2020: 72005A-20 FRM Purchasing

The 0.50 FTE reduction in staff from FY20 reflects moving a staff position dedicated to operation of the Labor Compliance Program fully into program offer #72005B for FY21.

Legal / Contractual Obligation

ORS 279C.800 to 279C.870 list the requirements for payment of prevailing wages paid on public works projects.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$55,441	\$0	\$118,056	\$0
Materials & Supplies	\$144,436	\$0	\$45,723	\$0
Total GF/non-GF	\$199,877	\$0	\$163,779	\$0
Program Total:	\$199,877		\$163,779	
Program FTE	0.50	0.00	1.00	0.00

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

Explanation of Revenues

This program would be funded through General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72005B-20 Labor Compliance

0.50 FTE of the 1.0 FTE Program Specialist in this offer was assigned in FY20 to the Downtown Courthouse Replacement Project and included in Program #72005A (FRM Purchasing). It has been moved to this program offer for greater transparency and represents no net increase of FTE overall. Additionally, the large decrease in M&S represents is due to: one time software configuration costs in FY20, and reduced annual subscription costs in FY21 and future years attributable to our efficiencies in business process and software implementation.

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: Office of Sustainability
Program Characteristics:

Executive Summary

Clean Air Construction standards are a key strategy for reducing diesel emissions in Multnomah County. Thanks to Multnomah County's leadership the City of Portland, Port of Portland, Washington County, and Metro have all adopted the standard. The purpose of this effort is to use public purchasing to create a strong market signal for clean diesel engines and ultimately reduce MultCo resident's exposure to deadly Diesel PM pollution, the primary source of which is construction equipment.

Program Summary

In September 2018 the Multnomah County Board of Commissioners committed to establishing a Clean Air Construction Procurement Standard. The City of Portland City Council took parallel action on the same day. The Standard requires equipment used on City and County construction projects to dramatically reduce emissions from older diesel engines. The primary pollutants of concern from diesel engines are diesel particulate matter and nitrous oxides.

The Chair approved final procurement policies in May 2019. The policy applies to non-road diesel equipment with equal to or greater than 25 horsepower, and on-road dump and cement trucks, on construction contracts valued at \$500,000 or more. It includes a phase-in period to allow contractors the time and flexibility to plan for the new standard. COBID firms are required to comply with the standards but have more flexibility. So far Washington County, Metro and the Port of Portland have followed the County's and City's lead and adopted these standards.

The program, to help accommodate contractors especially COBID contractors, has a relatively complex implementation timeline. The complex timeline and difficulty of identifying compliant equipment in the field necessitate a strong administrative architecture for the program. Fortunately, the partnership with other jurisdictions and the identical program elements make it possible to share administrative burdens and costs with participating governments. The City of Portland has taken the lead in establishing the administrative infrastructure and allocated over \$400,000 in FY 2020 for startup costs. The annual cost of the administrative program is budgeted at \$304,000 annually, and Multnomah County's share of the program would cost \$53,000 annually, or 17% of the total. The County's costs may decrease as other jurisdictions join the effort, including the Port of Portland and Trimet, and the fixed costs are spread across additional partners. Refer to Administrative Procedure PUR-10 for a complete description of program requirements.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Track the number of contractors with registered equipment.	0	0	0	20
Outcome	Reduction in PM from construction projects	0	0	0	10%
Output	Number of pieces of equipment registered	0	0	0	100

Performance Measures Descriptions

Legal / Contractual Obligation

With the approval of funding for this program offer, Multnomah County will enter into an Intergovernmental Agreement with the City of Portland. The City of Portland will administer the program on the County's behalf. Administrative functions will include technical assistance to contractors, an online platform for registering diesel-powered equipment covered by the standard, the issuance of equipment decals, and online administrative functions to allow County managers to ensure compliance with the standard on specific projects.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$53,000	\$0
Total GF/non-GF	\$0	\$0	\$53,000	\$0
Program Total:	\$0		\$53,000	
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:

Multnomah County residents have the highest exposure to air toxics in the state and are well above national averages for cancer risk and respiratory hazards from air toxics. Soot from older diesel engines is among the most prevalent and harmful airborne toxins in the region. According to the Oregon Department of Environmental Quality (DEQ), the Portland Metro area registers diesel particulate matter (PM) levels above the ambient benchmark concentration set by the state. DEQ estimates the emissions lead to more than 400 premature deaths and \$3 billion in economic losses a year. More than 50 percent of diesel particulate matter in the region comes from construction equipment. People with lower incomes shoulder a disproportionate share of the pollution, as they are more likely to live in denser neighborhoods near congested roadways.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of policies for insured risks and statutory bonds purchased/renewed*	17	17	18	19
Outcome	Total Cost of Risk**	0.46	0.59	0.67	0.59

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the county's assets.

**Total Cost of Risk is measured and compared annually to other public entities. It provides information on the financial impact of the county's risk assumption (value approaching zero is preferable, 1=average of public entities)

Legal / Contractual Obligation

The Property & Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for third-party liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270 and purchases Excess General Liability insurance above the self-insured retention of \$1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The P&LRP manages the County's compliance with numerous Oregon Occupational Safety and Health Administration (OR-OSHA) and Life Safety requirements to promote employee and public safety.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$368,422	\$0	\$385,776
Contractual Services	\$0	\$273,761	\$0	\$275,200
Materials & Supplies	\$0	\$3,730,601	\$0	\$3,994,485
Total GF/non-GF	\$0	\$4,372,784	\$0	\$4,655,461
Program Total:	\$4,372,784		\$4,655,461	
Program FTE	0.00	2.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,372,784	\$0	\$4,655,461
Total Revenue	\$0	\$4,372,784	\$0	\$4,655,461

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 2020: 72006-20 FRM Property & Liability Risk Management

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, 12 union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service and the Oregon Dept of Revenue. Pension contributions are mandated by union contracts, Multnomah County Personnel Rules and Oregon Revised Statutes. Failure to comply with these laws and regulations result in fines and penalties being assessed.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$971,921	\$0	\$1,100,998	\$0
Contractual Services	\$39,874	\$0	\$110,855	\$0
Materials & Supplies	\$18,468	\$0	\$19,178	\$0
Total GF/non-GF	\$1,030,263	\$0	\$1,231,031	\$0
Program Total:	\$1,030,263		\$1,231,031	
Program FTE	7.40	0.00	8.40	0.00

Program Revenues				
Other / Miscellaneous	\$162,030	\$0	\$179,312	\$0
Beginning Working Capital	\$19,116	\$0	\$35,774	\$0
Total Revenue	\$181,146	\$0	\$215,086	\$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 2021 is \$151,312 and is adjusted each following year by the CPI-W west coast A amount. In addition \$19,936 of BWC from FY 2019 and \$15,838 from FY 2020 is budgeted. The remaining \$17,000 is miscellaneous revenue.

Significant Program Changes

Last Year this program was: FY 2020: 72007-20 FRM Payroll/Retirement Services

A 1.0 FTE represented position (Finance Specialist 2) was added to enhance support of payroll operational activities.

The County will be going out for RFP (Request For Procurement) for the Deferred Compensation program in FY 21.

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72008B
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 17% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 6%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitors Development Fund.

Treasury provides countywide accounts receivable oversight and management including AR aging monitoring, cash management, and collection activities. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	778	854	2,270	2,300
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	96,133	100,800	106,000	108,000

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 2020.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$584,739	\$0	\$575,681	\$0
Contractual Services	\$1,624,146	\$0	\$1,666,126	\$0
Materials & Supplies	\$13,450	\$0	\$13,950	\$0
Total GF/non-GF	\$2,222,335	\$0	\$2,255,757	\$0
Program Total:	\$2,222,335		\$2,255,757	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$154,000	\$0	\$180,000	\$0
Total Revenue	\$274,000	\$0	\$300,000	\$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 2020: 72008A-20 FRM Treasury and Tax Administration

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 Workers' Compensation section of this program manages the work-related employee injury and illness process and assists employees in returning to their jobs post injury or illness. The Safety and Health section oversees the loss prevention efforts of the County by assisting each department in meeting loss prevention requirements of a workers' compensation self-insured employer and Oregon Occupational Safety and Health Division (OR-OSHA) compliance.

Program Summary

This program provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this mandatory program since 1978. Claims are administered through a contract with a third-party administrator (TPA) with oversight and coordination of return to work from Risk Management staff. Staff work with employees, supervisors, physicians, the TPA, attorneys, managed care organizations and other vendors to accurately and timely process claim benefits for the injured employee. Internal Workers' Compensation section employees focus on service, cost containment and compliance efficiency. The Workers' Compensation section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division (WCD) Employer-At-Injury reimbursement program.

The primary activity of the Safety and Health section is reducing employee on-the-job injuries and employer liability due to injuries to non-employees. Safety and Health staff consult with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to occupational safety and health regulations. All employer-based loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health staff and communicated to internal partners for implementation and program success.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	*Number of site safety visits to meet loss prevention consultative needs and satisfy OR-OSHA requirements	20	24	15	24
Outcome	**Workers' Compensation Experience Rating Modifier (ERM) below industry average	0.87	0.7	0.57	0.66

Performance Measures Descriptions

*Performance measures are designed to meet OR-OSHA Self-insured Employer OAR 437-001-1060 (2) & (7) rules and monitor our success as a self-insured employer. The loss prevention output tracks the Safety Specialists consultative service to employee safety and health at the work site level.

**The ERM demonstrates our success in impacting safety and loss prevention efforts countywide. 1.0 is industry standard, and less than 1.0 exceeds industry standard. Insurance industry sets our ERM annually based on past losses.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$913,910	\$0	\$959,527
Contractual Services	\$0	\$365,335	\$0	\$386,800
Materials & Supplies	\$0	\$2,202,573	\$0	\$2,494,429
Total GF/non-GF	\$0	\$3,481,818	\$0	\$3,840,756
Program Total:	\$3,481,818		\$3,840,756	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,481,818	\$0	\$3,840,756
Total Revenue	\$0	\$3,481,818	\$0	\$3,840,756

Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Medic First Aid for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

Significant Program Changes

Last Year this program was: FY 2020: 72009A-20 FRM Worker's Compensation/Safety & Health

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides project management support to coordinate a countywide response to a 2019 Oregon Occupational Safety and Health Division (OR-OSHA) inspection of safety and/or health hazards.

Program Summary

Oregon OSHA (OR-OSHA) completed an inspection in 2019 of certain County facilities to determine if safety or health hazards were present which could cause injury or illness to employees. These compliance inspections are standard practice but are not based on a fixed schedule. The comprehensive review and final OR-OSHA report noted several deficiencies that require a corrective action plan and resolution. A vast majority of the identified findings have been resolved but a few larger scale items remain in process. This program funds a limited duration project manager that is managing response and resolution steps. This includes but not is limited to tracking issues, working resolution steps, collaboration among stakeholders, developing prevention tools, providing recommendations to leadership, managing timelines (to ensure we meet OR-OSHA requirements), procedure development, and supporting the Risk Management Program. This program is expected to support for one year or upon full resolution of OR-OSHA findings.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output					
Outcome	OSHA findings fully resolved and necessary changes imp	N/A	N/A	N/A	1

Performance Measures Descriptions

1 Complete 0 Findings remain unresolved

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$0	\$164,958
Total GF/non-GF	\$0	\$0	\$0	\$164,958
Program Total:	\$0		\$164,958	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$164,958
Total Revenue	\$0	\$0	\$0	\$164,958

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

Pass-through payment under terms of the IGA that transferred parks from the County to METRO.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$50,000	\$0	\$50,000
Internal Services	\$0	\$1,400	\$0	\$1,265
Total GF/non-GF	\$0	\$51,400	\$0	\$51,265
Program Total:	\$51,400		\$51,265	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$51,400	\$0	\$51,265
Total Revenue	\$0	\$51,400	\$0	\$51,265

Explanation of Revenues

This program generates \$1,265 in indirect revenues.
Revenues represent Multnomah County's share of state Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2020: 72010-20 FRM Recreation Fund Payment to Metro

Department: County Management **Program Contact:** Cora Bell
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 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 49 risk assessments and performed 22 site audits covering \$7.7 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. Fiscal Compliance prepares the County's Cost Allocation Plan annually to set indirect rates, overhead costs in support of grants and contracts.

Fiscal Compliance also offers department support around compliance, including but not limited to approval of costing allocations, reviewing subrecipient budgets, and additional guidance on external funder audits.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	49	50	50	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	90%	85%	85%	85%

Performance Measures Descriptions

The Fiscal Compliance unit performs financial monitoring of County-funded human service providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

Legal / Contractual Obligation

The Office of Management and Budget (OMB) Federal Register requires entities expending Federal funds over \$750,000 in a fiscal year to have a single audit of Federal awards. Also, according to the Federal Register, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. The Federal Register requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$423,085	\$0	\$414,401	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$426,465	\$0	\$417,781	\$0
Program Total:	\$426,465		\$417,781	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72012-20 FRM Fiscal Compliance

A non-represented 1.0 FTE Finance Supervisor is being removed and re-purposed as a represented 1.0 FTE Finance Specialist Senior. The proposed change will provide more dedicated support to subrecipients around grants compliance and contract compliance. This includes but is not limited to learning sessions, contract support, fiscal compliance guidance, and dedicated outreach. This position will also provide departmental finance/programmatic users with support with subrecipient management.

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, and operational effectiveness both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health, including metrics related to the Workforce Equity Strategic Plan; evaluates the effectiveness of countywide initiatives; and regularly consults countywide on research and evaluation practice, including a partnership with the Joint Office of Homeless Services (JOHS) to aid in the design and implementation of evaluation(s) of the A Home for Everyone project to end homelessness in the region.

Program Summary

The Evaluation and Research Unit (ERU) performs program evaluation and research on workforce equity, and operational effectiveness both countywide and within the Department of County Management. The ERU monitors and analyzes key metrics of countywide organizational health, including metrics related to the Workforce Equity Strategic Plan; evaluates the effectiveness of countywide initiatives; and regularly consults countywide on research and evaluation practice, including a partnership with the Joint Office of Homeless Services (JOHS) to design and implement evaluation(s) of the A Home for Everyone project to end homelessness in the region.

In FY 2020, the ERU:

- Collaborated with the Office of Diversity and Equity and over 150 employees to design a set of questions to measure “belonging” for the Countywide Employee Survey, as recommended by the Workforce Equity Strategic Plan;
- completed a countywide analysis of pay equity in accordance with state law;
- designed a new, collaborative project plan for the Countywide Employee Survey and launched the survey on time in October 2019; and
- designed, issued, and analyzed a survey to all county managers gauging their readiness and needs related to organizational culture change.

In FY 2021, the ERU will assist the county in plans to maintain pay equity over time; analyze and present the FY 2020 Countywide Employee Survey in partnership with county employees; work with system data partners to design and implement new dashboards for employee demographic data; respond to information requests from county leadership; and consult countywide on program evaluation, analytical methods, and data visualization. Examples of recent consulting projects include reviewing/editing survey questions for multiple internal surveys, helping design information products for ease of understanding; and providing data on employee demographics as requested. The ERU will also continue to sponsor and manage a countywide Community of Practice for county research and evaluation.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	99	95	95	100
Outcome	Response rate to the Countywide Employee Survey	54%	58%	58%	58%
Outcome	Percent of information and consulting requests responded to within a week.	100%	100%	100%	100%
Output	Number of events for the countywide Community of Practice for Program Evaluation and Research	4	5	4	4

Performance Measures Descriptions

The Countywide Employee Survey happens every two years; response rate will be the same for FY 2020 and FY 2021. Response to an information or consulting request is defined as initial acknowledgement and arrangement of a planning conversation. Community of Practice for Program Evaluation and Research lowered number of events to ensure thorough vetting and quality of events.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$472,193	\$0	\$505,324	\$0
Materials & Supplies	\$20,390	\$0	\$21,022	\$0
Internal Services	\$0	\$0	\$1,227	\$0
Total GF/non-GF	\$492,583	\$0	\$527,573	\$0
Program Total:	\$492,583		\$527,573	
Program FTE	3.00	0.00	3.00	0.00

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

Explanation of Revenues

Program supported by ongoing General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2020: 72014-20 Evaluation and Research Unit

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management (DCM) Business Services Program provides business services to the Department through exercising sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

Program Summary

The Department of County Management (DCM) Business Services Program is responsible for coordination and development of a balanced budget that meets Oregon Budget Law, County policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration with department programs; for monitoring, analysis, tracking, and financial reporting throughout the fiscal year; for administration of the budget, including position control, adjustments, amendments and modifications; and for tracking and monitoring various revenue streams and funds. 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, 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 contract & procurement rules and laws; Collaborates with stakeholders to review Administrative Procedures, policies and the implementation of best practices; and Participates in cross-county teams such as the Finance Managers Forum, Fin Champs, Purchasing Advisory Council, Purchasing Leaders Group, ERP Governance Group, Strategic Sourcing Council and DCM's Workforce Equity Strategic Plan Committees.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of Accounts Receivable Transactions processed	1301	3000	1160	1300
Outcome	Percentage of Contracts processed following established policies and processes	100%	100%	100%	100%
Outcome	% of travel and training events reconciled within 30 days of travel return date	100%	100%	99%	100%
Outcome	% of Accounts Payable invoices paid in 30 days or less	98%	99%	100%	99%

Performance Measures Descriptions

Outcome Measures demonstrate 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 and final settlements within prescribed timelines. Volume of Accounts Receivable transactions varies with workload transitioning from other DCM Programs to DCM Business Services.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,094,233	\$0	\$1,170,532	\$0
Contractual Services	\$1,318	\$0	\$1,318	\$0
Materials & Supplies	\$28,597	\$0	\$28,597	\$0
Internal Services	\$123,612	\$0	\$125,209	\$0
Total GF/non-GF	\$1,247,760	\$0	\$1,325,656	\$0
Program Total:	\$1,247,760		\$1,325,656	
Program FTE	8.50	0.00	8.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 72015-20 DCM Business Services

A Contract Specialist position reclassified to Contract Specialist Sr. during FY 2020

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 organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Organizational Learning (formerly 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of countywide job applications received	17,649	22,000	19,500	19,500
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	89%	90%	87%	87%
Output	Number of employees nominated for annual employee awards	535	new	400	400
Output	Number of employees celebrated for reaching milestone years-of-service anniversaries	677	new	673	700

Performance Measures Descriptions

Output 1: Measures the number of applicants interested in county employment. Number declined as we did not accept applications for 30 days during transition to Workday. Outcome: Percent of respondents that "agree" or "strongly agree" to the question "I am fully engaged in my job" on the bi-annual Countywide Employee Survey. Measure will update in FY22 so FY21 offer is same as this year's estimated. Output 3 & 4: New - Measures impact of countywide employee recognition program.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$444,525	\$0	\$464,765	\$0
Contractual Services	\$55,806	\$0	\$55,806	\$0
Materials & Supplies	\$54,130	\$0	\$54,130	\$0
Internal Services	\$652,903	\$0	\$523,471	\$0
Total GF/non-GF	\$1,207,364	\$0	\$1,098,172	\$0
Program Total:	\$1,207,364		\$1,098,172	
Program FTE	2.63	0.00	2.63	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72016-20 Central HR Administration

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72017B and 72017C
Program Characteristics:

Executive Summary

Central Human Resources (CHR) services focus on the full lifecycle of employment, developing county-wide resources for attraction, recruitment, selection and ongoing training and development. CHR services implement strategies to address key components of the countywide Human Resources Strategic Plan. Resources include talent development and classification and compensation, providing systems and tools to attract, train, and retain a diverse, highly qualified workforce.

Program Summary

Classification and Compensation provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth. The team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed. It also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Organizational Learning provides a wide range of services including leadership development, culturally responsive training, coaching and team-building, mediation, technology-specific training and professional development for emerging leaders and the general workforce. The suite of offerings in Organizational Learning are informed by industry-wide best practices, county-specific Employee Survey trends, and the minimum standards outlined in the Workforce Equity Strategic Plan (WESP). Priorities for the coming fiscal year include developing a formalized leadership development model (which includes creating a Management Orientation for newly hired/promoted leaders), increasing the depth and capacity of culturally responsive learning opportunities, and implementing a Mediation Support program.

Promoting Multnomah County as an Employer of Choice, implementing inclusive talent acquisition practices, and standardizing recruitment strategies are fundamental components to building a diverse and talented workforce. The centralized Talent Acquisition function serves as the recruitment and selection subject-matter-expert as it relates to recruitment and selection practices and personnel rules. This role ensures practices and policies are updated based on employment law and other mandates (ie: Civil Service, Veteran's Preference, etc). This centralized function serves as the liaison between centralized processes and departmental recruitment resources; this includes facilitating the countywide Employment Committee meetings and identifying professional development opportunities for the recruitment profession.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of hours employees attended county-offered learning courses.	4,294	5,000	3,762	4,500
Outcome	Percent of total positions reclassified, revised, updated.	10.4%	16.8%	23%	18.5%
Outcome	% of participants who indicated learning provided tools/concepts could be applied to their work.	N/A	N/A	N/A	70%
Outcome	% of participants who indicated county-offered course supported ongoing personal or professional development	N/A	N/A	N/A	70%

Performance Measures Descriptions

Output/Outcome measures were changed from last year to align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outcomes/outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization. Classification measures align to job market factors and the inability to fill vacancies and/or impact on essential public services.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,259,248	\$0	\$2,491,890	\$0
Contractual Services	\$137,000	\$0	\$137,000	\$0
Materials & Supplies	\$56,700	\$0	\$56,700	\$0
Internal Services	\$103,503	\$0	\$116,614	\$0
Total GF/non-GF	\$2,556,451	\$0	\$2,802,204	\$0
Program Total:	\$2,556,451		\$2,802,204	
Program FTE	12.80	0.00	14.00	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
Total Revenue	\$25,000	\$0	\$25,000	\$0

Explanation of Revenues

This program is supported by General Fund revenues. For training events that require administration of certain tools or tests or provide professional certifications outside the usual scope of countywide training, a portion of the cost of attendance will be charged back to the cost center of the employee attendee, for an aggregate total of \$25,000 for FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 72017A-20 Central HR Services

Increased FTE for one position from .80 to 1.00.

And 1.00 FTE College to County Coordinator (HR Analyst 2) moved from NOND College to County (10017C) to DCM Central HR Services (72017A). Position was transferred to Central Human Resources so that the program aligns with all other recruitment, outreach and pipeline strategies, which currently sit within Central HR.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$302,006	\$0	\$171,381	\$0
Contractual Services	\$135,000	\$0	\$0	\$0
Materials & Supplies	\$90,000	\$0	\$20,000	\$0
Total GF/non-GF	\$527,006	\$0	\$191,381	\$0
Program Total:	\$527,006		\$191,381	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Beginning Working Capital	\$200,000	\$0	\$0	\$0
Total Revenue	\$200,000	\$0	\$0	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72017B-20 Leadership Development and Accountability

Last year's program offer included resources to launch the county's first-ever Management Conference and to implement a branding and resource strategy for the county's Core Competency Model. Both priorities were successfully rolled-out and therefore are not included on this year's program offer. Therefore, this program offer contains a reduced request for funding as compared to prior year while still acknowledging the need to additional resources to respond to the expansion in centralized commitments.

Reduced by 1.00 FTE (Vacant Research & Evaluation Analyst Sr)

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$168,471	\$0	\$165,910	\$0
Materials & Supplies	\$0	\$0	\$10,000	\$0
Total GF/non-GF	\$168,471	\$0	\$175,910	\$0
Program Total:	\$168,471		\$175,910	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Program supported by ongoing General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2020: 72017C-20 WESP - Conflict Mediation & Resolution

Last year's proposal indicated a request for one-time-only funding; this request is for regular funding in the General Fund on an ongoing basis.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the county. This program manages 12 labor contracts, representing 85% of the county workforce, and the Personnel Rules (work rules) that apply to 100% of county employees.

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 the 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 appeal 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of labor disputes	147	102	114	133
Outcome	Percentage of labor disputes settled collaboratively	95%	96%	96%	95%

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. FY20 Performance measures contained incorrect data and have been corrected for FY21.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$900,896	\$54,357	\$943,781	\$56,658
Contractual Services	\$9,750	\$0	\$9,750	\$0
Materials & Supplies	\$13,100	\$0	\$13,100	\$0
Internal Services	\$10,883	\$11,525	\$29,269	\$1,227
Total GF/non-GF	\$934,629	\$65,882	\$995,900	\$57,885
Program Total:	\$1,000,511		\$1,053,785	
Program FTE	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$65,882	\$0	\$57,885
Total Revenue	\$0	\$65,882	\$0	\$57,885

Explanation of Revenues

This program is supported primarily by General Fund with 0.25 FTE Labor Relations Manager supported by \$57,885 from the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2020: 72018-20 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of employee claims for unemployment.	217	250	246	250
Outcome	Percentage of unemployment claim appeals found in the county's favor.	0%	50%	100%	50%
Output	Number of unemployment appeals.	5	7	10	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. Outcome: in FY19 all appeals were found in employee's favor. FY20 so far all appeals have been found in county favor.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$38,517	\$0	\$40,153
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,921	\$0	\$970,921
Total GF/non-GF	\$0	\$1,009,588	\$0	\$1,011,224
Program Total:	\$1,009,588		\$1,011,224	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,009,588	\$0	\$1,011,224
Total Revenue	\$0	\$1,009,588	\$0	\$1,011,224

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. Revenue for FY21 is \$1,011,244.

Significant Program Changes

Last Year this program was: FY 2020: 72019-20 Central HR Unemployment

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Employee Benefits Program provides comprehensive health/dental, life and disability coverage, FMLA/OFLA leave administration and flexible spending accounts for approximately 12,400 eligible individuals. Employees have the option of enrolling spouse or domestic partners and dependent children. The Wellness Program promotes and supports a healthier workforce, serving employees and families by providing a wide variety of activities, education and services to promote health and well-being holistically across seven dimensions of wellness.

Program Summary

Internal administration of the Benefit Programs supports the county's unique business, labor and financial requirements, while providing sound fiscal management of the offered plans to obtain the best benefit value for employees and the organization. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the county remains compliant with labor contracts, federal, state and local laws and mandates.

The Benefits Program consults and coordinates with county employees and departments to ensure timely enrollment in benefit plans, accurate payroll deductions, 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 unions and management to structure benefit components that provide desirable, affordable and sustainable benefit options within budgetary constraints.

Wellness programs can help reduce employee health plan costs and absenteeism, while enhancing employee retention, morale, and productivity. The Employee Wellness Program serves the specific health and wellness needs of our employees as documented by health plan claims, population health data, and employee input. Programming and policies focus on a holistic approach to health across multiple dimensions of wellness including physical, emotional, intellectual, financial, social, environmental, and a sense of purpose. Program activities are planned and implemented to promote sustainable practices, be inclusive of all employees, communicate in a gender neutral manner, and help employees to foster a healthy and safe work-life balance across all county departments. Health plan partnerships and resources supplement program efforts.

Benefits and Wellness work together to support employees with generous protected leave programs, access to lactation and wellness spaces, education for managers of employees taking parental leave and returning from those leaves.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Medical plan annual member count	12,400	12,500	12,400	12,400
Outcome	Participation in county wellness programs	11,427	11,000	12,900	12,000
Efficiency	County's annual benefits cost change per employee	6.0%	6.0%	5.0%	6.0%

Performance Measures Descriptions

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, COBRA participants and dependents from all. Outcome: This totals the participation across all Wellness offerings in which some report unique participants and others report number of engagements by participants (not unique). Efficiency: Actual and projected changes in annual county benefit costs per employee.

Legal / Contractual Obligation

County labor contracts have benefit mandates for active and retired members. Benefits are governed by Federal/State/local laws and agencies, including the 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, PPACA, CHIP, civil rights and EEO laws. Labor contracts require a transit pass be provided, so the county follows OAR Chapter 340, Div 242 that requires employers provide commute options to achieve and maintain a reduced auto trip rate.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,106,972	\$0	\$3,121,915
Contractual Services	\$0	\$1,371,000	\$0	\$1,574,773
Materials & Supplies	\$0	\$112,624,663	\$0	\$112,558,709
Internal Services	\$0	\$484,910	\$0	\$393,296
Total GF/non-GF	\$0	\$117,587,545	\$0	\$117,648,693
Program Total:	\$117,587,545		\$117,648,693	
Program FTE	0.00	13.12	0.00	13.12

Program Revenues				
Other / Miscellaneous	\$0	\$112,992,945	\$0	\$117,633,693
Service Charges	\$0	\$20,400	\$0	\$15,000
Total Revenue	\$0	\$113,013,345	\$0	\$117,648,693

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$84,857,066 Actives/\$7,900,000 Retirees), Short and Long Term Disability and Life Insurance (\$3,172,799); benefit administration charge, (\$4,653,438), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$5,500,000), premium payments from retirees and COBRA participants (\$4,650,000), charges for Fitness Classes (\$15,000) and operational refunds/forfeitures/rebates/performance guarantee penalties from vendors (\$830,000).

Significant Program Changes

Last Year this program was: FY 2020: 72020-20 Central HR Employee Benefits

Three positions that were under-filled are being "right-sized", with reallocations in the budget. The salary savings are being added to temp funding, which is being used to cover the costs of an LDA HR Analyst 2 position to be filled in early 2020. The LDA position is needed while we stabilize in Workday and to assist the team as tasks are absorbed from the departure of an HR Analyst Senior in 2019. The positions that were changed include 2 HR Analyst Senior positions changing to HR Techs and an HR Analyst 2 to an HR Analyst 1.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72046 - Workday Support - Finance; 72022B & 72022C
Program Characteristics:

Executive Summary

This is the base program offer, which was funded in FY20 with a combination of on-going General Funds and One Time Only funding. Workday was implemented in January 2019 as part of the county's enterprise resource planning system (ERP). HR has implemented a three tier support model utilizing business operational HR staff with departmental HR teams, in partnership with IT. The HR Workday Support team provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday Human Capital Management (HCM) functionality to help the county use our ERP system to its fullest potential.

Program Summary

The Workday Support Team manages human resources operational and strategic functions in Workday including project management, business analysis, configuration, reporting and daily maintenance across the multiple HR disciplines. For HCM and payroll the team supports Workday functions including maintenance of supervisory organization, maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team will perform the following functions:

1. System configuration related to new functionality or changes to existing system.
2. Manage system business processes, determine the methodologies for implementing and maintaining HCM and payroll systems, business processes and procedures to achieve a consistent and predictable employee and manager experience across the county.
3. Conduct audits, analyze data, and perform testing to protect data integrity and internal controls.
4. Meet regularly with HR stakeholder groups to share and prioritize new functionality in upcoming Workday releases.
5. Provide ongoing learning support to all county HCM users to enhance skill development and adoption for system end users, in conjunction with Central HR Organizational Learning team.
6. Write reports and maintain existing reports to meet HR business and operational needs.
7. Manage business relationship with Workday.
8. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
9. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
10. Develop and present reports that show progress towards workforce goals.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	N/A	N/A	4,500	4,500
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	N/A	N/A	45%	95%
Efficiency	Business processes initiated through employee and manager self service.	N/A	N/A	60,000	60,000

Performance Measures Descriptions

Output: Measures resolution of ERP HR & Payroll ServiceNow tickets. Outcome: Implementation of Workday release functionality. Initial implementation of Workday release functionality was limited due to go-live. With more stability in the Workday module we expect to implement more release items to support HR operations. Efficiency: the effectiveness of change management and organizational adaptation to the new system. We expect this number to increase over time. Performance not measured for FY19 due to go-live delay.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,424,838	\$0	\$604,672	\$0
Contractual Services	\$65,921	\$0	\$6,387	\$0
Materials & Supplies	\$84,640	\$0	\$0	\$0
Internal Services	\$51,076	\$0	\$36,292	\$0
Total GF/non-GF	\$1,626,475	\$0	\$647,351	\$0
Program Total:	\$1,626,475		\$647,351	
Program FTE	8.00	0.00	3.00	0.00

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

Explanation of Revenues

Program supported by ongoing General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2020: 72022-20 Workday Support - Central Human Resources

FY20 program supported by \$625,000 ongoing General Fund revenue and \$1,001,475 of one-time-only revenue. This Program Offer has been changed to represent the positions currently funded by ongoing General Fund revenue only. Program Offer 72022B has been created to seek ongoing revenue for the positions previously funded with one-time-only revenue.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$918,811	\$0
Contractual Services	\$0	\$0	\$8,000	\$0
Materials & Supplies	\$0	\$0	\$74,664	\$0
Internal Services	\$0	\$0	\$59,127	\$0
Total GF/non-GF	\$0	\$0	\$1,060,602	\$0
Program Total:	\$0		\$1,060,602	
Program FTE	0.00	0.00	5.00	0.00

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

Explanation of Revenues

Program supported by ongoing General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2020: 72022-20 Workday Support - Central Human Resources

In FY20 the program was supported by \$625,000 ongoing General Fund revenue and \$1,001,475 of one-time-only revenue. This Program Offer has been created to seek ongoing revenue for the positions previously funded with one-time-only revenue. Program Offer 72022A represents the positions that already have ongoing General Fund revenue.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

DART Administration plans, directs, and coordinates operations and activities of the County's Division of Assessment, Recording and Taxation; performs state mandated functions of the Assessor, Tax Collector, and certain County Clerk functions; monitors activities for statutory compliance; establishes effective implementation of policies, strategic direction, program evaluation, and process/technology improvements; provides financial and tactical resource planning and employee development and performance management.

Program Summary

DART performs the duties of the County Assessor including property valuation and assessment, property tax rate/levy calculation, certifying the property tax roll for collection, ownership and records management, and mapping. It is responsible for maintaining Real Market Value on over 309,000 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 \$1.9 billion in property taxes; and the County Clerk functions of document recording, marriage licenses and domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The administration program plans, directs and coordinates the operations and activities of Multnomah County's Division of Assessment, Recording and Taxation. Administration is responsible for strategic direction and tactical planning; policy development and implementation; financial planning and budget development; employee development, training, succession planning and performance management; continuity of operations planning; technology and information systems which includes a new Assessment and Taxation System; quality control, program measurement and evaluation and process improvements; administrative support, communications, including the news media, and oversight of over 500,000 customer service interactions annually.

The program supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules, monitors division activities and processes for statutory compliance, and submits required compliance reports to the Oregon Dept of Revenue. This program ensures the collection of property taxes in a timely manner that is fair and equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The program continues to provide quality customer service to taxpayers.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total Number of Property Tax Accounts Administered	321,800	336,500	309,500	310,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100%	100%	100%	100%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6%	6%	6%	6%
Efficiency	Cost of Collection per Account (in Dollars)	\$4.00	\$4.00	\$4.00	\$4.00

Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Dept of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 6-7% of total DART operating program expenditures. The cost of collection per account will fluctuate depending on costs of collection activities and the number of accounts.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines guidelines for acceptable levels of assessment and taxation staffing. Current DART staffing is at the lower end of adequate to perform statutory functions. Reductions to program may jeopardize grant revenue.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$477,628	\$0	\$642,069	\$0
Contractual Services	\$9,100	\$0	\$9,100	\$0
Materials & Supplies	\$47,973	\$0	\$49,362	\$0
Internal Services	\$169,710	\$0	\$167,625	\$0
Total GF/non-GF	\$704,411	\$0	\$868,156	\$0
Program Total:	\$704,411		\$868,156	
Program FTE	2.40	0.00	3.40	0.00

Program Revenues				
Fees, Permits & Charges	\$65,000	\$0	\$65,000	\$0
Intergovernmental	\$70,366	\$0	\$80,013	\$0
Total Revenue	\$135,366	\$0	\$145,013	\$0

Explanation of Revenues

Participation in the Oregon Dept of Revenue's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$80,013 allocated to DART Administration. General Fund Revenue of \$65,000 is from a portion of the document recording fee for County Assessment and Taxation Programs (5% of the \$10 per document fee) and is for the maintenance of county property tax systems. The document recording fee may vary annually based upon economic factors affecting the real estate market and the number of documents recorded. (Note: The balance of the \$10 document recording fee is allocated to the County Clerk (5%) and to the County Assessment & Taxation Fund (90%) for distribution to the Oregon Dept of Revenue for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72023-20 Div of Assessment, Recording & Taxation Administration

Increased from 2.40 FTE in FY20 to 3.40 FTE in FY21. An A&T Technician 2 position is being reclassified to HR Analyst 1 NR and moved from Residential Appraisal to DART Administration program. Position currently filled as LDA moved to permanent to provide ongoing support for WESP implementation in DCM & equity & inclusion efforts in DART.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program is the first primary point of contact for DART customers at the public counter, through the organization's incoming phone system, by email and via online chat.

Program Summary

The Customer Service program responds to approximately 140,000 inquiries annually, including 60,000 walk-in customers and approximately 28,000 reported in the County Clerk Function Program Offer. Staff process tax payments, sell copies of records, process passport applications, and provide general information on behalf of the organization. Property owners, taxpayers, and citizens, in general, have an expectation of local government to provide responsive, accurate, and quality service. The ability to connect directly with the taxpayer increases the understanding of government and the role of property taxation.

Customer Service staff also assist the Tax Revenue Management Program by processing approximately 10,000 over-the-counter tax payments totaling approximately \$50+ million dollars annually. Passport photo and County photo ID processes were transferred under the supervision of DART Customer Service and relocated to the DART offices in 2014. The operational costs are split between DART and Facilities & Property Management for photo services. Other recent efficiency and service improvements included point of sale debit/credit cards and website enhancements. In FY19 DART completed the installation of new enterprise software (Orion), which is used in all of DART business processes.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of counter transactions	53,675	57,500	57,690	57,500
Outcome	Average number of transactions per cashier	5,803	6,216	6,237	6,230
Output	Number of phone calls, emails and chats received and answered	74,299	76,339	79,028	79,000
Outcome	Average number of phone calls, emails and chats per operator	8,032	8,252	8,544	8,500

Performance Measures Descriptions

"Number of counter transactions" includes computer-generated statistics from the operating systems used in Customer Service. The system tracks revenue-generating transactions including tax payments, marriage licenses, Domestic Partnership Registrations, passport applications and copies of various records.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$891,910	\$0	\$1,026,576	\$0
Contractual Services	\$2,650	\$0	\$2,650	\$0
Materials & Supplies	\$20,110	\$0	\$20,875	\$0
Internal Services	\$374,256	\$0	\$368,545	\$0
Total GF/non-GF	\$1,288,926	\$0	\$1,418,646	\$0
Program Total:	\$1,288,926		\$1,418,646	
Program FTE	9.50	0.00	10.00	0.00

Program Revenues				
Intergovernmental	\$278,562	\$0	\$235,937	\$0
Total Revenue	\$278,562	\$0	\$235,937	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$235,937 allocated to DART Customer Service. Remaining Customer Service Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72024-20 DART Customer Service

Increased FTE from 9.50 in FY20 to 10.00 in FY21. Chief Appraiser position formerly in Residential Appraisal Program 72034 and Special Programs 72030 in FY20, was reclassified to Manager 1 position during FY20. For FY21, allocated .50 FTE to County Clerk Recording program 72025A and .50 FTE to Customer Service program 72024.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The 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

For FY 2019, 131,085 documents were recorded, 6,825 Marriage Licenses were processed, 188 Domestic Partnership Registrations were issued and 9,711 Passport Applications were accepted. Last year 534 BoPTA appeals were processed. 6,478 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 assists approximately 14,000 customers at the counter annually and responds to an estimated 15,000 inquiries. The Marriage License and Domestic Partnership staff assist approximately 28,000 customers at the counter annually and respond to a high volume of inquiries that are reported within the Customer Service total of approximately 140,000 annually.

This program also makes available records for customer use. Electronic recording functionality was installed in 2012 and additional service providers were added in subsequent years, improving efficiency and customer service. Currently, more than 60% of recording transactions are completed electronically.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Marriage Licenses Issued	6,825	7,500	7,504	7,500
Outcome	% of Accurately Processed Licenses	N/A	N/A	95%	95%
Output	Number of Documents Recorded	131,085	160,000	160,000	160,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	2	4	2	2

Performance Measures Descriptions

The "% of Accurately Processed Licenses" is a new measure for FY21. The state no longer verifies or returns licenses, so we have begun tracking errors on licenses internally. 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,261,319	\$0	\$1,319,002	\$0
Contractual Services	\$45,574	\$0	\$61,179	\$0
Materials & Supplies	\$95,300	\$0	\$99,287	\$0
Internal Services	\$308,348	\$0	\$249,429	\$0
Total GF/non-GF	\$1,710,541	\$0	\$1,728,897	\$0
Program Total:	\$1,710,541		\$1,728,897	
Program FTE	13.40	0.00	12.90	0.00

Program Revenues				
Fees, Permits & Charges	\$4,261,014	\$0	\$4,981,985	\$0
Intergovernmental	\$35,183	\$0	\$28,429	\$0
Other / Miscellaneous	\$195,000	\$0	\$195,000	\$0
Total Revenue	\$4,491,197	\$0	\$5,205,414	\$0

Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees for marriage licenses, domestic partnerships, marriage record copies, amendments to marriage and DP records, and waivers of a 3-day waiting period for a marriage license are \$291,825. Passport application acceptance fees are \$339,500 and Passport photo fees are \$65,000; Document Recording page fees retained by the County General Fund are \$4,149,460. Recording record copy fees are \$195,000. A portion of recording fees collected for the Corner Preservation Fund and the County Assessment Function Funding Account is credited to the County Clerk Fund pursuant to ORS 205.320(2) are projected at \$120,000. Fees for filing a Board of Property Tax (BoPTA) Appeal are estimated at \$16,200. BoPTA is allocated \$28,430 of the \$2,930,889 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2020: 72025A-20 DART County Clerk Functions

FTE decreased from 13.40 FTE in FY20 to 12.90 FTE in FY21. Chief Appraiser position formerly in Residential Appraisal Program 72034 and Special Programs 72030 in FY20, was reclassified to Manager 1 during FY20. For FY21, allocated .50 FTE to County Clerk Functions 72025A and .50 FTE to Customer Service 72024. A&T Technician 1 reclassified to A&T Technician 2 and moved from County Clerk Functions 72025A to Tax Revenue Management 72027.

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County Clerk scaled offer represents a carryover of unspent restricted revenues for the County Clerk that reside within the General Fund. A portion of fees on recorded documents is dedicated for the County Clerks pursuant to Oregon Revised Statute 205.320(2), to acquire storage and retrieval systems and maintain and restore records as authorized by the County Clerk. Carryover funds will be used for services to continue conversion of historical recorded documents and other County Clerk records to digital format for a Digital Research Room, and to maintain County Clerk records and systems.

Program Summary

The County Clerk Functions Program consists of recording land-related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property values or waive personal property late filing fees based on evidence provided by the taxpayer.

The County Clerk Carryover Program for FY 2021 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 the 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 2021 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of digital records converted and uploaded to Digital Research Room (in Millions)	3.754	1.5	1.5	1.5
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. The Performance Measure is measured in millions of document pages.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$84,534	\$0	\$0	\$0
Contractual Services	\$27,466	\$0	\$48,410	\$0
Total GF/non-GF	\$112,000	\$0	\$48,410	\$0
Program Total:	\$112,000		\$48,410	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$112,000	\$0	\$48,410	\$0
Total Revenue	\$112,000	\$0	\$48,410	\$0

Explanation of Revenues

The carryover revenue in this Program, in the amount of \$48,410, 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 2020: 72025B-20 DART County Clerk Carryover

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The DART Ownership & Parcel Management Program is responsible for processing real property ownership changes; adding sale information to the tax roll; and maintaining property information and property tax roll descriptions. Through an examination of recorded and unrecorded documents, this program verifies the documentation and ensures that the documentation is acceptable for ownership transfer and processing. Program staff provides direct customer service for both the public and internal staff.

Program Summary

The Ownership & Parcel Management Program, within the Division of Assessment, Recording, and Taxation (DART), updates and maintains the ownership records and property information for real property tax accounts. Recorded documents, such as deeds, contracts and assignments and unrecorded documentation, such as marriage records, court orders, and death certificates, are used to update the tax roll. Accurate ownership information is essential for DART programs to ensure that tax statements and various notices are sent to the correct party. Additionally, the group processes voucher actions of partition plats, subdivisions, condominiums, and property line adjustments. 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 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. The group also maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Ownership Changes Processed	25,166	30,000	30,000	30,000
Outcome	Average Number of Days to Complete Ownership Changes	8	3	5	5
Output	Number of Tax Roll Changes	2313	N/A	2558	2500

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$399,537	\$0	\$730,110	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$750	\$0	\$1,500	\$0
Internal Services	\$85,956	\$0	\$118,917	\$0
Total GF/non-GF	\$486,543	\$0	\$850,827	\$0
Program Total:	\$486,543		\$850,827	
Program FTE	4.20	0.00	7.20	0.00

Program Revenues				
Intergovernmental	\$123,322	\$0	\$169,992	\$0
Total Revenue	\$123,322	\$0	\$169,992	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889. Allocated \$169,992 to DART Ownership & Parcel Management program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72026-20 DART Ownership

Added 3 FTE moved from Program 72028 GIS Cartography to Program 72026 Ownership & Parcel Management.

Department: County Management

Program Contact: Tim Mercer

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting, and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past due taxes is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

Program Summary

The Tax Revenue Management Program sends property tax statements; collects current and delinquent real and personal property taxes and various fees, issues property tax refunds; distributes tax revenues to taxing districts; and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. Over 335,000 tax statements are sent annually resulting in almost 400,000 payment and accounting transactions 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. Customer use of electronic payment options continues to increase. 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. In FY19 DART completed the installation of new enterprise software (Orion), which is used in all of DART business processes. This year we will have a new electronic payment processing product/vendor which will improve internal efficiency as well as customer experience.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Property Tax Statements Issued	347,139	350,000	337,000	340,000
Outcome	Percentage of Current Year Property Taxes Collected	98.49%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	139.1	155.0	148.0	155.0

Performance Measures Descriptions

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A&T) staffing. 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,348,884	\$0	\$1,518,812	\$0
Contractual Services	\$196,600	\$0	\$191,790	\$0
Materials & Supplies	\$25,776	\$0	\$26,189	\$0
Internal Services	\$525,795	\$0	\$479,605	\$0
Total GF/non-GF	\$2,097,055	\$0	\$2,216,396	\$0
Program Total:	\$2,097,055		\$2,216,396	
Program FTE	12.40	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$393,000	\$0	\$393,000	\$0
Intergovernmental	\$363,436	\$0	\$316,243	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$761,936	\$0	\$714,743	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 15% of program expenditures. Grant amounts vary depending upon the state-wide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated at \$2,930,889, with \$316,243 allocated to DART Tax Revenue Management Program. Program revenues of \$398,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, are based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant and warrant recording fees, manufactured structure ownership transfer fees and miscellaneous tax collection and copy fees. Remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2019: 72027-19 DART Tax Revenue Management

Increased from 12.40 FTE in FY20 to 13.40 FTE in FY21. A&T Technician 1 position reclassified to A&T Technician 2 and moved from County Clerk Functions 72025A to Tax Revenue Management 72027. The position is focused on expediting outstanding refunds.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86,92-93,100,198-199,222,227,271,274-275,306-308,312,368,457,477-478. Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the Oregon Department of Revenue (DOR) has determined Multco's A&T staffing to be adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including GIS/Cartography.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$958,479	\$0	\$661,606	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$15,534	\$0	\$14,920	\$0
Internal Services	\$217,574	\$0	\$100,921	\$0
Total GF/non-GF	\$1,191,887	\$0	\$777,747	\$0
Program Total:	\$1,191,887		\$777,747	
Program FTE	8.40	0.00	5.25	0.00

Program Revenues				
Intergovernmental	\$247,280	\$0	\$124,977	\$0
Total Revenue	\$247,280	\$0	\$124,977	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$123,976 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with State of Oregon for transfer of GIS data to State. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72028-20 DART GIS/Cartography & Parcel Management

Decreased Program 72028 DART GIS/Cartography & Parcel Management from 8.40 FTE to 5.25 FTE. Moved 3 FTE to Program 72026 Ownership & Parcel Management; changed allocation of management position from .40 to .25 FTE.

Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308,308A,309,310 and 321 . Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including this unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$452,697	\$0	\$489,727	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$14,358	\$0	\$15,679	\$0
Internal Services	\$43,836	\$0	\$46,115	\$0
Total GF/non-GF	\$511,491	\$0	\$552,121	\$0
Program Total:	\$511,491		\$552,121	
Program FTE	3.20	0.00	3.25	0.00

Program Revenues				
Intergovernmental	\$93,942	\$0	\$76,789	\$0
Total Revenue	\$93,942	\$0	\$76,789	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$76,789 allocated to DART Assessment Performance Mgmt Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72029-20 DART Assessment Performance Analysis

Program FTE for 72029 DART Assessment Performance Analysis increased from 3.20 FTE to 3.25 FTE due to change in allocation of Manager position. Reclass of one Data Analyst SR, position 704457, to Development Analyst to support the increased responsibilities of the new CAMA system.

Department: County Management **Program Contact:** Larry Steele
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 and special assessments. The group monitors exempt properties for continued qualification in the exemption programs. Additional tax roll responsibilities include processing corrections and reallocating maximum assessed value. Special Programs maintains property information while providing direct customer service to the public.

Program Summary

The Special Programs Group (SPG) ensures that exempt and specially assessed properties are valued in accordance with state statutes to maximize property tax revenues that fund County programs. Property taxes account for approximately 60% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 limitations.

SPG reviews and processes, annually, over 8,500 accounts with special assessments and/or exemptions. Examples of some of the programs SPG administers are historic special assessments, exemptions for properties owned and/or occupied by charitable, fraternal and religious organizations, and farm/forest deferrals. Lease records are also tracked for exempt government agencies leasing to non-exempt tenants, ensuring taxable values for over 800 additional accounts are accurate.

SPG administers programs that provide exemptions to war veterans and their surviving spouses, along with active duty military personnel. Currently, there are a combined 4,000 accounts that qualify for these programs. Approximately 500 field inspections are performed annually as part of SPG's compliance activities.

In addition to administering exemptions and special assessments, the SPG team determines and reallocates Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG is also responsible for the timely processing of tax roll corrections.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Accounts Reviewed and Processed for Current Tax Roll	9,870	8,500	9,000	9,000
Outcome	Taxable Market Value Re-established to the Tax Roll (in Millions of dollars)	\$1,255	\$750	\$750	\$750
Input	Total Exempt Accounts Monitored	32,404	34,000	34,500	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,857	2,000	2,500	2,000

Performance Measures Descriptions

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308,308A,309,310 and 321 . Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including this unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$899,137	\$0	\$889,441	\$0
Contractual Services	\$1,720	\$0	\$1,800	\$0
Materials & Supplies	\$15,285	\$0	\$13,213	\$0
Internal Services	\$145,329	\$0	\$120,337	\$0
Total GF/non-GF	\$1,061,471	\$0	\$1,024,791	\$0
Program Total:	\$1,061,471		\$1,024,791	
Program FTE	7.90	0.00	7.25	0.00

Program Revenues				
Intergovernmental	\$231,772	\$0	\$171,163	\$0
Total Revenue	\$231,772	\$0	\$171,163	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$171,164 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 2020: 72030-20 DART Property Assessment Special Programs

FTE decreased from 7.90 FTE in FY20 to 7.25 FTE in FY21; Increased Program Supervisor allocation by .20 FTE; Manager 2 position allocated .25 FTE for FY21. Removed .10 FTE allocation of Chief Appraiser position, which was reclassified to Manager 1 during FY20 and for FY21 moved from Residential & Special Programs to County Clerk Program 72025A and Customer Service Program 72024. Reclassified Tax Exemption Specialist (Vacant) to Data Analyst and moved to Program 72037 DART Application Support.

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Personal Property Assessment Program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for processing all taxable Business Personal Property returns received. Personal Property represents 3% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Summary

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable business Personal Property accounts. Oregon Revised Statutes require annual filings from businesses in the county, comprising more than 22,000 accounts. 13% of those accounts are equipment leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets.

Assessment technicians review returns for accuracy/completeness and select/apply appropriate depreciation factors. Technicians also conduct research and discovery of businesses and property omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for more than 60% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Accounts Processed, Coded and Valued	16,229	27,000	16,000	16,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,552	\$2,600	\$2,600	\$2,600
Efficiency	Percentage of Accounts Filing Electronically	11%	8%	10%	10%

Performance Measures Descriptions

Last year some process improvement efforts lead to a decrease in the Number of Accounts Processed, Coded and Valued. The same number of assets were processed, and value remained as projected, but we decreased the number of accounts used to track leased assets. 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.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. Current DART staffing is minimally adequate to perform statutory functions. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$899,952	\$0	\$902,938	\$0
Contractual Services	\$14,050	\$0	\$12,115	\$0
Materials & Supplies	\$3,798	\$0	\$4,299	\$0
Internal Services	\$289,149	\$0	\$243,992	\$0
Total GF/non-GF	\$1,206,949	\$0	\$1,163,344	\$0
Program Total:	\$1,206,949		\$1,163,344	
Program FTE	7.25	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$212,549	\$0	\$165,009	\$0
Total Revenue	\$212,549	\$0	\$165,009	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$165,009 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 2020: 72031-20 DART Personal Property Assessment

Moved .25 FTE Chief Appraiser position to Program Offer 72034 Residential Appraisal.

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Commercial/Industrial Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all commercial, multi-family, local and state industrial manufacturing plants, warehouses, bulk petroleum storage facilities and Port of Portland properties. This section represents approximately 31% of the total taxable assessed value.

Program Summary

This program is responsible for maintaining Real Market and Maximum Assessed Value for approximately 19,693 commercial and multifamily accounts, 1,213 county and state appraised manufacturing accounts, 2,905 storage and distribution warehouse accounts, and 455 billboards. Manufacturers are required to file industrial property returns annually. This represents the annual audit and review of approximately 56,940 machinery, equipment and personal property assets as well as 444 bulk petroleum storage tanks.

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 properties within its purview are 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.

Performance is measured through the number of permits completed per year, and annual audits of machinery, equipment and personal property assets. Additional performance efficiency is achieved by converting valuation methodologies to income models, land tables and other automated calculation methods. Appraisers are prepared to defend values under appeal. These properties represent high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdiction with interest.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	NUMBER OF INDUSTRIAL ASSETS VALUED;	58,596	49,500	50,000	50,000
Outcome	NEW TAXABLE REAL MARKET VALUE EXCEPTION (in millions of dollars)NEW EXCEPTION RMV VALUE IN MI	\$3,133	\$2,000	\$2,500	\$2,500
Efficiency	% OF ACCOUNTS ON AUTOMATED RECALCULATION: (Accounts Pointed To A Valuation Mc	16.4%	35%	20%	20%
Outcome	% MARKET GROUPINGS WITH COD COMPLIANCE; (Industrial/Commercial Neighborhoods by Ration Report	92%	85%	92%	92%

Performance Measures Descriptions

Combining the Commercial & Industrial sections required an update of the measures. FY20 Budgeted Performance figures for measures 2 & 4 reflect prior year Commercial section estimates only, as this was not a measure for the Industrial section previously. The Coefficient of Dispersion (COD) is a primary measure of this. Failure to meet DOR standards can result in loss of the CAFFA grant and program control.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,913,220	\$0	\$3,079,687	\$0
Contractual Services	\$1,675	\$0	\$2,525	\$0
Materials & Supplies	\$117,837	\$0	\$126,250	\$0
Internal Services	\$394,078	\$0	\$338,438	\$0
Total GF/non-GF	\$3,426,810	\$0	\$3,546,900	\$0
Program Total:	\$3,426,810		\$3,546,900	
Program FTE	22.75	0.00	22.50	0.00

Program Revenues				
Intergovernmental	\$667,025	\$0	\$531,077	\$0
Total Revenue	\$667,025	\$0	\$531,077	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889, with \$531,077 allocated to DART Commercial & Industrial Property Appraisal Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72033-20 DART Commercial Property Appraisal

For FY2021, combined Program Offer 72032 DART Assessment Industrial, with Program Offer 72033 DART Commercial Property Appraisal and changed Program Name to "Commercial and Industrial Property Appraisal". Moved 8 positions from PO 72032 to PO 72033. Reallocated .25 FTE Chief Appraiser to Program Offer 72034 Residential Appraisal. Performance measures have been updated to reflect the unification of these two groups. Current Year Budgeted Performance figures for measures 2 & 4 reflect Commercial section estimates only as this was not a measure for the Industrial section previously.

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The 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 property converted to commercial use, personal property floating and manufactured homes and all land specially assessed for use as farm, forest and open space. Residential Property represents approximately 60% 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 for 211,448 single family and two-four family properties; 37,617 condominiums; 4,870 manufactured homes; 1,896 floating properties; 2,717 farm/forest deferral properties; and 1,159 business accounts. A total of 36,306 permits were generated for FY2020 requiring filtering, review and processing. There are largely issued by local jurisdictions. Sale ratio is also used to identify those accounts with potential changes that could add exception value to accounts where no permit has been issued.

Under Measure 50, appraisal staff capture new value on behalf of taxing districts, beyond the statutorily required 3% increase, within the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Accounts Appraised	14,041	18,000	14,000	14,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$1,084	\$750	\$800	\$800
Outcome	% Neighborhood with COD Compliance	100%	98%	100%	100%

Performance Measures Descriptions

As noted in the summary, the conversion to the ORION database has had an impact on FY20 budgeted figure for measure 2. This is expected to stabilize in subsequent program offers. Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year. The Coefficient of Dispersion (COD) is a key measure and Failure to meet standards can result in loss of CAFFA grant revenue.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,693,354	\$0	\$4,758,048	\$0
Contractual Services	\$6,900	\$0	\$4,600	\$0
Materials & Supplies	\$132,650	\$0	\$128,780	\$0
Internal Services	\$690,063	\$0	\$585,176	\$0
Total GF/non-GF	\$5,522,967	\$0	\$5,476,604	\$0
Program Total:	\$5,522,967		\$5,476,604	
Program FTE	39.10	0.00	37.50	0.00

Program Revenues				
Intergovernmental	\$1,146,529	\$0	\$884,836	\$0
Total Revenue	\$1,146,529	\$0	\$884,836	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889. Allocated \$884,835 to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72034-20 DART Residential Property Appraisal

Conversion to a new database, ORION, has had an impact on the current year budgeted figures for measure 2. This is a result of the conversion but is expected to stabilize in subsequent program offers. Reduced FTE from 39.10 in FY20 to 37.50 in FY21. Chief Appraiser position formerly .90 FTE in Residential Appraisal 72034 and .10 FTE in Special Programs 72030 in FY20, was reclassified to Manager 1 and transferred to County Clerk Program 72025A and Customer Service Program 72024. Added .50 FTE Allocation of remaining Chief Appraiser. Moved .20 FTE Supervisor position to Special Programs 72030. Reclassified A&T Technician 2 to HR Analyst 1 NR and moved to DART Admin Program 72023.

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Applications Support (APP Support) Program manages DART's application software and hardware through configuration, support and communication with external IT vendors. They perform the functions necessary to produce the certified annual tax roll, which includes calculating tax rates and taxes and producing tax statements. As a result of these efforts, this program also maintains vital information necessary for both internal and external data requests, essential in developing statutorily required reports and providing transparency to Multnomah County stakeholders.

Program Summary

DART's Applications Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result, the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information by developing data files for both internal and external customers. 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 and project management. The Program answers user questions, resolves problems, and provides advice on the effective use of the Division's business application systems.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Requests & Support Activities Completed	3,500	3,600	3,500	3,600
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%
Output	Tax Statement Production	347,139	N/A	332,536	335,000

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. Tax Statement Production numbers can fluctuate due to factors beyond the control of the Assessor.

Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92,205,294,305,306,307,308,308A,309,310 and 321 . Through the County Assessment Function Funding Assistance (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. According to the DOR, Multco's assessment and taxation staffing is adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including this unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$756,149	\$0	\$916,027	\$0
Contractual Services	\$3,475	\$0	\$9,500	\$0
Materials & Supplies	\$418,686	\$0	\$411,633	\$0
Internal Services	\$262,516	\$0	\$301,468	\$0
Total GF/non-GF	\$1,440,826	\$0	\$1,638,628	\$0
Program Total:	\$1,440,826		\$1,638,628	
Program FTE	5.40	0.00	6.25	0.00

Program Revenues				
Intergovernmental	\$158,142	\$0	\$147,424	\$0
Other / Miscellaneous	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$198,142	\$0	\$187,424	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% 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 \$2,930,889 with \$147,424 allocated to DART Applications Support program. Program revenue of \$40,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment and Taxation data files. Service fees are authorized by Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2020: 72037-20 DART Applications Support

Increase of 0.85 FTE, from 5.40 FTE in FY20 to 6.25 FTE in FY21. Allocation of Manager Position reduced from .40 FTE to .25 FTE. A vacant position in DART Special Programs (72030) is being reclassified to a Data Analyst and moved to DART Application Support (72037). Reclassified two Data Analyst SR positions to Development Analyst to support the increased responsibilities of the new CAMA system.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management, maintenance and disposition of the County's tax foreclosed property portfolio. The County's current inventory portfolio consists of approximately 210 properties. Less than 10% are properties with improvements or structures. Properties are disposed of at public sales, private sales, government transfers and donations to non-profits.

Program Summary

The County comes into ownership of real property generally once a year through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded into the Tax Title Program portfolio and are managed and disposed of pursuant to Multnomah County Code, Chapter 7. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. The program consults with other County departments and community agencies for housing, services and support for occupants of tax foreclosed properties. Maintenance of the properties is performed through agreement and reimbursement to Department of County Assets, Facilities and Property Management Division.

The Tax Title Program researches and inspects properties received to determine their highest and best use. The program will identify property to be sold at public sale in cooperation with the Multnomah County Sheriff's Office, a private sale or to make available for donation to governments or non-profits. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of program 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Properties remaining in Tax Title Inventory	218	205	209	205
Outcome	Properties placed back on the tax roll & into community use	21	20	22	20
Outcome	Revenue credited to General Fund, Sub-Fund	\$1,626,119	\$1,212,674	\$100,000	\$100,000

Performance Measures Descriptions

The goal of the program is to first apply rigorous foreclosure avoidance measures and, if deeded, reinstate tax foreclosed properties to the tax roll or into public use. At the end of every budget year the tax foreclosed property revenues are totaled, operating expenses and pass-through payments are accounted for, and the balance of revenue will be disbursed to Multnomah County General Fund, Sub-Fund 10030 Tax Title: Affordable Housing.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties are to manage and dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county including guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information concerning the transfer of foreclosed properties to non-profits & government agencies. ORS 98 details procedures concerning abandoned property & vehicles at foreclosed property. County Code Chapter 7 states how tax foreclosures are to be managed and disposed.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$212,461	\$0	\$222,693	\$0
Contractual Services	\$1,370,074	\$0	\$257,400	\$0
Materials & Supplies	\$14,665	\$0	\$14,665	\$0
Internal Services	\$117,800	\$0	\$114,350	\$0
Total GF/non-GF	\$1,715,000	\$0	\$609,108	\$0
Program Total:	\$1,715,000		\$609,108	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues				
Fees, Permits & Charges	\$100	\$0	\$100	\$0
Taxes	\$9,300	\$0	\$9,300	\$0
Other / Miscellaneous	\$1,704,000	\$0	\$598,108	\$0
Interest	\$1,600	\$0	\$1,600	\$0
Total Revenue	\$1,715,000	\$0	\$609,108	\$0

Explanation of Revenues

The Program is financially self sustaining. Program revenues include contract principle \$9,300 and interest estimated \$1,600 from contracts and repurchases of tax foreclosed properties. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at approximately \$598,380 for FY21. Fees of \$100 are for late fees on contract payments per County Fee Ordinance. Prior to deeding property to Multnomah County, the program directs a rigorous foreclosure avoidance outreach. If foreclosure avoidance efforts are successful it can significantly reduce the number of properties deeded to, and subsequently sold by, Multnomah County. Successful mitigation efforts substantially reduced the FY20 revenue estimate. The FY21 revenue estimate reflects the likelihood of continued success in the program's foreclosure avoidance efforts. If the program's revenues exceed the 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 2020: 72038-20 DART Tax Title

Department: County Management

Program Contact: Brian Smith

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Construction Diversity and Equity Fund program ensures that County construction projects support a diverse local workforce and provides suppliers a fair opportunity to compete for county contracts regardless of owner ethnicity, gender, disability or firm size. The program strengthens the County's commitment to increasing diversity, equity and opportunity in our workforce and business community.

Program Summary

Jobs in the fields of construction, professional services and contracting are stable, family wage jobs, but as a result of a history of discrimination and other barriers, jobs in these fields have not been equally available to all people. Through the Construction Diversity and Equity Fund (CDEF) program, the County sets aside one percent (1%) of the County Construction Cost and one percent (1%) of other funds' Construction Costs (when permitted by other funding entities) into the CDEF. In addition, any liquidated damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program shall be placed in the CDEF.

The CDEF program supports three initiatives, (1) the development of a diverse, local construction workforce through support of Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs, (2) support and retention services for new employees to the workforce, and (3) technical assistance, mentoring and training for suppliers (businesses) in the fields of construction-related professional services or contracting that have been certified by the Oregon Certification Office for Business Inclusion and Diversity, aka COBID-Certified Firms.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	15	15	15
Outcome	Number of workers able to maintain employment due receiving direct support and retention services.	N/A	30	30	30
Output	Number of COBID Certified firms receiving technical assistance, mentoring, and training.	N/A	30	30	30

Performance Measures Descriptions

Legal / Contractual Obligation

Multnomah County Board Resolution No.2018-024 - Resolution Approving Amendments to Public Contract Review Board Rules Division 60 on Equal Opportunity in Public Contracting, Effective July 1, 2018

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$100,000	\$0	\$110,000	\$0
Total GF/non-GF	\$100,000	\$0	\$110,000	\$0
Program Total:	\$100,000		\$110,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$100,000	\$0	\$110,000	\$0
Total Revenue	\$100,000	\$0	\$110,000	\$0

Explanation of Revenues

The CDEF program is funded by two sources. The first is Liquidated Damages assessed by the County for Workforce Training & Hiring (WFTH) non-compliance on projects subject to the WFTH program. The second is one percent of the general fund County Construction Cost of each Construction Project, and one percent of other fund's Construction Cost, when permitted by other funding entities participating in funding the Construction Project. The budget in the current fiscal year consists of funds collected from these two sources in the previous fiscal year.

Significant Program Changes

Last Year this program was: FY 2020: 72044-20 Construction Diversity and Equity

Department: County Management **Program Contact:** Heather Drake
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72022 - Workday Support - Central Human Resources
Program Characteristics:

Executive Summary

This is the base program offer, which was funded in FY20 with a combination of on-going General Funds and One Time Only funding. Workday was implemented in January 2019 as part of the County's enterprise resource planning system (ERP). Workday is designed to be managed and supported by business operational staff in Central Finance. The ERP Finance Support team provides strategic and operational leadership and maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential.

Program Summary

The ERP Finance Support team maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential. This program supports planning, design, build, and testing of Workday configuration and custom reports. It maintains the system's foundational financial master data. It includes a variety of learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering classroom training sessions. It supports active participation in the larger Workday Community and direct advocacy with Workday for functionality enhancements that would benefit County operations.

Workday functionality supported by this program offer includes: Allocations, Banking and Settlement, Business Assets, Customer Accounts (Accounts Receivable), Facilities Tasks, Financial Accounting, Grants Management, Inventory, Master Data, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

The ERP Finance Support team performs the following key functions:

- (1) Analyze, design, build, test, configure, and provide learning support for all changes made to the existing system configuration, including features from mandatory, twice-yearly Workday system updates.
- (2) Maintain ERP's foundational financial master data.
- (3) Maintain system business processes and security approach to establish internal controls over finance transaction processing.
- (4) Create new custom reports and maintain existing custom reports.
- (5) Meet regularly with finance stakeholder groups to share and prioritize new functionality in upcoming Workday releases, provide ongoing learning support to all County finance users, and determine how to better meet business needs.
- (6) Work collaboratively with Information Technology, Marketplace, Questica, TRIRIGA, and Workday HCM support teams on technical issues and solutions.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of customer tickets processed	N/A	N/A	1,200	1,200
Outcome	Percent of features in mandatory, twice-yearly Workday updates analyzed, tested, successfully configured	N/A	N/A	> 95%	> 95%
Output	Number of learning support sessions provided	N/A	N/A	23	27

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$674,940	\$0	\$618,372	\$0
Contractual Services	\$50,000	\$0	\$0	\$0
Materials & Supplies	\$87,585	\$0	\$11,627	\$0
Internal Services	\$61,000	\$0	\$43,912	\$0
Total GF/non-GF	\$873,525	\$0	\$673,911	\$0
Program Total:	\$873,525		\$673,911	
Program FTE	4.00	0.00	3.00	0.00

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

Explanation of Revenues

Program Supported by \$673,911 Ongoing General Fund Revenue

Significant Program Changes

Last Year this program was: FY 2020: 72046-20 Workday Support - Finance

FY20 program supported by \$625,000 on-going General Fund Revenue and \$248,525 of One Time Only Revenue. This Program Offer has been changed to represent the expenditures currently funded by on-going General Fund revenue only. Program Offer 72046B has been created to seek on-going revenue for the expenditures previously funded with One Time Only Revenue.

Reclassified 1.0 FTE From a Business Analyst Senior to a Finance Manager to manage the staff in the program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$180,073	\$0
Contractual Services	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$0	\$0	\$28,086	\$0
Internal Services	\$0	\$0	\$14,638	\$0
Total GF/non-GF	\$0	\$0	\$272,797	\$0
Program Total:	\$0		\$272,797	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Program Supported by \$272,797 Ongoing General Fund Revenue

Significant Program Changes

Last Year this program was: FY 2020: 72046-20 Workday Support - Finance

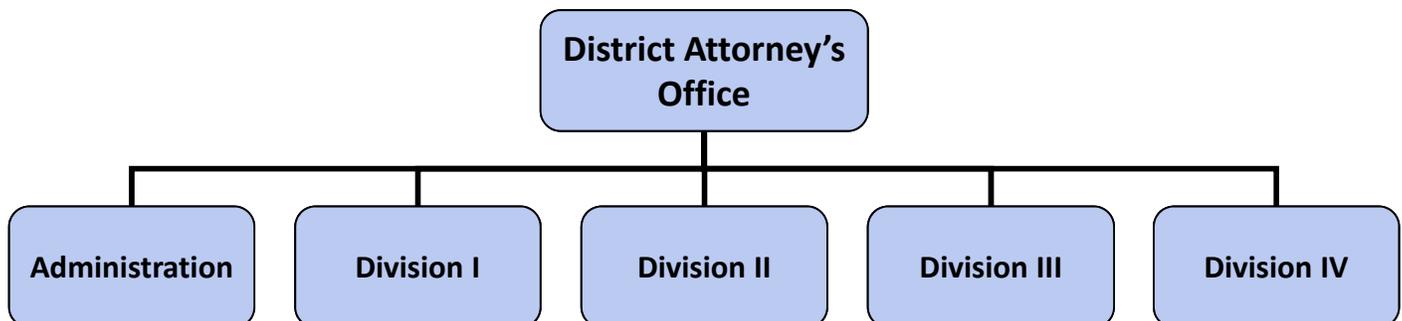
FY20 program supported by \$625,000 on-going General Fund Revenue and \$248,525 of One Time Only Revenue. This Program Offer is requesting on-going General Fund revenue for expenditures previously funded with One Time Only funding.

Department Overview

The Multnomah County District Attorney's Office (MCDA) strives to provide fair, equitable, and unbiased services. Prosecution services are the cornerstone of any effective public safety system. MCDA reviews and prosecutes criminal cases referred by police agencies within the County as well as several other important functions such as its work surrounding child support services. The Office collaborates with numerous partner agencies in pursuit of resources and services to obtain better outcomes for the community.

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, fair, and just sanctions for offenders who engage in criminal activity. What follows are some of MCDA's guiding principles:

- To enforce the rule of law by providing fair, equitable, and unbiased prosecution services. MCDA acknowledges historical and current racial disparities in criminal justice and endeavors to reduce the negative impacts of criminal justice involvement and its collateral consequences.
- To be responsive to the needs to the community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively with criminal justice system partners to effect positive change by looking at and developing new and innovative programs, best practices, and data to study and improve upon outcomes such as recidivism, restitution identification and procedural fairness.
- To find ways at 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 2021 Proposed budget for the District Attorney's Office is \$39.1 million, a \$3.7 million increase from the FY 2020 budget. The FY 2021 budget is comprised of 80% General Fund and 20% Other Funds.

The General Fund increased by \$2.9 million (10.1%) and had a net increase of 0.15 FTE. The budget increase is largely due to increased personnel and internal service costs. Other Funds increased by \$0.9 million (12.6%), primarily due to increased Victims of Crime Act funding, a grant related to the Sexual Assault Kit Initiative, a Violence Against Women Act (VAWA) grant, and an increase in specialty court funding. The majority of the Other Funds increase supports personnel, with a net increase of 2.87 FTE from FY 2020.

The FY 2021 General Fund allocation includes \$71,319 in ongoing funding for a Domestic Violence DDA – VAWA (15102B) to support 0.40 FTE, with the remaining funding for the full-time position coming from a Federal grant.

The FY 2021 General Fund allocation also includes \$40,000 in one-time-only funding for SB 1008 Evaluations (15017). A list of programs funded as one-time-only can be found in the Budget Director's message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current	Adopted	Proposed	
	Actual	Estimate	Budget	Budget	
Staffing FTE	207.45	197.18	195.18	198.20	3.02
Personnel Services	\$28,163,519	\$29,107,775	\$29,063,285	\$31,727,965	\$2,664,680
Contractual Services	1,442,543	1,104,229	1,126,764	1,203,813	77,049
Materials & Supplies	1,280,854	994,907	1,002,150	1,069,856	67,706
Internal Services	3,324,673	4,103,075	4,103,075	5,038,111	935,036
Capital Outlay	<u>10,248</u>	<u>40,950</u>	<u>45,000</u>	<u>45,000</u>	<u>0</u>
Total Costs	\$34,221,837	\$35,350,936	\$35,340,274	\$39,084,745	\$3,744,471

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

Successes and Challenges

Successes: As the largest district attorney's office in Oregon, representing Oregon's most populous county, the Multnomah County District Attorney's Office frequently partners with public safety officials locally, statewide, and nationally to work on enacting sound public safety policies and laws that reflect the desires of the community and increase confidence, fairness, efficiency, and effectiveness system-wide.

Here are some highlights from FY 2020:

- The Office continues to lead a significant and positive change of its public safety and court response to individuals experiencing abuse or addiction issues related to the use of controlled substances through the Treatment First and LEAD programs.
- The Multnomah County Justice Reinvestment Program (MCJRP) continues to be one of the most innovative programs in the country. The County continues to use substantially less prison (reduction of around 40% in the first four years) than before the program's existence. Further, there continues to be an 8% decrease in recidivism for MCJRP participants (versus comparison group) during a two-year time frame.
- Having led a multi-jurisdictional effort to test more than 3,000 previously untested sexual assault kits in Multnomah, Marion, Lane, and several other counties, MCDA announced on December 4, 2019, the 12th indictment resulting from that effort.
- Victim advocates assisted about 3,000 victims of crimes.
- Continuing a history of success, the Child Support Enforcement Division collected over \$30 million in child support, all of which went to helping households in Multnomah County.

Challenges: The criminal justice system continues to face racial and ethnic disparities in the community. MCDA is dedicated to continuing its work to eliminate those disparities through thoughtful, data-driven, and coordinated policy adjustments. MCDA is grateful that last year the County funded a dedicated data research and analysis position to assist the Office in its work. It was a great first step toward establishing the team needed to do this work. Careful and accurate accumulation of important data is critical, but MCDA needs analysis capacity to understand the data and make practice or policy changes to assist it in obtaining desired outcomes.

Continuing reductions in staff and co-occurring additional obligations, many of which result in better work and outcomes, have placed an enormous strain on MCDA's capacity to perform all of its duties, obligations, functions, and desires. Several years of staff reductions now reflect that attorney to population rates are at a generational low and well below national staffing standards. Further reductions and/or unfunded, or underfunded, additional responsibilities incurred will likely result in significant negative impacts to public safety and to community and system partners.

Diversity, Equity, and Inclusion

The Multnomah County District Attorney's Office continues to be fully committed to workplace diversity and equity. The Office provides outstanding service to the many different people and populations within Multnomah County in a manner that is culturally and linguistically competent and trauma-informed. It is the policy of the District Attorney that all staff and attorneys work with full awareness of the ways in which the justice system impacts different people and populations.

In 2013, MCDA initiated an internal employee workgroup named the Equity, Dignity and Opportunity Council (EDOC). This group of twelve office members – six lawyers and six non-lawyers — meets weekly to advance the equity conversation within the office, plan and sponsor equity-related trainings for the office such as the "Red Door Project: Hands Up Portland," "Gender Bias in the Workplace," "Trauma Informed Practices in the Criminal Justice System," "Equity, Diversity, and Trauma Informed Practice," "The Science of Bias," and "The Privilege Walk." Further, EDOC considers workplace initiatives and presents equity issues for internal review, discussion, and solution.

As of February 2019, MCDA's Equal Employment Opportunity (EEO) information shows that of the 73 deputy district attorneys, 49% are female and 32% are minorities. The percentage of minority non-attorney staff is 34%. Additionally, employee data show of MCDA's eight investigators, five (or 63%) identify as minority. Six of twelve (50%) MCDA victim advocates identify as minority. MCDA's victim advocates, investigators, and others work hard to eliminate the cultural and other barriers that prevent victims from realizing and fully utilizing their legal rights in the criminal justice system. This includes being mindful of cultural sensitivities, producing written materials in several languages, and using interpreters and translation services.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$8,105,830	\$0	\$8,105,830	30.55
Division I	6,377,106	4,307,403	10,684,509	53.60
Division II	8,716,349	0	8,716,349	49.10
Division III	7,031,590	1,479,259	8,510,849	40.95
Division IV	1,185,942	2,037,784	3,223,726	24.00
Non-Represented Wage Freeze	(156,518)	0	(156,518)	0.00
Total District Attorney's Office	\$31,260,299	\$7,824,446	\$39,084,745	198.20

Administration

The administrative branch sets policy and provides leadership, coordination, resource allocation, and direction for the Office. It also sets policy and provides direction related to work with local law enforcement, social service agencies, local businesses, and the public. Administration includes:

- Management Services - The District Attorney and the senior management team.
- Administrative Services - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- Information Technology - Supports desktop computer systems, software applications, and servers; maintains the document management system and the juvenile and adult case management systems; and provides data analysis.
- Finance/Human Resources - Manages all accounts payable/receivable, general ledger, petty cash, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, contracts, recruitment, retention, payroll, and benefits administration.
- Records/Discovery – Fulfills the Office's statutory responsibility to provide case-specific discovery documents and provides file storage and retrieval for the entire office.

Significant Changes

The Gresham Police Department (GPD) is currently in the process of equipping their officers with body-worn cameras. With a small handful of exceptions, GPD patrol officer body-worn cameras were fully deployed by March 12, 2020. As of mid-April 2020, 73 cameras are in the field. An additional 56 cameras remain to be deployed to command staff, school resource officers, detectives, gang enforcement, and traffic. Experience and historical analysis from jurisdictions in which body-worn camera programs have been implemented show that the data received by prosecutors is voluminous. The Office estimates that once all cameras are online, the three agencies currently generating body-worn camera footage (GPD, Portland State University, and the Oregon State Police) will send MCDA an average of 17 hours of video evidence every business day. Deputy district attorneys must review the evidence and non-lawyer staff must duplicate the evidence and provide it to defense attorneys. Conservative estimates, culled from surveys of other jurisdictions, reveal an estimated increase in work (and personnel costs) ranging from 3% to 10%.

Division I

Division I works to protect survivors of domestic violence and their families, protect children who are victims of sexual and physical abuse and neglect, prosecute crimes involving these victims, including homicides, and strengthen services for children and families in Multnomah County.

- Domestic Violence Unit – Prosecutes crimes of domestic violence, including misdemeanors, felonies, homicides, and violation of restraining orders, while engaging government and community partners to secure the safety of survivors of domestic violence and their families.
- MDT Child Abuse Team – Prosecutes felony crimes of physical and sexual abuse of children and, when appropriate, protects the same abused and or neglected children, as well as other seriously endangered children, by advocating for child safety via dependency in Juvenile Court.
- Juvenile Court Trial Unit – Prosecutes criminal conduct by juveniles ranging from misdemeanors to felonies to homicides. This unit advocates for child safety and increasing parental capacity via limited dependency. This unit no longer assists in freeing children from critically unsafe parents through adoption.
- Child Support Enforcement – Establishes and enforces child support and medical support orders.

Significant Changes

For decades, the Juvenile Court Trial Unit had performed three primary functions: 1) prosecution of juvenile criminal cases (juvenile delinquency), 2) protecting children via juvenile dependency, and 3) freeing children for adoption when efforts to keep a family intact are exhausted (Termination of Parental Rights or TPR). Historically, dependency and TPR programs in the County had been partially funded by the State.

On July 1, 2019, the Department of Human Services (DHS) redirected State and Federal funds from MCDA to pay lawyers at the Oregon Department of Justice to represent DHS in all TPR and dependency matters in Multnomah County. Although MCDA no longer is involved in TPR, MCDA continues to be involved in some juvenile dependency cases. The FY 2020 budget partially backfilled some of the overall funding reductions, which allowed the Juvenile Court Trial Unit to continue both delinquency and dependency functions, albeit in a reduced role. The dependency function is reduced to limited proactive dependency.

Due to reduced funding in FY 2020, the Juvenile Court Trial Unit lost six deputy district attorneys. Additionally, the County's child abuse prevention system no longer has co-housed DHS, prosecutors, and law enforcement to coordinate child protection efforts. Established in the 1990s and recognized around the State and internationally, this model has ceased to exist in the County. On January 1, 2020, SB 1008 also added additional deputy district attorneys and victim advocate responsibilities to this unit.

Division II

Division II consists of approximately 26 attorneys in Unit C, the Misdemeanor Trial Unit and the Pretrial Unit.

- Unit C is a felony trial unit responsible for prosecuting a variety of very serious and mid-level felony crimes including homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries, and felony animal abuse.
- The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These misdemeanor crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation, and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program, such as Community Court or Treatment First, or they are set for trial.
- The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases, and public records requests. The unit also oversees the administration of the grand jury process.

Significant Changes

The Multnomah County District Attorney's Office reorganized in 2019 in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties the Misdemeanor Intake Unit, which no longer exists as a stand-alone program offer. The Strategic Prosecution and Services Unit supervisory duties have shifted to the Division III Chief Deputy District Attorney.

Division III

Division III is comprised of three units: Unit A/B and Human Trafficking, Unit D, and Neighborhood/Strategic Prosecution/MCJRP.

- Unit A/B and Human Trafficking - The majority of drug and property offenders receive supervision and treatment for addiction and mental health rather than prison through the Multnomah County Justice Reinvestment Program (MCJRP). The STOP and START programs, LEAD, and Treatment First are also administered through this Unit.
- Unit D – Works with victims of violent crimes and survivors of sexual assault. It prosecutes aggravated murder, criminal homicide, rape and other sex crimes, felony assault, kidnapping, sex offenses, and official misconduct. When appropriate, and in consultation with victims, offenders are diverted from prison into court supervised and community based treatment programs.
- Neighborhood/Strategic Prosecution/MCJRP Collaborates and problem solves neighborhood livability and quality of life issues with partners including individual community members, advocates, community groups, and neighborhood and business associations.
- Post-Conviction Unit – Reviews claims of actual innocence and wrongful conviction to ensure that an individual's rights are safeguarded.

Significant Changes

In 2019, Unit A (property) and Unit B (drugs) merged along with the Human Trafficking Task Force in order to achieve efficiencies and to balance caseloads among the prosecutors. Other than high level dealers distributing heroin and methamphetamine and certain repeat property offenders, the majority of offenders in this combined unit receive treatment based supervision rather than prison sentences.

Division IV

Division IV is comprised of two units: the Victims Assistance Program and Investigations. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime.

The Investigations Unit provides support in criminal prosecutions, which directly affects the lives and safety of children, teens, families, LGBTQ, houseless, and other vulnerable populations that have been victims of crime in Multnomah County. Investigators perform all of the duties and critical tasks needed to support deputy district attorneys and to help them protect the community and hold defendants accountable.

Program Summary:

- Victims Assistance Program – Assists victims of crime with crisis response, safety planning, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.
- Investigations – In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau, and the Gresham Police Department, provides investigation services for felony, misdemeanor, juvenile, and family crimes.

Significant Changes

Expansion of services to youth and minor victims of sex trafficking through the Victims of Crime Act (VOCA) Human Trafficking grant. Increasing ability to provide specialized trainings and assist Multnomah County Sex Trafficking Collaborative (MCSTC).

- Through additional VOCA funding, MCDA's program was able to increase advocacy and restitution services provided to victims on cases with juvenile offenders. This includes a designated advocate who established a closer working relationship with schools and Title IX coordinators.
- Detailed planning, training, and preparation for a mass casualty event. This includes formation of an internal MCDA team for response, joining with Multnomah County Emergency Management in its efforts to create a countywide plan for family reunification. MCDA's efforts include working with surrounding counties, state, and federal partners in creating a comprehensive response plan.
- The chief investigator is a member of the Multnomah County Threat Assessment Team (MCTAT), a multi-disciplinary team of professionals from local, state, and federal law enforcement; mental health organizations; and local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of the community.
- One investigator was assigned to the Body Worn Camera Unit, established in October 2019, which supports the goals of increased transparency and police accountability as well as providing enhanced community protection.

District Attorney's Office

fy2021 proposed budget

District Attorney's Office

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

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$1,369,367	\$0	\$1,369,367	7.00
15001	Administrative Support Services	2,139,345	0	2,139,345	3.00
15002	Information Technology	2,528,689	0	2,528,689	6.00
15003	Finance/Human Resources	662,725	0	662,725	5.00
15004	Records/Discovery	923,463	0	923,463	7.05
15012A	Body Worn Cameras - Gresham	235,310	0	235,310	1.50
15013	MCDA Research & Planning Unit	206,931	0	206,931	1.00
15017	SB1008 Evaluations	40,000	0	40,000	0.00
Division I					
15100	Division I Administration	526,601	0	526,601	1.00
15101A	Juvenile Court Trial Unit	1,041,164	0	1,041,164	6.00
15101B	Juvenile Dependency and Delinquency	679,616	0	679,616	3.00
15102A	Domestic Violence Unit	1,814,584	128,159	1,942,743	10.60
15102B	Domestic Violence DDA - VAWA	71,319	0	71,319	0.40
15103	MDT - Child Abuse Unit	1,257,131	970,804	2,227,935	7.00
15104	Child Support Enforcement	986,691	3,208,440	4,195,131	25.60
Division II					
15200	Division II Administration	744,499	0	744,499	1.00
15201	Unit C	2,674,407	0	2,674,407	12.00
15202A	Misdemeanor Trial Unit	1,931,852	0	1,931,852	12.00
15202B	Civil Commitment - Deputy District Attorney (1.00 FTE)	156,405	0	156,405	1.00
15204A	Pretrial	2,974,546	0	2,974,546	21.10
15204B	Pretrial - Deputy District Attorney and Office Assistant (2.00 FTE)	234,640	0	234,640	2.00
Division III					
15300	Division III Administration	401,834	0	401,834	1.00
15301	Unit A/B - Property/Drugs/Human Trafficking	3,580,503	155,655	3,736,158	20.50
15304	Unit D - Violent Person Crimes	1,892,279	289,896	2,182,175	9.00
15308	Neighborhood DA Program / MCJRP	1,156,974	1,033,708	2,190,682	10.45

District Attorney's Office

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Division IV					
15400	Division IV Administration	246,505	0	246,505	1.00
15401A	Victims Assistance Program	383,907	1,566,745	1,950,652	16.00
15401C	Victims Assistance Program - Victim Advocate (1.00 FTE)	102,361	0	102,361	1.00
15402	Investigations	453,169	471,039	924,208	6.00
All Divisions					
	Non-Represented Wage Freeze*	<u>(156,518)</u>	<u>0</u>	<u>(156,518)</u>	<u>0.00</u>
	Total District Attorney's Office	\$31,260,299	\$7,824,446	\$39,084,745	198.20

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$14,444. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds is unchanged.

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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 executive staff provide the leadership, vision, policies, resource allocation, oversight, and direction for the Multnomah County District Attorney's Office. The DA leads and monitors daily operations and directs related work with local law enforcement agencies, social service agencies, and addresses public and private concerns to ensure the organization is operating at its maximum efficiency in service to the community.

Program Summary

The District Attorney (DA) and executive staff are responsible for leadership around public relations, policy direction, long and short-range planning, internal human and labor relations and oversight of daily operations. As the largest district attorney's office in the State of Oregon, representing Oregon's most populous county, the DA frequently partners with public safety officials locally, statewide and nationally to work on enacting sound public safety policies, practices and laws which reflect the desires of the community and increase responsible transparency, confidence, fairness, efficiency and effectiveness system-wide. The office oversees administrative functions that support our law-related direct service work.

The DA represents the office to public safety peers, works with legislators and state law enforcement leaders, and provides assistance and leadership for statewide and national district attorney matters. The DA is the ultimate authority responsible for prosecution of crime. The DA and staff meet with county, city and state legislators dozens of times each year to discuss pending policy and legislation and often help draft legislation around criminal justice. The DA serves as the executive sponsor for the Equity Dignity Opportunity Council (EDOC), an internal workgroup which meets to advance the equity conversation, policy making and practice within the office and beyond. This year the EDOC is expanding its work to include the objectives of the Workforce Equity Strategic Plan.

The office initiates and oversees Continuing Legal Education (CLE) sessions attended by attorney personnel internal and external to the DA's Office.

In addition to the DA, this unit includes a first assistant to the district attorney, two administrative managers, and three staff assistants, who provide support for the DA and senior management.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of all staff communications	65	65	117	120
Outcome	Total number of cases received	19,916	19,789	19,555	19,555

Performance Measures Descriptions

"Total number of cases received" is a new performance measure this year, as it more accurately represents the actual work performed than the previously reported "cases resolved".

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. Oregon Revised Statute (ORS): 8.850. 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,134,048	\$0	\$1,347,767	\$0
Materials & Supplies	\$19,100	\$0	\$21,600	\$0
Total GF/non-GF	\$1,153,148	\$0	\$1,369,367	\$0
Program Total:	\$1,153,148		\$1,369,367	
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 2020: 15000-20 Management Services

A Staff Assistant position (Communications Director) at 1.00 FTE is added to the program.

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Administration support provides assistance in person and over the phone for victims, witnesses, defense attorneys, court and law enforcement personnel, and the general public in navigating the criminal justice system. This program coordinates and distributes all interoffice and U.S. Mail for the Multnomah County District Attorney's Office, provides clerical support for multiple deputy district attorneys, maintains records for internal, state, and nationwide data systems.

Program Summary

Main Office Reception: Administrative staff are the main reception for Multnomah County District Attorney's Office. Staff guide victims and witnesses on proper signing of subpoenas; they calculate mileage for reimbursement along with witness fee payments. One position provides Spanish translation in-person and over the phone for victims and witnesses and is also responsible for a Spanish language only message box. Staff provide a welcoming atmosphere for an average of 22 people who walk into the office each day, in addition to an average of 130 daily phone calls. These numbers include the general public, victims and witnesses, law enforcement or other public safety personnel, defendants, defense attorneys, legislators and other elected officials visiting the office. Staff coordinate mail service for the entire office, including handling and routing an average of 166 letters and packages each day. This program retrieves and disburses probation violation administrative sanction reports, enters discovery fees received on each case into CRIMES, profiles e-recog sheets, maintains phone lists for entire office, schedules conference room reservations for the entire office, and are facilities liaisons for sixth floor. Staff are trained in safety and confidentiality, in accordance with office and county legal and ethical requirements. The staff answer phones from 7:30 AM to 5:30 PM five days-a-week.

Legal assistant functions include: Assisting victims seeking restitution for any loss incurred, and extensive communication with victims and witnesses regarding trials, hearings, and meetings. They provide clerical support for trial units to include data entry, file preparation, and tracking domestic violence, sexual assault, and mental health cases. Staff assist deputy district attorneys with legal documents and running records affecting the issuance of Treatment First, LEAD (Law Enforcement Assisted Diversion), START (Success through Accountability, Restitution, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. They process subpoenas, close files, and maintain scrupulous desk notes.

Administrative expenses such as bar dues for deputy district attorneys, courier services, facilities charges associated with the Central Courthouse are also included in this program offer.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Witness (Subpoena) Fees paid	830	1,120	772	900
Outcome	Amount paid in Witness (Subpoena) Fees	\$6,639	\$8,500	\$13,278	\$8,500

Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$644,182	\$0	\$286,211	\$0
Contractual Services	\$60,000	\$0	\$82,200	\$0
Materials & Supplies	\$170,000	\$0	\$176,000	\$0
Internal Services	\$863,676	\$0	\$1,594,934	\$0
Total GF/non-GF	\$1,737,858	\$0	\$2,139,345	\$0
Program Total:	\$1,737,858		\$2,139,345	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$591,376	\$0	\$827,829	\$0
Total Revenue	\$591,376	\$0	\$827,829	\$0

Explanation of Revenues

Departmental Indirect Revenues come from the following grants:
 Child Support Enforcement, \$ 477,774
 Victims of Crime Act (VOCA), \$203,592
 Bureau of Justice Assistance – Sexual Assault Kit Elimination, \$48,481
 Child Abuse Multidisciplinary Intervention Grant (CAMI), \$42,633
 Justice Reinvestment Grant Program (HB 3194), \$32,960
 Violence Against Women Act (VAWA) Competitive Formula Grant, \$17,093
 Criminal Justice Commission Specialty Court Grant Program, \$5,296

Significant Program Changes

Last Year this program was: FY 2020: 15001-20 Administrative Support Services

In FY20 a department-wide expenses associated with 1) contract market adjustment and longevity pay and 2) temporary labor were consolidated in this program. In FY21, those expenses are distributed across the specific programs impacted resulting in a \$350,000 reduction to the Management Services.

Internal Services are increased as a result of higher Facilities costs of \$725,546 associated with the move to the new courthouse planned for July 2020.

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The District Attorney's Information Technology (IT) Unit provides rapid and economical computer desktop support, as well as all computer software, servers, peripherals and network security and support to Multnomah County District Attorney's Office (MCDA) users. The seven person unit is responsible for the operation and maintenance of the MCDA document management system, Alfresco, and the MCDA principal case tracking systems, CRIMES Juvenile and CRIMES Adult. In addition, the unit collects and prepares the office's statistical data for public consumption. The unit also maintains a helpdesk for members of the office.

Program Summary

The IT Unit supports all aspects of information technology for MCDA, including but not limited to, acquisition, deployment, maintenance, monitoring, development, upgrade and support of all MCDA IT systems, including servers (physical and virtual), PC's, laptops and tablets, 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 and security issues. In addition, the unit oversees data storage, retention, backup and restoration.

The IT Unit supports over 210 MCDA employee users and works closely with justice partner agencies to provide their users access to the CRIMES case management system. The unit also maintains the offices external website www.MCDA.us, as well as an office only intranet. The unit also manages video and audio equipment used throughout the courtrooms in the central courthouse, video and audio equipment in three grand jury hearing rooms, and the For The Record (FTR) system used for mandated recording of all grand jury hearings.

This program allows the district attorney to fulfill a legal responsibility under Oregon state law to maintain a register of official business, in which the district attorney makes a note of every action, suit or proceeding commenced or defended by the District Attorney in official capacity, and the proceedings, therein.

The program's help desk is staffed 7:30 AM to 5:00 PM, Monday through Friday, and 9:00 AM to 5:00 PM on Saturdays and Sundays.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Help Desk Calls	2,600	3,300	3,120	3,300
Outcome	Number of times the DA network failed due to an internal cause	0	0	0	0

Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$995,598	\$0	\$1,033,147	\$0
Contractual Services	\$52,000	\$0	\$55,000	\$0
Materials & Supplies	\$306,400	\$0	\$334,929	\$0
Internal Services	\$1,227,124	\$0	\$1,060,613	\$0
Capital Outlay	\$45,000	\$0	\$45,000	\$0
Total GF/non-GF	\$2,626,122	\$0	\$2,528,689	\$0
Program Total:	\$2,626,122		\$2,528,689	
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 2020: 15002-20 Information Technology

Internal Services are reduced by \$183,409 in the program due to the elimination of network circuits serving the now vacated MDT facility and reduction in network circuit charges at the Trimet and Lloyd Neighborhood offices.

Department: District Attorney

Program Contact: Jodi Erickson

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program provides all support for the Multnomah County District Attorney's Office (MCDA) related to finance, purchasing, travel and training, budget preparation, fiscal reports, grant reporting and monitoring, and research/evaluation. It also carries out all human resources functions, including payroll, human resources records and personnel file maintenance, Workday user support and assistance for 200 employees, new employee orientation and onboarding in the office at and countywide NEO, and recruitment/selection. It also handles employee relations or labor relations complaints which are not eligible for referral to the new Complaint Investigations Unit in central human resources.

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 and training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, and contracts.

The Human Resources (HR) Unit provides support to the entire MCDA in many different areas to include: employee and labor relations, recruitment and selection, internal investigations, personnel file maintenance, classification and compensation, management consultation, discipline and grievance handling, reasonable accommodation requests and leave administration. The HR Unit provides support to the entire MCDA with regard to Workday questions and assistance. Workday has helped to streamline some of the HR Unit's business processes, while it has made others more time consuming and complicated. A year after implementation, the HR Unit is still working on finalizing some of these business processes. The HR Unit supports managers with contract interpretation, performance management consultation, and facilitates the departments FMLA/OFLA coordination with Central Benefits.

This program contributes to Multnomah County's Climate Action Plan by purchasing green products and supplies for the entire office and by working to reduce paper usage throughout the office. The office uses 100% recycled paper products.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of employees supported per day	N/A	215	215	210
Outcome	Percent of people of color hired for open positions	N/A	31%	36%	31%
Output	Number of new hires	65	20	44	30

Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the District Attorney to the successor in office. ORS 8.850 - Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$618,563	\$0	\$652,525	\$0
Materials & Supplies	\$8,550	\$0	\$9,200	\$0
Internal Services	\$0	\$0	\$1,000	\$0
Total GF/non-GF	\$627,113	\$0	\$662,725	\$0
Program Total:	\$627,113		\$662,725	
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 2020: 15003-20 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 Multnomah County District Attorney's Office (MCDA) in processing discovery requests and providing discoverable material to defense counsel and occasionally to attorneys representing victims. The records component maintains accurate records on open and closed cases including electronic document scanning and storage, coordinates scheduling and docketing of court appearances and provides administrative and clerical support to attorneys and staff assigned to the arraignment courts.

Program Summary

The Records/Discovery program fulfills the statutory responsibility to provide case-specific discovery of documents, photos, videos and audio material in paper, flash drive, CD, DVD, and hard drive formats to public and private defense attorneys, pro se defendants, and victims. The program currently handles and manages discovery of body worn camera footage for at least two police agencies. It is expected that there will be a shift from mostly paper-based discovery packets to paperless discovery packets and a doubling of video discovery as the Gresham Police Department fully implements its body-worn camera program. Staff copy, upload, redact, and disclose to defense attorneys any restitution information submitted by victims. The staff maintain meticulous records in tracking material and information within the possession or control of MCDA in order to disclose accurate data to defense on homicide and major crimes cases. This position is in contact with the District Attorney, first assistant to the district attorney, and chief deputy district attorneys with regard to processing of scanned documents for the most confidential and sensitive cases handled by the office.

This program also provides file storage and retrieval for the entire office, maintaining over 34,000 closed and open case files in various storage locations. Staff coordinate shipment and tracking of off-site storage for closed physical files and case materials at county archives and at private secured storage facilities. The unit maintains historical records of all archived cases and their destruction dates in accordance with county and state rules and regulations.

This program is responsible for compiling and disbursing a weekly list of defendants who have either remained in custody due to a judicial finding of probable cause or waived the probable cause hearing. Staff run records to assist deputy district attorneys with diversion completion eligibility for offenders, process assessments for Treatment First Program eligibility, and query and print records from the Law Enforcement Data System (LEDS/NCIC) to provide information required by the deputy district attorney for probation violation hearings.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of Discovery packets	13,074	16,900	12,553	13,500
Outcome	Total Discovery Revenue	\$369,545	\$370,000	\$370,000	\$370,000

Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.850 - Offices, supplies, and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies, and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$548,562	\$0	\$585,634	\$0
Contractual Services	\$6,000	\$0	\$6,500	\$0
Materials & Supplies	\$41,750	\$0	\$41,800	\$0
Internal Services	\$184,335	\$0	\$289,529	\$0
Total GF/non-GF	\$780,647	\$0	\$923,463	\$0
Program Total:	\$780,647		\$923,463	
Program FTE	7.07	0.00	7.05	0.00

Program Revenues				
Service Charges	\$370,000	\$0	\$370,000	\$0
Total Revenue	\$370,000	\$0	\$370,000	\$0

Explanation of Revenues

\$370,000 in Discovery Fees

Significant Program Changes

Last Year this program was: FY 2020: 15004-20 Records/Discovery

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Last year, this program partially funded the BWC Unit. A DDA must review all available evidence prior to making a charging decision. Tangible evidence must be reproduced by the district attorney's office and provided to the defense attorney. When body-worn camera evidence is received by the DA's Office, the process of reviewing and replicating the evidence will be mandatory, not discretionary. GPD now has completed the process of purchasing body worn cameras for all GPD patrol officers and is now in the deployment stage. This has increased obligations for MCDA which necessitates increasing capacity of MCDA to adequately protect crime victims and safeguard the rights of the accused. See submitted program 15012B.

Program Summary

The BWC Unit assists with the review of cases submitted by local law enforcement agencies to determine whether the case should be charged as a crime. This function is at the heart of the prosecution function. The charging decision in every case is guided by a 22-step analysis contained within the MCDA Policy Manual. As the case progresses through the system, the video may need to be re-reviewed, redacted, reformatted, and used in trial preparation and witness preparation. Gresham Police Department has implemented 132 body worn cameras, see submitted program 15012B.

Body-worn camera evidence is reviewed by a deputy district attorney. Duplication and distribution of body-worn camera evidence will be accomplished by non-lawyer staff. A review of comparably-sized offices from around the country has shown that, with the adoption of body-worn cameras by law enforcement, prosecutor's personnel costs rose between 3% – 10%. For example, the Wayne County District Attorney's Office (Detroit, MI) experienced an 8% increase in personnel costs after several of their law enforcement partners began using body-worn cameras. Data from body-worn cameras will be voluminous and secure storage will be necessary to comply with witness/victim privacy concerns as well as Criminal Justice Information Services (CJIS) compliance requirements.

Body-worn camera footage will allow prosecutors to view crime scenes and witness/victim/suspect interviews through an unfiltered lens. Transparency and system confidence will increase by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Hours of body camera footage reviewed	108	5,800	1,500	1,560
Outcome	Trials avoided by better charging decisions enabled through the use of body camera footage	N/A	N/A	N/A	-10

Performance Measures Descriptions

Output – All body camera footage submitted by GPD will be reviewed by a deputy district attorney to assist in determining whether criminal charges should be issued. If charges are issued, pertinent footage will be duplicated and made available to defense attorneys. Outcome – Having audio/visual evidence will allow prosecutors to view crime scenes and interviews through an unfiltered lens. Transparency and system confidence will increase by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes.

Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. Oregon Revised Statute (ORS): 135.185: The District Attorney shall disclose to a represented defendant the certain material within the possession and control of the district attorney.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$204,263	\$0	\$207,174	\$0
Materials & Supplies	\$46,091	\$0	\$28,136	\$0
Total GF/non-GF	\$250,354	\$0	\$235,310	\$0
Program Total:	\$250,354		\$235,310	
Program FTE	1.48	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 2020: 15012-20 Body Worn Cameras - Gresham

Last year, that program partially funded the BWC Unit with a 0.74 FTE Deputy District Attorney 2 and a 0.74 FTE Office Assistant 2. Gresham PD did not begin deploying BWCs until January 2020. They will be fully deployed and this practice will overload the current capacity of MCDA BWC Unit to review cases in order to protect community members who are victims of criminal conduct as well minimize MCDA's ability to safeguard the rights of the accused. Submitted program 15012B is offered as a solution to this critical problem.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$126,593	\$0	\$196,931	\$0
Materials & Supplies	\$3,407	\$0	\$10,000	\$0
Total GF/non-GF	\$130,000	\$0	\$206,931	\$0
Program Total:	\$130,000		\$206,931	
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 2020: 15013-20 MCDA Research & Planning Unit

Two half-time graduate school interns are added to the program in FY21

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$40,000	\$0
Program Total:	\$0		\$40,000	
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:

This program did not exist last year. The Oregon Legislature passed SB 1008 to take effect on January 1, 2020. This has created an additional financial resource requirement on the Multnomah County District Attorney's Office (MCDA) that had previously not existed. Without these additional funds, MCDA cannot accurately and adequately address criminal acts such as murder, rape and serious assaults committed against community members in our county. Furthermore, without these funds MCDA will not be able to ensure just outcomes for 15, 16, or 17 year old offenders based on the offender's individual characteristics.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$329,761	\$0	\$352,310	\$0
Materials & Supplies	\$5,000	\$0	\$5,300	\$0
Internal Services	\$147,896	\$0	\$168,991	\$0
Total GF/non-GF	\$482,657	\$0	\$526,601	\$0
Program Total:	\$482,657		\$526,601	
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 2020: 15100-20 Division I Administration

Due to county and state funding decisions in FY 2020, Division 1, suffered a detrimental impact that had severe consequences for child safety and families within Multnomah County.

Please see the Juvenile and MDT Program Offers. The Juvenile Program lost TPR and most dependency. This resulted in a significant reduction in safety and proactive measures that protect children and increase parental capacity. The MDT Unit had to vacate the MDT building at 102nd and Burnside and no longer is cohoused with law enforcement and DHS. This ended an evolved model of child protection that had existed since the 1990s. The MDT Unit moved to the Juvenile Court Building. Law Enforcement and DHS has noted that this has lessened the coordination, communication and collaboration that is essential to stop child abuse, strengthen families and hold those who harm children accountable.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Juvenile Court Trial Unit's primary function, due to reduced funding, includes delinquency matters. This unit, working with Multnomah County's Juvenile Services Division, prosecutes serious felonies and misdemeanors committed by those under 18 years of age. This program now prosecutes youth ages 15, 16, and 17 who have committed crimes such as murder, rape and serious assaults subject to SB1008. This program seeks community protection, reformation of the youth and restitution to victims of crime. Refer to program 15101B which partially restored the unit to two primary functions: 1) delinquency and 2) limited dependency.

Program Summary

The purposes of the Oregon juvenile justice system are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. This conduct includes cases ranging from minor misdemeanors to serious felonies—including murder, rape, robbery and serious assaults that were formerly prosecuted by other Multnomah County District Attorney's Office (MCDA) units but now, because of SB1008, are handled in juvenile court. The unit works closely with the Department of Community Justice (DCJ) Juvenile Division in developing appropriate sanctions aimed at accountability, community protection and reformation of the child or youth. Additionally, one of the goals of this program is to reduce the number of youth exposed to the adult criminal system. For over 25 years this program has been involved in the Anne E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). The current interagency agreement with the Juvenile Services Division provides for opportunities for youth to have their matters handled informally, either through the Community Health Initiative Early Intervention Program, or through informal handling by the Juvenile Department. The current agreement calls for MCDA to provide legal sufficiency screening of all referrals, to ensure that youth are held accountable only for acts that are legally sufficient. Legal sufficiency screening by non-lawyers often results in youth being held accountable inappropriately. The goal of these programs is to provide the principles of accountability and reformation without pulling a youth further into the Juvenile System. The deputy district attorneys coordinate with the Department of Human Services, DCJ and juvenile court counselors to serve families impacted by the juvenile system. On July 1, 2019, the Department of Human Services redirected state and federal funds from MCDA to pay their own lawyers at the Department of Justice (DOJ) to represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. Refer to Program 15101B (Dependency and Delinquency) which, in FY 2020, partially restored this unit to two primary functions to serve families in Multnomah County. Lost funding from FY 2020, however, eliminated full victim advocacy to help those involved in the court process navigate the complicated and often unfamiliar juvenile system and impacted victim safety, restitution and restorative justice. This program no longer accomplishes community protection, youth reformation, family preservation and skill building to the extent it has in the past.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR	1,857	1,363	1,558	1,558
Outcome	Early intervention program participants ___% less likely to recidivate than non-participants	39%	40%	39%	39%
Input	Number of attorneys in the unit needed to fulfill program description	11	5	7	5

Performance Measures Descriptions

For additional MCDA Budget Information:
<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

Juvenile Trial Court: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750): 1991 c.681 §4.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$940,187	\$0	\$989,164	\$0
Contractual Services	\$12,000	\$0	\$14,000	\$0
Materials & Supplies	\$36,300	\$0	\$38,000	\$0
Total GF/non-GF	\$988,487	\$0	\$1,041,164	\$0
Program Total:	\$988,487		\$1,041,164	
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 2020: 15101A-20 Juvenile Court Trial Unit

In FY 2020, State and Federal funding was eliminated in this program because the Department of Human Services decided to have DOJ represent DHS in all Termination of Parental Rights (TPR) and dependency matters in the County. Last year this program offer also reflected a General Fund reduction in order to meet the budget constraint. Because of reductions in both funding and FTE, this program lost two important child protection functions: full dependency and TPR. This program no longer advocates for proactive child protection efforts in dependency court proceedings to the extent it did in the past. This program no longer litigates cases where the abuse or neglect of a child necessitates effort be made to free the child for adoption (TPR). Refer to Program 15101B which restored the reduction in county funding to allow MCDA to continue delinquency and a limited role in dependency. This program now also has additional responsibilities under SB1008.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program allows the Juvenile Court Trial Unit to retain two primary functions: 1) delinquency (prosecuting certain criminal offenses committed by juveniles), 2) limited dependency (litigating some child protection cases in juvenile court). In dependency, this program seeks child safety while strengthening the protective capacity of families. Refer to 15101 A which details the delinquency function of the Juvenile Unit.

Program Summary

The Juvenile Court Trial Unit no longer accomplishes family preservation and skill building to the extent it had in the past. It does continue to prosecute crimes committed by juveniles, ranging from misdemeanors to serious felonies—including additional responsibilities imposed by SB 1008. In addition to the delinquency function described in 15101A, this program partially restored this unit to have two primary functions, delinquency and limited dependency to serve families in Multnomah County.

Dependency proceedings are noncriminal and take place in juvenile court where children are found unsafe and the court needs to intervene to protect the child. Dependency is proactive which can result in safer, healthier children who grow up to be adults who also implement safe parenting practices. These DDAs seek to protect children, strengthen families and work with system partners in dependency.

On July 1, 2019, the Department of Human Services (DHS) redirected state and federal funds from the Multnomah County District Attorney's Office (MCDA) to pay their own lawyers at the Department of Justice (DOJ) to represent DHS in all Termination of Parental Rights (TPR) and dependency matters in Multnomah County. Because of overall funding loss in FY 2020 to the Juvenile Court Trial Unit, deputy district attorneys (DDAs) child safety efforts were reduced and in many cases DDAs no longer worked with DHS and other agency partners to develop plans which provided protection for the child and opportunities for parents to expand their protective capacity. Because this unit had reduced funding in FY 2020, it has reduced coordination with community and system partners and reduced engagement in the cross-over youth practice model.

System partners, including judicial, children's attorneys, and parents' attorneys have noted that it is essential for MCDA to remain involved in dependency matters to ensure that children are safer and protective capacity of families is strengthened. This unit, because of SB1008 which took effect on January 1, 2020, will have additional responsibilities to review and prosecute cases where youth ages 15, 16 and 17 commit very harmful offenses such as murder, serious assaults and rape. This law also requires added victim advocate responsibilities.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases reviewed for Delinquency, Dependency, TPR. (Estimate and offer includes Delinquency & Dependency)	1,857	1,363	1,558	1,558
Outcome	Early intervention program participants ___% less likely to recidivate than non-participants	39%	40%	39%	39%
Input	Number of attorneys needed to fulfill program description in 15101A & 15101B	11	5	7	5

Performance Measures Descriptions

Some data fields are incomplete because this unit changed performance measures for FY20. For more information about Juvenile performance measures, please see <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Continuing MCDA involvement in juvenile dependency cases promote public safety through building parental capacity and safeguarding children.

Legal / Contractual Obligation

Juvenile Trial Court: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750): 1991 c.681 §4.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$578,857	\$0	\$643,616	\$0
Materials & Supplies	\$18,226	\$0	\$36,000	\$0
Internal Services	\$51,076	\$0	\$0	\$0
Total GF/non-GF	\$648,159	\$0	\$679,616	\$0
Program Total:	\$648,159		\$679,616	
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 2020: 15101B-20 Juvenile Dependency and Delinquency

On July 1, 2019, State and Federal funding was eliminated in this program because the DHS decided to have DOJ represent DHS in all TPR and dependency matters in Multnomah County. This was a new program offer in FY 2020. It restored the reduction in County funding for the Juvenile Court Trial Unit and was used to partially backfill the reduction in State funding. This allowed the MCDA to continue with a reduced role in dependency. Partial funding limited MCDA's work on juvenile justice reform issues and reduced both public safety, youth reformation and victim input regarding system decisions. The child abuse unit was also impacted and moved from the Multnomah County MDT building; ending an internationally recognized coordination model that has protected children since the early 90s. This unit now handles additional cases under SB 1008.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic violence is a social, economic and public health concern. The Domestic Violence (DV) Unit prosecutes felonies and misdemeanors involving victims and survivors of domestic violence including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit's mental health deputy district attorney (DDA) handles aid and assist issues in cases and coordinates the efforts of the Multnomah County Mental Health Court. This team works closely with our victim advocates to ensure trauma-informed support for survivors and their children.

Program Summary

The DV Unit prosecutes all types of family or intimate partner violence including physical and sexual assaults (rape, sodomy, for example), strangulation, kidnapping and homicide. The goals of this program are to secure victim and community safety while seeking defendant accountability. Additionally, these DDAs play a valuable role in advocating for community-oriented interventions to help support survivors and their children in breaking the vicious, generational, cycle of family violence. Moreover, the unit works to ensure that each victim is treated respectfully, compassionately and with dignity. Our Victim Assistance Program assigns an advocate to each case to provide outreach and assist survivors in obtaining comprehensive wrap around support services to help alleviate survivors' psychological, social, and financial fears. The unit works in collaboration with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. Initiatives include working closely with the Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The senior deputy district attorney is also an executive committee member for the Family Violence Coordination Council, 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 effecting domestic violence victim safety and offender accountability. The DV Unit participates in the Deferred Sentencing Program for eligible offenders. This program allows first time offenders an opportunity to earn a dismissal of the domestic violence charge with successful completion of a highly supervised and closely monitored program that includes batterer's intervention strategies and counseling. The DV 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 Multnomah County Mental Health Court.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	All DV Cases Reviewed (Felony, Misdo, VRO)	2,776	2,737	2,727	2,727
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	66.2%	75.35%	71.83%	71.83%
Input	Number of Attorneys needed to fulfill description duties	7	7	10.7	7.25

Performance Measures Descriptions

For additional MCDA Budget Information:
<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,636,635	\$0	\$1,756,384	\$108,325
Contractual Services	\$34,000	\$0	\$36,000	\$0
Materials & Supplies	\$19,150	\$0	\$22,200	\$0
Internal Services	\$0	\$0	\$0	\$19,834
Total GF/non-GF	\$1,689,785	\$0	\$1,814,584	\$128,159
Program Total:	\$1,689,785		\$1,942,743	
Program FTE	10.00	0.00	10.00	0.60

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$128,159
Total Revenue	\$0	\$0	\$0	\$128,159

Explanation of Revenues

This program generates \$19,834 in indirect revenues.

\$128,159 Violence Against Women Act (VAWA) Competitive Formula Grant, Oregon Department of Justice/Crime Victim and Survivor Services Division, Federal through State

Significant Program Changes

Last Year this program was: FY 2020: 15102-20 Domestic Violence Unit

Funding constraints will decrease capacity, while the obligations of the Multnomah County Mental Health Court has expanded.

In order to meet expanding community need with regard to underserved populations—people of color, LGBTQ, among others—while operating under imposed reduced resources, MCDA sought and obtained a Violence Against Women Act (VAWA) grant to fund a prosecutor to provide service to victims in these underserved populations. The grant will only partially fund a prosecutor. See 15102B for full funding request.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$71,319	\$0
Total GF/non-GF	\$0	\$0	\$71,319	\$0
Program Total:	\$0		\$71,319	
Program FTE	0.00	0.00	0.40	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 program. MCDA did not have a VAWA deputy district attorney last year. Inadequate funding has impeded MCDA efforts to end domestic violence in our county. In order to mitigate the impact of those funding measures this office applied for, and successfully obtained, a competitive federal VAWA grant to partially fund an additional domestic violence prosecutor for the next three years. The core function to serve marginalized members, as required by grant restrictions is to, "Prosecute domestic violence, sexual assault, stalking and dating violence crimes. Provide services to ensure the long term safety of victims; and hold offenders accountable for their crimes." This program is offered to enable the county to fulfill its promise to fund efforts to lessen and eliminate the impact of domestic violence on underserved community members in our county by providing remaining funds for an FTE not covered by the grant.

Department: District Attorney **Program Contact:** John Casalino
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program serves three primary functions: 1) Prosecute felony crimes involving child victims including homicide, physical abuse, abandonment and neglect, sexual exploitation and sexual assault (rape sodomy, for example) of children where the perpetrator is considered family, 2) Protect vulnerable children through litigating dependency cases in juvenile court; and 3) Coordinate the Multi-Disciplinary Child Abuse Team's (MDT's) child protection efforts and develop practices and policies to investigate and prosecute abuse while working to help keep children safe and strengthen families.

Program Summary

The 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. Cases in the MDT unit are often time and emotion intensive.

Last year, this program prosecuted some of the most troubling homicides (abusive head trauma), and serious felony sexual and physical assaults against children, in the county. These deputy district attorneys (DDAs) respond to child death crime scenes all hours of the day. This team reviews all unexpected child fatalities. DDAs also work with the Department of Human Services (DHS) and other agencies to protect children who are abused and neglected. They work with our Victim Assistance Program to ensure all practices are trauma-informed and mitigate the life-long consequences of child abuse.

These attorneys litigate 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 develops plans that provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place, with the goal that the child(ren) and parents be safe and to further parenting skills.

MDT DDAs coordinate discussion and resolution of inter-agency issues, assist in training with agencies involved in child abuse, participate in policy meetings with regard to 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 in regard to infant deaths and immediate physical and child sexual assault cases. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Dependency/Criminal cases reviewed	259	291	285	285
Outcome	Percentage of presumptively prison eligible defendant diverted from prison to community supervision	38.5%	43%	41.7%	41.7%
Input	Number of Attorneys needed to fulfill program duties	9	9	9	9

Performance Measures Descriptions

Some data fields are incomplete because of organizational changes that make prior performance measures inapplicable. Combining dependency and criminal work, MDT DDA's have between 300-325 children protected on their caseloads each month. Reducing child abuse/protecting children reduces adverse childhood experiences that cause health consequences that persist into adulthood. For additional MCDA Budget Information:
<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fv-2021.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,081,368	\$209,188	\$1,222,831	\$204,523
Contractual Services	\$17,000	\$670,624	\$18,000	\$703,557
Materials & Supplies	\$14,650	\$33,263	\$16,300	\$25,275
Internal Services	\$0	\$38,303	\$0	\$37,449
Total GF/non-GF	\$1,113,018	\$951,378	\$1,257,131	\$970,804
Program Total:	\$2,064,396		\$2,227,935	
Program FTE	5.00	2.00	5.00	2.00

Program Revenues				
Intergovernmental	\$0	\$951,378	\$0	\$970,804
Total Revenue	\$0	\$951,378	\$0	\$970,804

Explanation of Revenues

This program generates \$37,449 in indirect revenues.

\$970,804 Child Abuse Multidisciplinary Intervention (CAMI) Grant, Oregon Department of Justice/Crime Victim and Survivor Services Division.

Significant Program Changes

Last Year this program was: FY 2020: 15103-20 MDT - Child Abuse Unit

In FY 2020, due to County funding constraints combined with a loss of State funding, the MDT unit moved to the Juvenile Court Building on 68th and Glisan. This meant that the Unit is no longer co-housed with the Department of Human Services (DHS) and a specialized police unit comprised of detectives from the Portland Police Bureau and the Gresham Police Department (Child Abuse Team). LE, DHS and Medical partners have noted that this move—combined with full representation by DOJ in dependency matters—has reduced coordination, collaboration and communication regarding child abuse investigation and planning in the MDT here in Multnomah County.

Legal / Contractual Obligation

Per ORS 25.080, the District Attorney's Office provides support services by application to 1) a child support recipient who lives in Multnomah County 2) a child support recipient who lives out of state but the obligating party lives in Multnomah County or 3) both the obligating party and support order are in Multnomah County. Cases may remain in the District Attorney caseload for the duration of the support order and until all arrears are paid in full. ORS 416.415 (paternity); ORS 416.425, (modifying support orders); ORS 416.429, (establish and enforce arrearages)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$686,798	\$2,215,709	\$763,132	\$2,362,866
Contractual Services	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$54,130	\$0	\$52,650
Internal Services	\$198,481	\$791,528	\$223,559	\$782,924
Total GF/non-GF	\$885,279	\$3,071,367	\$986,691	\$3,208,440
Program Total:	\$3,956,646		\$4,195,131	
Program FTE	4.51	21.09	4.51	21.09

Program Revenues				
Intergovernmental	\$0	\$3,041,905	\$0	\$3,178,496
Beginning Working Capital	\$0	\$29,462	\$0	\$29,944
Total Revenue	\$0	\$3,071,367	\$0	\$3,208,440

Explanation of Revenues

This program generates \$536,481 in indirect revenues.

\$2,982,161 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), Federal through State

\$196,335 Child Support Enforcement (CSE) Program, Oregon Department of Justice/Child Support Program/Support Enforcement Division (SED), State

\$29,944 Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 15104-20 Child Support Enforcement

For more information about SED performance measures, please see

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

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 (CDDA) who provides leadership, policy direction, long and short-range planning, and daily operational oversight for Division II. This division includes Unit C, the Pretrial Unit and the Misdemeanor Trial Unit. Collectively these units handle a wide range of crimes including aggravated murder, armed robbery, vehicular homicide, DUII, resisting arrest and criminal trespass. This division also handles a variety of non-trial matters. The Division II CDDA also engages system and community partners in a variety of leadership positions outside the office.

Program Summary

The CDDA 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 CDDA has direct and daily oversight responsibility of the Unit C, the Pretrial Unit and the Misdemeanor Trial Unit and meets daily with attorneys to discuss case strategy and resolution. The CDDA also presides over weekly case staffing meetings to determine appropriate and consistent pretrial offers for defendants facing mandatory minimum sentencing on their indicted charges. The Division II CDDA also prosecutes aggravated murder and murder cases.

Unit C is a felony trial unit which is responsible for the prosecution homicides, robberies, weapons offenses, gang crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse.

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process process and body-worn camera case processing.

The Misdemeanor Trial Unit prosecutes all misdemeanor crimes except those involving domestic violence. These crimes include offenses such as driving under the influence of intoxicants (DUII), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct.

Lastly, the Division II CDDA performs a critical, criminal justice liaison role with outside partners focused on gang violence prevention. To that end, the Division II CDDA is the co-chair of the Local Public Safety Coordinating Council (LPSCC) Youth and Gang Violence Subcommittee and is a member of numerous collaborative working groups such as the Portland Area Gun Initiative, the PPB Bi-weekly Shooting Review and the Community Peace Collaborative.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Division II criminal cases reviewed for prosecution	13,315	13,000	12,995	12,995
Outcome	Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements	2,694	2,345	2,600	2,600

Performance Measures Descriptions

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$329,761	\$0	\$352,310	\$0
Contractual Services	\$1,000	\$0	\$1,000	\$0
Materials & Supplies	\$8,000	\$0	\$8,300	\$0
Internal Services	\$222,646	\$0	\$382,889	\$0
Total GF/non-GF	\$561,407	\$0	\$744,499	\$0
Program Total:	\$561,407		\$744,499	
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 2020: 15200-20 Division II Administration

The Multnomah County District Attorney's Office reorganized in 2019 in order to more efficiently and effectively prosecute misdemeanor crimes. As a result, the Pretrial Unit has absorbed the functions and duties the Misdemeanor Intake Unit which no longer exists as a stand-alone program offer. The Strategic Prosecution and Services Unit supervisory duties have shifted to Division III.

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,213,947	\$0	\$2,609,507	\$0
Contractual Services	\$43,000	\$0	\$44,000	\$0
Materials & Supplies	\$18,500	\$0	\$20,900	\$0
Total GF/non-GF	\$2,275,447	\$0	\$2,674,407	\$0
Program Total:	\$2,275,447		\$2,674,407	
Program FTE	12.00	0.00	12.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 15201-20 Unit C

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,784,198	\$0	\$1,911,702	\$0
Contractual Services	\$3,000	\$0	\$3,500	\$0
Materials & Supplies	\$14,000	\$0	\$16,650	\$0
Total GF/non-GF	\$1,801,198	\$0	\$1,931,852	\$0
Program Total:	\$1,801,198		\$1,931,852	
Program FTE	13.00	0.00	12.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 15202-20 Misdemeanor Trial Unit

FTE is reduced by 1.00 FTE to meet general fund constraint (Civil Commitment Deputy District Attorney 1). Program 15202B restores this 1.00 FTE.

Legal / Contractual Obligation

ORS 426.005-426.390 requires by law that after a commitment proceeding is initiated a community mental health program director or designee will initiate an investigation, and that if based on said investigation a hold is placed, within 5 judicial days of said hold a representative of the "state's interest" must present evidence to the court establishing by clear and convincing evidence the criteria set out in 426.005 et al. These civil obligations can be fulfilled by other county entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$156,405	\$0
Total GF/non-GF	\$0	\$0	\$156,405	\$0
Program Total:	\$0		\$156,405	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This is a new program offer submitted to restore a 1.00 FTE DDA previously reduced as part of a 2% budgetary constraint. As stated above, these hearings are non-criminal, but statutes do require a party to represent the "state's interest" and present evidence on behalf of the county at these hearings.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Pretrial Unit is responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases and public records requests. The unit also oversees the administration of the grand jury process and body-worn camera case processing.

Program Summary

The Pretrial Unit recently merged with the Misdemeanor Intake Unit to increase supervision efficiencies and to improve misdemeanor case issuing quality by eliminating case review by legal interns. Pretrial attorneys and staff receive daily case packets, which include police reports documenting misdemeanor crimes as well as other supporting documents, from law enforcement agencies throughout Multnomah County. These case packets are delivered to Pretrial twice each morning for attorneys to review. Pretrial receives approximately 1000 cases a month for review. All in-custody misdemeanor cases must be reviewed and a charging decision made by 12:00 p.m. each business day so the court can process the cases for arraignment. The number of custody cases received averages 20 to 40 on week days, with the exception of Monday when the number of cases can reach upwards of 80 cases received due to police activity over the weekend. After a holiday weekend, the custody reports to review can approach 70 to 100 cases. Other than misdemeanor case issuing, Pretrial provides a variety of important functions within the Multnomah County District Attorney's Office including felony arraignments, civil litigation, post-conviction relief and appeals. The Pretrial Unit also works with the governor's office in fugitive and extradition matters. All public records requests are handled by Pretrial, which includes preparing public records orders that resolve disputes between members of the public and local governmental agencies relating to access to the agency's records. The number of public records appeals has increased by 40% since 2016. Pretrial also provides administration for all three grand jury panels in Multnomah County by working with the chief criminal presiding judge to ensure all grand jurors are provided the support necessary for their four-week term. Pretrial handles all applications for expungement of records. Applicants who qualify to have their arrest and or conviction set aside may overcome obstacles that have previously prevented them from obtaining employment and or housing. In addition, the stigma of having a conviction is erased as soon as the court formally orders the conviction or arrest erased.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Misdemeanor cases reviewed for prosecution	13,762	12,500	12,500	12,328
Outcome	Number of applications received to set aside criminal convictions	2,218	1,900	1,900	2,250

Performance Measures Descriptions

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 138.081 - Appeals; ORS Chapter 34 - Writs of Habeas Corpus; ORS Chapters 132 and 135 - Grand Jury and pre-trial and felony arraignments.

ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed. and attend upon and advise the grand jury when required.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,938,823	\$0	\$2,909,046	\$0
Contractual Services	\$52,000	\$0	\$31,200	\$0
Materials & Supplies	\$31,000	\$0	\$34,300	\$0
Total GF/non-GF	\$3,021,823	\$0	\$2,974,546	\$0
Program Total:	\$3,021,823		\$2,974,546	
Program FTE	23.10	0.00	21.10	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 15204-20 Pretrial

FTE is reduced by 2.00 to meet General Fund constraint (Deputy District Attorney 1 and Office Assistant 2). Program 15204B restores these 2.00 FTE.

Department: District Attorney **Program Contact:** Kirsten Snowden

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

Related Programs:
Program Characteristics:
Executive Summary

Restores a 2.00 FTE staffing reduction taken to meet 2% constraint of a deputy district attorney position and an office assistant position. The positions review misdemeanor drug possession cases defined in ORS Ch. 475. They are responsible for the administration of the Treatment First Program and handle all aspects of the weekly Treatment First docket where defendants are offered the opportunity to complete treatment and/or supervision in accordance with their assessed risk and needs.

Program Summary

The Multnomah County District Attorney's Office receives approximately 1,200 drug possession cases annually that qualify either under state law, or office policy, to be treated as misdemeanors. The Treatment First Program deputy district attorney (DDA) assigned to the Pretrial Unit is responsible for initial review of these cases to ensure that any cases with legal impediments, including invalid searches or missing information, are rejected for prosecution and not charged. This requires a more experienced attorney who has the capacity to approach these cases methodically and not inflict downstream system costs on this office, the courts, and the public defenders by rushing charging decisions. The Treatment First Program DDA also handles all aspects of the weekly Treatment First docket where defendants are offered the opportunity to complete treatment and/or supervision in accordance with their assessed risk and needs. This allows appropriate targeting of services without "over supervising" individuals. Defendants resolving their cases through the Treatment First docket can earn a dismissal, further minimizing the collateral consequences of their involvement in the criminal justice system, while at the same time addressing the root causes of their involvement and incentivizing their participation in drug treatment. This office's ability to engage with this novel program would be severely impaired were this position not funded and would result, in part, in an inability to prosecute many of these charges.

If the DDA position had not been restored, continuing to prosecute the subset of these cases that MCDA could with available resources would have resulted in undifferentiated treatment not in accordance with best practices simply due to the realities of case volume and the inability to spend the time to engage with a risk-needs based case resolution model.

The office assistant position supports the flow of case files, assessment documents, and docket preparation to ensure the Treatment First Program DDA is able to focus time on promptly addressing program issues requiring lawyer involvement.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Misdemeanor Drug Cases Reviewed	1,260	1,263	1,263	1,263
Outcome					

Performance Measures Descriptions

Legal / Contractual Obligation

ORS Ch. 475

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$234,640	\$0
Total GF/non-GF	\$0	\$0	\$234,640	\$0
Program Total:	\$0		\$234,640	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was:

Department: 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 (CDDA) who provides leadership, policy direction, long and short range planning and daily operational oversight for Division III. This Division includes Unit A/B-Property Crimes, Drugs/Human Trafficking, Unit D-Violent Person Crimes, the Neighborhood DA Program/MCJRP and the Post-Conviction Unit.

Program Summary

The CDDA of Division III is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, which directly affects the lives and safety of community members in Multnomah County. The CDDA has direct and daily oversight responsibility for deputy district attorney staff working in felony trial units: Unit A/B - Property Crimes, Drugs/Human Trafficking, Unit D - Violent Person Crimes, the Neighborhood DA Program/MCJRP and the Post-Conviction Unit.

The Chief Deputy also meets weekly to staff cases to determine appropriate and consistent pretrial resolutions for defendants facing mandatory minimum sentencing on indicted charges. The Division III CDDA also prosecutes aggravated murder and murder cases.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases reviewed	3,675	3,502	3,818	3,600
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases issued	2,251	2,121	2,300	2,250
Outcome	Total number of Property Crime, Drug Crime, Violent Crime, and Pre-Trial Felony cases resolved	1,659	1,969	2,154	2,155

Performance Measures Descriptions

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$329,761	\$0	\$352,310	\$0
Contractual Services	\$11,100	\$0	\$12,000	\$0
Materials & Supplies	\$7,300	\$0	\$7,500	\$0
Internal Services	\$24,278	\$0	\$30,024	\$0
Total GF/non-GF	\$372,439	\$0	\$401,834	\$0
Program Total:	\$372,439		\$401,834	
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 2020: 15300-20 Division III Administration

Department: District Attorney **Program Contact:** Don Rees
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Unit A/B, the felony trial unit designated to handle property crimes, human trafficking and drugs, protects victims of trafficking, assists victims of property crimes and in most cases diverts those individuals struggling with drug addiction to specialty courts and diversion programs aimed at treatment rather than prison. Crimes prosecuted include compelling and promoting prostitution, fraud and criminal mistreatment targeting the elderly, auto theft, forgery, identity theft, white collar crime and delivery of heroin and methamphetamines and fatal overdoses caused by these drugs.

Program Summary

Unit A/B participates in a number of progressive programs aimed at diverting persons away from prison and into treatment. Most repeat property and drug offenders may avoid presumptive prison sentences by agreeing to intensive supervision and treatment through the Multnomah County Justice Reinvestment Program (MCJRP). Prosecutors in this unit meet with offenders in judicial settlement conferences to assess their needs. Working with community justice partners and the courts, this unit tailors probationary sentence opportunities aimed at reducing recidivism while keeping the community safe. Input with regard to case resolution is sought from victims in every property crime case. Assigned prosecutors seek restitution on behalf of victims of these property crimes.

This unit is also responsible for staffing and participating in the Success Through Accountability, Restitution, and Treatment (START) Court program which is a post-sentencing drug court providing supervision and drug treatment for property offenders.

Another program specifically for those with drug addiction, is called Treatment First. Participants in this program are treated in lieu of criminal prosecution. The DISP program (DUII Intensive Supervision Program) is also administered in this unit. Repeat drunk drivers are given the opportunity for court supervised alcohol treatment in lieu of prison as long as they commit to the terms of the program which includes zero tolerance for alcohol and strict restrictions on driving privileges.

In addition to treatment for drug users, this unit plays a key role in the local drug control strategy aimed at dealers by reducing the supply of drugs through enforcement and prosecution.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases Issued	2,916	3,000	2,916	3,000
Outcome	Percentage of presumptively prison eligible defendants (drug) diverted from prison to community supervision	73.4%	88%	78%	78%
Outcome	Percentage of presumptively prison eligible defendants (property) diverted from prison to community supervision	73.3%	75%	75%	75%

Performance Measures Descriptions

Output- The number of cases for which a charging document has been created in this unit.

Outcome- Percentage of presumptively prison eligible defendants diverted from prison to community supervision

For additional MCDA Budget Information:

<https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 - Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 - Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,327,497	\$63,661	\$3,529,503	\$136,545
Contractual Services	\$1,000	\$0	\$2,000	\$0
Materials & Supplies	\$43,250	\$5,838	\$49,000	\$0
Internal Services	\$0	\$11,657	\$0	\$19,110
Total GF/non-GF	\$3,371,747	\$81,156	\$3,580,503	\$155,655
Program Total:	\$3,452,903		\$3,736,158	
Program FTE	20.08	0.42	20.00	0.50

Program Revenues				
Intergovernmental	\$0	\$75,318	\$0	\$155,655
Beginning Working Capital	\$0	\$5,838	\$0	\$0
Total Revenue	\$0	\$81,156	\$0	\$155,655

Explanation of Revenues

This program generates \$19,110 in indirect revenues.

\$77,666 Child Abuse Multidisciplinary Intervention (CAMI) Grant Program, Oregon Department of Justice/Crime Victim and Survivor Services Division, State

\$77,989 Criminal Justice Commission Specialty Court Grant Program, Federal through State.

Significant Program Changes

Last Year this program was: FY 2020: 15301-20 Unit A/B - Property/Drugs/Human Trafficking

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,553,564	\$0	\$1,753,079	\$235,458
Contractual Services	\$107,000	\$0	\$110,000	\$0
Materials & Supplies	\$26,100	\$0	\$29,200	\$0
Internal Services	\$0	\$0	\$0	\$54,438
Total GF/non-GF	\$1,686,664	\$0	\$1,892,279	\$289,896
Program Total:	\$1,686,664		\$2,182,175	
Program FTE	8.00	0.00	8.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$289,896
Total Revenue	\$0	\$0	\$0	\$289,896

Explanation of Revenues

This program generates \$54,438 in indirect revenues.
\$289,896 Bureau of Justice Assistance - Sexual Assault Kit Elimination

Significant Program Changes

Last Year this program was: FY 2020: 15304-20 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 Strategic Prosecution and Services Unit works directly with community members, advocates, community groups, neighborhood associations, business owners and associations and law enforcement agencies in communities throughout Multnomah County to identify and develop strategies to combat quality of life crimes and improve neighborhood livability. The Strategic Prosecution and Services Unit deputy district attorneys (DDAs) prosecute felony and misdemeanor cases throughout the county with a focus on chronic offenders. These DDAs work to find individual solutions for chronic offenders. Additionally, this unit is also responsible for all prosecution functions of the Multnomah County Justice Reinvestment Program.

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 Strategic Prosecution and Services prosecutors are strategically located at Central Precinct, the Gresham Police Department and TriMet.

Specialized prosecutors are contracted with the Lloyd Business District and TriMet to prosecute crimes and solve crime problems specific to those entities. Each Strategic Prosecution DDA is responsible for working with police, other government agencies, businesses and members of our community 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 in an effort to close neighborhood drug houses. As mentioned, this unit seeks to improve livability for community members who are impacted by criminal conduct in their neighborhoods. This includes seeking to reduce harmful behaviors that are considered quality-of-life crimes such as drinking, camping, graffiti, drugs, prostitution, property damage and neighborhood auto theft that cause community members harm and stress. This unit focuses on chronic offenders to find customized solutions to break their offending cycle which adversely impacts other community members.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Cases/search warrants/police reports reviewed	6,500	6,500	7,200	7,200
Outcome	Neighborhood DAs problem solving contacts: citizens, law enforcement, businesses, and neighborhood assocs.	18,000	24,000	18,000	21,600

Performance Measures Descriptions

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Legal / Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 Proceedings before magistrates and grand jury.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$971,886	\$979,880	\$1,141,774	\$999,892
Materials & Supplies	\$11,700	\$0	\$15,200	\$0
Internal Services	\$0	\$34,999	\$0	\$33,816
Total GF/non-GF	\$983,586	\$1,014,879	\$1,156,974	\$1,033,708
Program Total:	\$1,998,465		\$2,190,682	
Program FTE	5.71	4.72	5.74	4.71

Program Revenues				
Intergovernmental	\$0	\$665,349	\$0	\$676,296
Other / Miscellaneous	\$25,000	\$334,530	\$20,000	\$357,412
Beginning Working Capital	\$0	\$15,000	\$0	\$0
Total Revenue	\$25,000	\$1,014,879	\$20,000	\$1,033,708

Explanation of Revenues

This program generates \$33,816 in indirect revenues.

\$676,296 Justice Reinvestment Grant Program, Oregon Criminal Justice Commission, State

\$75,000 Neighborhood District Attorney Program, Agreement with Lloyd Enhance Services District (ESD), Local

\$282,413 Neighborhood District Attorney Program, Intergovernmental Agreement with Tri-County Metropolitan Transportation District of Oregon (TriMet), Local

\$20,000 Sex Buyers Accountability and Diversion (SBAD) Program, Intergovernmental Agreement with City of Portland, Local

Significant Program Changes

Last Year this program was: FY 2020: 15308A-20 Neighborhood DA Program / MCJRP

Department: District Attorney

Program Contact: Paul Weatheroy

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The 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, and federal law enforcement, other government and community organizations throughout the county. This division includes a staff of 6.5 investigators.

Program Summary

The chief investigator, Division IV, is a member of senior management with specific division level responsibilities. This position provides direct oversight for district attorney investigators and the Victims Assistance Program, comprised of 17 paid victim advocates and approximately 40 Sexual Assault Volunteer Advocates (SAVAs).

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, LGBTQ, homeless and other vulnerable populations that have been victims in Multnomah County. District attorney investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support deputy district attorneys and to help them protect the community and hold defendants accountable.

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of cases assigned a victim advocate	3,196	3,600	3,500	3,600
Outcome	Subpoenas Issued	3,341	4,550	3,400	3,500
Outcome	Subpoenas Served	2,800	3,250	3,150	3,300

Performance Measures Descriptions

76% of victims who completed surveys report that: The information provided by the VAP helped them to better understand the criminal justice process as it relates to their case. The information provided by the VAP helped them better understand their rights as a victim of crime. The services provided by the VAP helped them make informed decisions about their situation.

Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$201,912	\$0	\$215,535	\$0
Materials & Supplies	\$4,000	\$0	\$3,750	\$0
Internal Services	\$24,798	\$0	\$27,220	\$0
Total GF/non-GF	\$230,710	\$0	\$246,505	\$0
Program Total:	\$230,710		\$246,505	
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 2020: 15400-20 Division IV Administration

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The victim advocate is a champion for the victim during various stages of the criminal justice process. The primary goal of the Victim Assistance Program and Restitution Recovery Program is to make the criminal justice system more responsive to individual citizens, particularly to victims of crime. It is the philosophy of the office that every effort be made to provide victims a meaningful role throughout the process and involvement at every stage of a criminal case, and assure the rights of crime victims by investigating the economic loss to victims and ensuring that losses are accurately presented in court.

Program Summary

Victim advocates work directly with crime victims to explain the overall criminal justice system as well as how individual stages apply to their situation. Victim advocates act as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies, and victims of crime. They translate highly complex and technical information about the criminal justice process in a trauma-informed manner to best help victims. This includes the rights afforded to them under the Oregon Constitution, safety planning, short-term crisis intervention, court accompaniment; coordinated advocacy and referrals to an array of services and resources and guiding victims through the prosecution process so that they can make informed decisions.

All named victims with defendants being prosecuted by the District Attorney's Office receive information about their rights as victims, an opportunity to submit information about their losses for restitution, and notification letters on the case status and disposition. The District Attorney's Office provides an average of 30,000 victims' rights notifications each year.

The program also provides 24-hour on-call response to accompany victims and survivors of sexual assault to the hospital during law enforcement interviews and forensic medical examinations. The program carries out this effort with a team of paid staff and over 40 volunteers. This immediate crisis intervention service provides critical information and resources to survivors of sexual assault during the early stages of investigation. This allows survivors to make the most informed choices throughout this difficult process. The immediate response is followed by ongoing support and advocacy throughout the investigation and prosecution of the case.

In addition to the above services, the program has been involved in establishing several other programs: U visa certification, Witness Intimidation Support Program, Sexual Assault Response Team, Untested Sexual Assault Kit Project, Multnomah County Justice Reinvestment Project, Human Trafficking Team and prosecution services at the Gateway Center for Domestic Violence Services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of victims of crime assigned a victim advocate on cases	4,549	N/A	3,904	3,904
Outcome	Number of services contacts provided to victims of crime by Victim Assistance Program	81,619	N/A	102,128	113,475

Performance Measures Descriptions

NEW Output Measure - from "number of cases assigned" to "number of victims of crime assigned a victim advocate" to recognize that many cases have multiple individuals who have been victimized.

NEW Outcome Measure - from "number of court appearances" to "number of services contacts provided" in order to more accurately capture the variety of services provided including information about the criminal justice system, crime victim rights, referrals to services, assistance with restitution, and safety planning.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$535,078	\$1,112,382	\$348,707	\$1,293,846
Contractual Services	\$2,000	\$45,040	\$6,000	\$28,856
Materials & Supplies	\$26,100	\$4,595	\$29,200	\$7,716
Internal Services	\$0	\$201,680	\$0	\$236,327
Total GF/non-GF	\$563,178	\$1,363,697	\$383,907	\$1,566,745
Program Total:	\$1,926,875		\$1,950,652	
Program FTE	5.64	11.36	3.46	12.54

Program Revenues				
Intergovernmental	\$0	\$1,362,412	\$0	\$1,566,745
Beginning Working Capital	\$0	\$1,285	\$0	\$0
Total Revenue	\$0	\$1,363,697	\$0	\$1,566,745

Explanation of Revenues

This program generates \$236,327 in indirect revenues.

\$470,099 Criminal Fine Account (CFA) Grant, Oregon Department of Justice/Crime Victim and Survivor Services Division, State

\$1,037,065 Victims of Crime Act (VOCA) Grants, Oregon Department of Justice/Crime Victim and Survivor Services Division, Federal through State

\$58,154 VOCA Funding Initiatives Competitive Grant/Oregon Department of Justice/ Crime Victim and Survivor Services Division

\$1,427 VOCA Support Services & Training

Significant Program Changes

Last Year this program was: FY 2020: 15401-20 Victims Assistance Program

FTE is reduced by 2.00 to meet General Fund constraint (1.00 Victim Advocate and 1.00 Restitution Clerk). Program 15401C restores the 1.00 FTE Victim Advocate.

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In FY 2019 the VAP was reduced by 3 FTE, which included one Victim Advocate who provided specialized services to victims of youth offenders. This position was partially restored through new VOCA grant funding.

Restores 1.00 FTE of a Victim Advocate position. This advocate position provides services on average to over 300 victims of crime each year that are associated with cases issued by the office. In addition to assigned cases, advocates serve a number of victims and survivors who do not have open cases with the office

Program Summary

Victim advocates work directly with crime victims to explain the overall criminal justice system as well as how individual stages apply to their situation. Victim advocates act as a liaison between diverse stakeholders including law enforcement, attorneys, government and community agencies, and victims of crime. They translate highly complex and technical information about the criminal justice process in a trauma-informed manner to best help victims. This includes the rights afforded to them under the Oregon Constitution, safety planning, short-term crisis intervention, court accompaniment; coordinated advocacy and referrals to an array of services and resources and guiding victims through the prosecution process so that they can make informed decisions.

On average, each advocate in the program serves just over 300 victims on issued cases each year. Additionally, there are a number of victims and survivors who are served by the program who do not have cases that are charged.

The role of an advocate is relationship based and can require a great deal of time to build rapport, meaningfully connect with victims and establish trust in a system that they may face great barriers to accessing.

Victims from traditionally underserved populations or who face significant barriers need additional assistance to access services and supports to cope with the impacts of being victimized. Advocates are often the first to learn about tampering, witness intimidation and new crimes that are being committed.

Currently the program is able to offer an array of services with bilingual and bicultural staff.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of victims of crime assigned a victim advocate on cases	4,549	N/A	3,904	3,904
Outcome	Number of services contacts provided to victims of crime by Victim Assistance Program	81,619	N/A	102,128	113,475

Performance Measures Descriptions

NEW Output Measure - from "number of cases assigned" to "number of victims of crime assigned a victim advocate" to recognize that many cases have multiple individuals who have been victimized.

NEW Outcome Measure - from "number of court appearances" to "number of services contacts provided" in order to more accurately capture the variety of services provided including information about the criminal justice system, crime victim rights, referrals to services, assistance with restitution, and safety planning.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$102,361	\$0
Total GF/non-GF	\$0	\$0	\$102,361	\$0
Program Total:	\$0		\$102,361	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: District Attorney **Program Contact:** Paul Weatheroy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Investigations Unit assists deputy district attorneys in the investigation of cases and performs other functions ancillary to court proceedings such as the service of subpoenas, preparation of court exhibits, interviewing witnesses, transporting victims and witnesses to court, and the gathering and protecting of evidence. Investigators are under the general supervision of the chief investigator and are directly employed by the District Attorney.

Program Summary

The Investigations Unit is staffed by one chief investigator and 6.5 FTE experienced investigators. Investigators are utilized in the juvenile, and trial divisions of the Multnomah County District Attorney's Office. Investigators work closely and in cooperation with federal, state and local law enforcement agencies and deputy district attorneys to provide investigation services for felony and misdemeanor cases. The program provides case specific evidence gathering and evaluation, location of witnesses, witness interviews and transport for testimony, court testimony, video redaction of 911 tapes and video evidence, background investigations and personal service of subpoenas that require witness court appearance. Investigations are a crucial and integral part of the prosecution of all criminal investigations.

The Investigations Unit provides support in criminal prosecutions which directly affect the lives and safety of children, teens, families, LGBTQ, houseless and other vulnerable populations that have been victims in Multnomah County. Investigators perform all of the duties listed above and other critical tasks needed to support deputy district attorneys and help them protect the community and hold defendants accountable.

Furthermore, communities of color have historically been underserved in Multnomah County. We have assembled a diverse, gifted, caring and committed investigative team, reflective of the community we serve. Over 50% of our team includes people of color.

Investigators are sometimes required to provide security for the district attorney, deputy district attorneys, other court personnel, or witnesses who have been threatened by hostile subjects.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Subpoenas Issued	3,341	4,450	3,400	3,500
Outcome	Subpoenas Served	2,800	4,550	3,150	4,450

Performance Measures Descriptions

For additional MCDA Budget Information: <https://www.mcda.us/index.php/documents/multnomah-county-district-attorneys-informational-budget-packet-fy-2021.pdf>

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$337,536	\$433,087	\$346,965	\$471,039
Materials & Supplies	\$25,750	\$0	\$30,750	\$0
Internal Services	\$49,329	\$31,269	\$75,454	\$0
Total GF/non-GF	\$412,615	\$464,356	\$453,169	\$471,039
Program Total:	\$876,971		\$924,208	
Program FTE	2.59	3.41	2.57	3.43

Program Revenues				
Intergovernmental	\$0	\$464,356	\$0	\$471,039
Total Revenue	\$0	\$464,356	\$0	\$471,039

Explanation of Revenues

\$413,142 Investigations, Intergovernmental Agreement with City of Portland, Local
\$57,897 Investigations, Intergovernmental Agreement with City of Gresham, Local

Significant Program Changes

Last Year this program was: FY 2020: 15402-20 Investigations

The chief investigator is a member of the Multnomah County Threat Assessment Team (MCTAT), which is a multi-disciplinary team, including professionals from local, state, and federal law enforcement, mental health organizations and representatives from local universities and community colleges. MCTAT identifies and helps manage threats against organizations and members of our community.

Department Overview

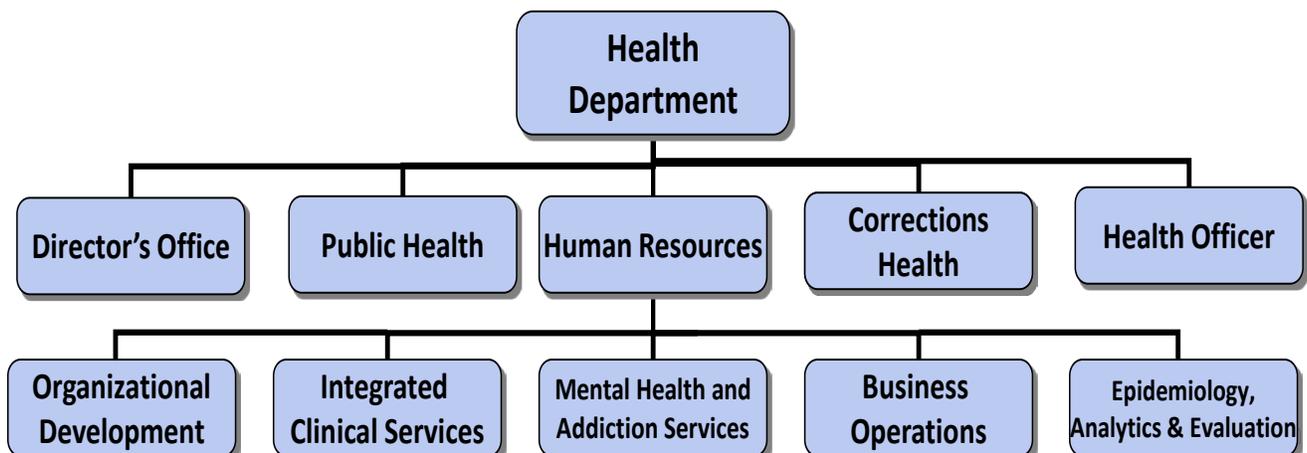
The Health Department’s work is anchored in our vision of “thriving communities that nurture the health and resilience of all.” Our newly updated mission affirms, “we work with communities to advance health equity, protect the most vulnerable, and promote health and wellness for everyone.” In order to best reach the diverse populations we serve, the Health Department has specialized programs and services located throughout our region.

The Health Department:

- Prevents disease outbreaks
- Promotes healthy and safe behaviors
- Tracks the safety of our air, ground and water
- Monitors and treats communicable and sexually transmitted diseases
- Provides medical and dental care for diverse and economically vulnerable populations
- Disseminates critical health alerts and warnings during public health emergencies
- Provides medical and behavioral health care for individuals housed in the county’s jails and the juvenile detention facility
- Ensures the availability of mental health crisis services, school-based mental health, and suicide prevention services
- Manages specialized mental health care for people experiencing serious mental illness
- Partners in the development of policies and standards that address existing and emerging community health challenges.

The Department has six strategic 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 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 effectiveness and reduce duplication across service areas.



Budget Overview

The FY 2021 Health Department Proposed budget is \$336.1 million, a 1.6% decrease from the FY 2020 Adopted budget. General Fund expenditures, which make up \$159.2 million (46.5%) of the total, decreased by approximately \$1 million (0.6%). \$54.2 million of the General Fund expenditures are attributable to Medicaid and Federally Qualified Health Center (FQHC) Alternative Payment Method and Patient Centered Primary Care Home Program funds. The remainder of the Health budget (\$176.9 million) comes from Federal and State revenue, Medicaid, and medical fees.

On January 1, 2020, the Health Department transferred the administration of the Mental Health insurance benefit for individuals on Medicaid to Health Share of Oregon. Most of the staff performing the insurance related functions including member services and provider relations, were transferred as well. The division continues to fund a few positions that were previously funded, in part, by Medicaid. During this transitional time, the Division will use dollars remaining to temporarily fund some operations while the division works to determine which functions are critical to its mission.

The Proposed budget for the Health Department provides continued support for critical and mandated programs including Corrections Health while shoring up funding for essential Behavioral Health functions and enhancing Public Health Division infrastructure to ensure a robust response to the COVID-19 pandemic

The FY 2021 Health General Fund allocation includes \$630,000 in new, ongoing funding in the following program offers:

- Law Enforcement Assisted Diversion (LEAD) (40085B) \$480,000
- Suicide Prevention (40096B) \$100,000
- Trauma Intervention Services (40100) \$50,000

A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	2019 Actual	FY 20 Current Estimate	FY 2020 Adopted Budget	FY 2021 Proposed Budget	Difference
Staffing FTE	1,427.10	1,404.64	1,404.64	1,410.72	6.08
Personnel Services	172,689,511	\$177,980,527	\$188,104,697	\$198,302,370	\$10,197,673
Contractual Services	78,371,241	51,064,136	80,519,475	61,287,101	(19,232,374)
Materials & Supplies	30,970,369	26,518,944	24,914,768	27,781,326	2,866,558
Internal Services	38,858,885	44,406,858	46,201,226	48,387,301	2,186,075
Debt Service	0	0	0	0	0
Capital Outlay	<u>126,183</u>	<u>80,589</u>	<u>780,000</u>	<u>300,000</u>	<u>(480,000)</u>
Total Costs	\$321,016,190	\$300,051,054	\$340,520,166	\$336,058,098	\$(4,462,068)

*Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

In FY 2021, the Health Department will focus on long-term sustainability while ensuring access to services for our most vulnerable communities, especially those impacted by health inequities. As in prior years, the Health Department continues to manage the growing demand for our services in an environment of rising costs and declining revenue.

The Department's Community Health Centers have responded to the changing healthcare landscape by pursuing innovative approaches to meet the needs of vulnerable communities. Clinics continue to negotiate uncertain funding and ever-changing federal and state policies.

Services to people detained in our jails are mandated and a critical part of our community safety net. Yet Corrections Health operates entirely with general fund resources. In FY 2020, the cost of emergency room visits, prescriptions, laboratory tests and hospital services exceeded budget, straining limited resources. Corrections Health worked diligently to contain costs wherever possible. One success is with our recruitment efforts. In recent years, vacancies and mandated shifts impacted both the budget and staff morale, but in FY 2020, the Department dedicated an HR recruiter to launch targeted recruitments. For the first time in many years, all Corrections Health vacancies are filled.

In response to the ongoing structural deficit, the Director has prioritized organizational changes that maximize our efficiency and leverage collaboration across programs and services. This year, the Director made the strategic decision to optimize and align critical infrastructure in support of the whole organization. Our Financial and Business Management Division is restructuring to provide expert business and finance consultation to all divisions and programs. The department also created two new divisions: Organizational Development, and Epidemiology, Analytics and Evaluation.

Organizational Development was established to prioritize strategic planning and culture change work, elevate the role of communications in creating greater organizational cohesion, and focus the department's organizational learning opportunities to meet the needs of new and established leaders.

Epidemiology, Analytics and Evaluation will be fully established in FY 2021. This division will collect, organize and analyze population health data and business information to improve organizational decision-making, inform policy and pursue grant opportunities based on our strategic priorities.

Diversity, Equity, and Inclusion

The Health Department continues to deepen our internal commitment to diversity, and inclusion and leading for racial equity. Our Office of Equity and Inclusion (OEI) leads efforts to eliminate discrimination and bias in department policy, practice and culture. OEI also coordinates the implementation of our Workforce Equity Strategic Plan (WESP).

In Fiscal Year 2020, our Office of Equity and Inclusion launched the Equity Leadership Program (ELP). This program provides 30 employees from diverse backgrounds with the opportunity to shape the future of the department's equity work by conducting research, engaging stakeholders, and developing detailed proposals for the implementation of the WESP.

In the coming year, OEI will engage in transformational equity work by dedicating an Equity and Inclusion Consultant to provide education, coaching and consultation for managers and supervisors. This position will partner with the Department's Organizational Learning team to develop more robust programs focused on leading for equity. OEI will also convene a Health Department Equity Collaborative to share promising practices, lessons learned, lift up successful equity work and encourage collaboration across divisions.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Behavioral Health	\$20,609,754	\$61,325,893	\$81,935,647	243.88
Corrections Health	25,126,033	0	25,126,033	117.65
Director's Office	1,687,395	0	1,687,395	8.9
Epidemiology, Analytics and Evaluation	2,328,115	249,243	2,577,358	13.95
Finance and Business Management Services	15,201,422	0	15,201,422	64.05
Health Officer	4,520,094	2,261,671	6,781,765	29.3
Human Resources	3,592,099	0	3,592,099	19.75
Integrated Clinical Services	57,943,640	80,894,076	138,837,716	636.95
Organizational Development	2,413,537	0	2,413,537	11.8
Public Health	26,693,753	32,201,957	58,895,710	264.48
Non-Represented Wage Freeze	(990,584)	0	(990,584)	0
Total Health Department	\$159,125,258	\$176,932,840	\$336,058,098	1,410.72

Director's Office

The Health Department's Director's Office provides executive leadership and strategic direction in service to the department's mission, vision and values. The Director's Office works with elected leaders, stakeholders, health system partners, community members and staff to ensure that department services advance health equity, protect the most vulnerable, and promote health and wellness for everyone.

The Director's office is responsible for ensuring that the department meets its strategic objectives while furthering a culture that supports a diverse and qualified workforce. The office is a primary liaison to federal, state, county and local elected officials. The director works with other county departments and community partners to further innovation in preventative and population-based community health services. 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.

The Director's Office convenes the Department Leadership Team to provide strategic direction, solve shared problems, ensure organizational alignment, and assume collective responsibility for the department's performance in service to its mission.

Significant Changes

The Health Department's new director, Patricia Charles-Heathers, is leading the effort to invigorate and strengthen the department by removing barriers and clearing paths to improve internal and external collaboration. Employee engagement is a cornerstone of the director's vision, tapping into the collective wisdom of Health Department employees. The director is championing a new mission, vision and values for the department that's led from the top, but crafted from the input and feedback of more than 400 Health Department employees.

The Director's Office has hosted the first series of all-staff meetings in over two decades. It's also restructuring the department to consolidate services for increased equitable support to divisions; and supporting the Health Department's Office of Equity and Inclusion to engage employees in the implementation of the Workforce Equity Strategic Plan by launching the Equity Leaders Program.

Health Officer

The Health Officer provides round-the-clock physician consultation, technical direction and leadership to support public health activities and clinical services in Multnomah County, fulfilling a requirement of Oregon statutes. The Health Officer supervises the deputy health officer and EMS Medical Director for Multnomah County and, under contract, the health officers for Clackamas and Washington counties.

This division also includes Multnomah County EMS administration, the TC911 social worker case management program, the Multnomah County Medical Examiner (MCME), Multnomah County Public Health Emergency Preparedness, and the six-county Health Preparedness Organization.

The Emergency Medical Services program is funded entirely through a franchise fee with American Medical Response. The Public Health Emergency Preparedness Program is funded by the federal Centers for Disease Control and Prevention. The Regional Healthcare Preparedness Organization is funded through the federal Department of Health and Human Services, and serves a six-county region in northwest Oregon.

The MCME operates 24 hours a day, 365 days a year to investigate all deaths that occur outside the care of a physician, including homicides, suicides, poisonings, accidents and deaths under suspicious circumstances.

Significant Changes

Dr. Jennifer Vines is the new Tri-County Health Officer, following the retirement of Dr. Paul Lewis in 2019. The Health Officer will continue to serve as a physician ambassador across the department, county, community and region.

The Medical Examiner's staff and facilities have been located in Clackamas County in a shared facility. In December 2019, they moved to the county-owned Gladys McCoy building in downtown Portland. This relocation will decrease their travel times and increase response efficiency.

The six-county regional healthcare preparedness organization will transition to the Oregon Health Authority in order to align with the state's other five regions.

Public Health

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Significant Changes

In 2019, the Board of County Commissioners, in their role as the Board of Health, took action on food cart pods, youth access to tobacco and vaping. The board relies on community input from the Public Health Advisory Board and Community Health Improvement Plan. New funding from Health Share of Oregon, along with additional state funding for public health modernization, will increase the capacity and effectiveness of the Public Health Division to support the Board in this role.

The division continues to identify efficiencies in Communicable Disease Services, following the merger with HIV, STD and Hepatitis C programs. Our next steps are to better integrate tuberculous services with other programs, and improve data-sharing and partnerships.

With the end of funding for the Adolescent Sexual Health Equity Program, which was provided by the Federal Teen Pregnancy Prevention program, the division is restructuring in order to continue this important work with local resources.

New funding from Health Share is helping to support our Women, Infants & Children program, which provides the county's neediest families with nutrition and breastfeeding support.

The Executive Budget includes additional staffing in Public Health to support the surge capacity needed to respond to the COVID-19 event.

Integrated Clinical Services

Integrated Clinical Services (ICS) provides quality, culturally relevant health services for people experiencing barriers to health care. Our clinics provide physical and behavioral health, and social supports for low-income, uninsured and homeless people. In 2019, we served over 66,000 of the County's most vulnerable residents. 44% of our visits were conducted in a language other than English. Our clients speak over 100 different languages.

Services include: dental and medical care, pharmacy, laboratory, management of chronic conditions, specialty care for persons living with HIV, behavioral health, family planning, prenatal care and preventive services, such as well-child care.

Services are provided at seven full-service health centers (medical, dental and pharmacy); nine Student Health Centers with primary care services located at schools; the Billi Odegaard Dental Clinic for people experiencing homelessness; and La Clínica de Buena Salud (Spanish-language focus). The School & Community Oral Health program also provided dental exams and sealants to over 4,100 school children.

Significant Changes

Our North Portland Health Center is expanding services. Last year we partnered with our Public Health Division to add WIC at that location, and we will also begin offering dental services.

To meet the growing need for medical and behavioral health services in east Multnomah County, the Reynolds Student Health Center will open in 2020. This new clinic will offer services 5 days a week, creating greater access to health services for youth in this area.

ICS leadership is implementing trainings that support the County's Workforce Equity Strategic Plan, including Intent & Impact, Privilege, Racism and Oppression (managers and supervisors). The clinical Cultural Spotlight was also started to help all staff gain deeper knowledge about the communities we serve.

The percentage of clients over the age of 65 (6.6% in 2019) continues to rise as the population ages.

Financial & Business Management

The Financial and Business Management division provides the business and finance expertise required to support the Health Department's essential programs and services. It provides the necessary infrastructure to improve health outcomes.

This division's responsibilities include accounting, financial reporting, budget development and monitoring, medical account services, contracts and purchasing to manage and administer a budget of more than \$336 million.

More than 12,000 invoices, 310,000 medical claims, 900 contracts and amendments, and 150 federal and state grants were paid, submitted, executed and reported on during the year.

Financial & Business Management is a bridge to the Department of County Assets (Facilities) and the Department of County Management (Human Resources, Finance, Budget) for the provision of services and ensuring compliance with County policies.

Significant Changes

This division is being re-branded as the Financial and Business Management division. The name change reflects the division's emphasis and focus on the financial and business management expertise needed to support the essential programs and services of the Health Department.

In our role as trusted stewards of public dollars, the division will reorganize to better align our financial management services to achieve two goals. The first is to strengthen our core accounting functions, ensuring sound internal controls and compliance with accounting policies, standards and requirements. The second goal is to provide strategic financial guidance, reporting and forecasting for all of the department's programs and divisions.

Corrections Health

Corrections Health is legally mandated to ensure access to health care, and safeguard the health of those detained at Multnomah County Detention Center (MCDC), Multnomah County Inverness Jail (MCIJ) and the Donald E. Long Home for youth. Our services follow national healthcare standards.

Adult facilities provide around-the-clock health evaluation, diagnosis and treatment to over 36,000 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. Corrections Health promotes treatment of behavioral health issues, including access to assessments by psychiatrists and mental health nurses.

Because most detainees return to their communities, health improvements made in detention (for example, treating communicable diseases) benefit the overall health of their families and community. By stabilizing substance use and behavioral health conditions, detainees can 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 to over 2,000 youth each year. More than a third receive mental health treatment.

Significant Changes

Corrections Health has an ongoing, serious challenge to attract and retain qualified staff. Recent recruitment efforts have been very successful, but we still need to diversify our workforce, improve retention and increase job satisfaction. In FY 2021 we will focus on enhanced onboarding, training and staff supervision. To be effective, our hiring and retention efforts must promote staff health and well-being, and not only be cost-effective at reducing overtime.

The rising cost of outside medical services—including specialty clinic evaluations, ambulance and emergency room visits—continues to drive up our costs because we are mandated to pay for these services. Corrections Health continues to strengthen transition planning before detainees are released, so that those who are very ill or have behavioral health conditions receive continuity of care. This will improve community health, and can potentially impact recidivism.

Behavioral Health

The Behavioral Health Division is responsible for developing an array of effective, community-based services and supports for children, youth and adults who are experiencing, or at risk for, behavioral health challenges. It works to address gaps in care for the most vulnerable, including the homeless, victims of abuse and other marginalized communities. Services are high-quality, accessible and culturally-responsive, and promote recovery for families facing mental health and addiction issues.

As the state-mandated, local mental health authority, the Community Mental Health Program provides oversight and management of all publicly-funded behavioral health safety net programs. This includes involuntary commitment, crisis services (available 24/7), adult residential treatment, jail diversion, care coordination and addictions treatment.

We also provide Direct Clinical Services, which includes prevention and early intervention services for children, youth and families, delivered by division staff.

All programs operate under our commitment to consumer-driven solutions, and to creating access through a peer-led system.

Significant Changes

In FY 2021, the Division will change its name to Behavioral Health, to reduce stigma and aid in consumer understanding.

To better work with our peer groups in making policy and programming recommendations, we added a peer leadership position to the Office of Consumer Engagement. This position is part of the Division Director's Office and participates on the senior management team.

In the Fall of 2019, Multnomah County Auditor's Office released its audit of the Choice Model Program and Assertive Community Treatment (ACT) services. Leadership is implementing changes to these programs in response to the audit.

Due to changes by the Oregon Health Authority, Multnomah County no longer manages behavioral health benefits for individuals on Medicaid. This is now the responsibility of Health Share, which manages Medicaid medical and dental benefits for our county. While the Behavioral Health division will no longer act as an insurance company, we will continue to partner with Health Share and other coordinated care organizations (CCO) to maintain crisis, peer and intensive care coordination services.

To address the significant gaps in care faced by people experiencing chronic homelessness and severe behavioral health issues, the division is working with other County stakeholders to create a Behavioral Health Resource Center.

Epidemiology, Analytics & Evaluation

Epidemiology, Analytics and Evaluation is a new division that collects, organizes and analyzes population health data and business information to improve organizational decision making, manage performance, inform policy and pursue grant opportunities based on the department's strategic priorities. It includes:

Community Epidemiology Services (CES), identifies disease, disorder and injury burden among different populations, and informs decisions made by health leaders, policy makers, clinicians and community groups. It forms partnerships to identify determinants of health status, and measures the potential impact of disease. It also measures and evaluates the effect of public health interventions and assesses the status of health equity.

Data Analytics and Reporting leads department initiatives to increase data quality, access and overall business intelligence. It works in partnership with IT to set priorities for data resources and technology investments.

Grants Management develops grant proposals that align with the department's needs and strategic opportunities.

Policy Administration manages the department's administrative policies and guides policy development. It ensures alignment of department and county policies and union contracts, and oversees our training and compliance strategy.

Significant Changes

The newly established Epidemiology, Analytics and Evaluation Division brings functions currently spread across the department (research, evaluation, data analysis) into a new division designed to strengthen the department's approach to data collection, analytics and performance management. It aligns with the Department director's vision to consolidate resources in support of the entire organization and whole-person health.

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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 2021 General Fund	Other Funds	Total Cost	FTE
Director's Office					
40000	Health Department Director's Office	\$935,473	\$0	\$935,473	3.90
40003	Health Department Leadership Team Support	751,922	0	751,922	5.00
Finance and Business Management Services					
40040	Financial and Business Management Services	8,202,731	0	8,202,731	36.80
40041	Medical Accounts Receivable	1,415,446	0	1,415,446	9.00
40042	Contracts & Procurement	1,954,776	0	1,954,776	12.50
40044	Health Clinical Data and Reporting	3,628,469	0	3,628,469	5.75
Corrections Health					
40049	Corrections Health Juvenile Detention	1,369,837	0	1,369,837	5.40
40050A	Corrections Health Multnomah County Detention Center (MCDC)	4,062,562	0	4,062,562	22.10
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	3,487,477	0	3,487,477	10.50
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	3,318,449	0	3,318,449	17.50
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	3,961,129	0	3,961,129	20.20
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	2,256,653	0	2,256,653	7.95
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	2,412,918	0	2,412,918	9.30
40059	Corrections Health Mental Health Services	4,257,008	0	4,257,008	24.70
Health Officer					
40002	Tri-County Health Officer	457,426	760,201	1,217,627	2.94
40004	Ambulance Services (Emergency Medical Services)	2,136,522	1,184,570	3,321,092	14.01
40005	Public Health & Regional Health Systems Emergency Preparedness	67,319	299,028	366,347	1.35
40052	Medical Examiner	1,858,827	17,872	1,876,699	11.00
Human Resources					
40039	Human Resources	3,592,099	0	3,592,099	19.75
Organizational Development					
40046	Organizational Development	2,413,537	0	2,413,537	11.80
Integrated Clinical Services					
40012A	Services for Persons Living with HIV-Clinical Services	1,472,929	5,052,100	6,525,029	32.26
40016	Medicaid/Medicare Eligibility	487,973	1,962,061	2,450,034	18.00
40017A	Dental Services	13,157,728	13,602,951	26,760,679	142.69

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Integrated Clinical Services, (cont.)					
40019	North Portland Health Clinic	2,510,090	2,590,662	5,100,752	26.30
40020	Northeast Health Clinic	3,035,971	3,072,356	6,108,327	29.80
40022	Mid County Health Clinic	7,349,023	5,031,406	12,380,429	57.60
40023	East County Health Clinic	5,536,943	4,951,426	10,488,369	50.60
40024A	Student Health Centers	3,530,501	2,778,043	6,308,544	33.67
40024B	Reynolds Student Health Center Ramp Up	156,991	0	156,991	0.57
40026	La Clinica de Buena Salud	1,181,863	1,705,873	2,887,736	13.70
40027	Southeast Health Clinic	1,148,456	2,595,513	3,743,969	17.50
40029	Rockwood Community Health Clinic	2,989,539	2,670,339	5,659,878	29.40
40030	Medical Director	1,232,208	507,883	1,740,091	4.40
40031	Pharmacy	0	28,355,977	28,355,977	55.13
40032	Lab and Medical Records	3,707,706	3,434,462	7,142,168	42.60
40033	Primary Care and Dental Access and Referral	2,747,339	658,626	3,405,965	27.00
40034	ICS Administration, Operations, and Quality Assurance	7,438,441	1,924,398	9,362,839	54.74
40036	Community Health Council and Civic Governance	259,939	0	259,939	1.00
Behavioral Health					
40065	Behavioral Health Division Administration	978,975	1,688,932	2,667,907	10.48
40067	Medical Records for Behavioral Health Division	215,384	504,764	720,148	6.00
40068	Behavioral Health Quality Management	1,060,212	2,502,524	3,562,736	18.90
40069A	Behavioral Health Crisis Services	804,254	10,120,004	10,924,258	22.58
40069B	Behavioral Health Crisis Services Restoration	535,412	176,103	711,515	0.00
40070A	Mental Health Crisis Assessment & Treatment Center (CATC)	251,791	0	251,791	0.00
40070B	Mental Health Crisis Assessment & Treatment Center (CATC) Restoration	460,734	0	460,734	0.00
40071	Behavioral Health Division Adult Protective Services	976,949	272,257	1,249,206	7.80
40072	Mental Health Commitment Services	1,655,199	2,967,953	4,623,152	24.10
40073	Peer-run Supported Employment Center	105,162	0	105,162	0.00
40074	Mental Health Residential Services	1,215,802	7,984,872	9,200,674	11.80
40075	Choice Model	0	5,178,916	5,178,916	10.90
40076	Behavioral Health Services for Adults	\$0	\$235,710	\$235,710	0.00
40077A	Mental Health Treatment & Medication for the Uninsured	1,124,453	0	1,124,453	0.00
40077B	Mental Health Treatment & Medication for the Uninsured	252,349	0	252,349	0.00
40085B	Law Enforcement Assisted Diversion (LEAD)	480,000	0	480,000	0.00

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Behavioral Health, (cont.)					
40078	Early Assessment & Support Alliance	251,790	1,998,912	2,250,702	12.85
40080	Community Based MH Services for Children & Families	245,380	663,263	908,643	5.17
40081	Multnomah County Care Coordination	0	6,056,488	6,056,488	31.25
40082	School Based Mental Health Services	1,885,553	2,116,766	4,002,319	24.52
40083	Mental Health First Aid	177,162	38,251	215,413	1.00
40084	Culturally Specific Mental Health Services	1,795,322	0	1,795,322	0.00
40085	Adult Addictions Treatment Continuum	2,212,096	9,985,803	12,197,899	15.29
40086	Addiction Services Gambling Treatment & Prevention	0	898,107	898,107	1.20
40087	Addiction Services Alcohol & Drug Prevention	0	324,251	324,251	0.85
40088	Coordinated Diversion for Justice Involved Individuals	896,304	3,043,982	3,940,286	14.80
40089	Addictions Detoxification & Post Detoxification Housing	1,344,448	696,259	2,040,707	0.00
40090	Family & Youth Addictions Treatment Continuum	113,635	440,245	553,880	0.00
40091	Family Involvement Team	0	440,442	440,442	0.00
40094	Medicaid Insurance Plan Administration and Operations	0	2,373,058	2,373,058	12.00
40099	Early Childhood Mental Health Program	1,521,388	618,031	2,139,419	12.39
40100	Trauma Intervention Services	50,000	0	50,000	0.00
Public Health					
40001	Public Health Administration and Quality Management	1,532,853	182,581	1,715,434	9.00
40001B	Public Health Quality, Disease Outbreak, and COVID-19 Support	285,111	0	285,111	1.80
40006	Tobacco Prevention and Control	651,078	674,284	1,325,362	6.85
40007	Health Inspections and Education	5,886,122	28,394	5,914,516	36.60
40008A	Vector-Borne Disease Prevention and Code Enforcement	1,202,690	0	1,202,690	6.82
40008B	Vector Control Restoration	139,940	0	139,940	1.30
40009	Vital Records	14,345	894,068	908,413	5.50
40010A	Communicable Disease Prevention and Control	2,023,688	2,523,704	4,547,392	21.08
40010B	Communicable Disease Clinical and Community Services	1,380,859	6,086,323	7,467,182	31.57
40012B	Services for Persons Living with HIV - Regional Education and Outreach	55,684	5,663,108	5,718,792	5.63
40018	Women, Infants, and Children (WIC)	2,096,430	3,673,741	5,770,171	39.80
40037	Environmental Health Community Programs	224,425	460,965	685,390	3.48
40053	Racial and Ethnic Approaches to Community Health	430,471	792,000	1,222,471	5.50
40054	Nurse Family Partnership	1,038,746	1,673,819	2,712,565	9.10

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Public Health (cont.)					
40055	Home and Community Based Health Consulting Restoration	328,910	549,791	878,701	4.90
40056	Healthy Families	652,795	2,354,927	3,007,722	5.87
40058	Healthy Birth Initiative	1,235,697	1,673,003	2,908,700	14.80
40060	Community & Adolescent Health	1,563,977	741,371	2,305,348	12.70
40061	Harm Reduction	1,631,714	1,053,443	2,685,157	9.80
40096A	Public Health Office of the Director	2,741,853	3,051,435	5,793,288	22.75
40096B	Suicide Prevention	100,000	0	100,000	0.50
40096C	Public Health Communications	110,202	0	110,202	1.00
40097	Maternal Child Family Health Management	1,366,163	125,000	1,491,163	8.13
Epidemiology, Analytics and Evaluation					
40098	Epidemiology, Analytics and Evaluation	2,328,115	249,243	2,577,358	13.95
All Divisions					
	Non Represented Wage Freeze*	(\$990,584)	\$0	(\$990,584)	0.00
Total Health Department		\$159,125,258	\$176,932,840	\$336,058,098	\$1,410.72

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$583,251. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

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Department: Health Department **Program Contact:** Patricia Charles Healthers
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Health Department's Director's Office provides executive leadership and strategic direction in service to the department's mission, vision and values. The Director's Office works with elected leaders, stakeholders, health system partners, community members and staff to ensure that department services advance health equity, protect the most vulnerable, and promote health and wellness for everyone.

Program Summary

The Director's Office is responsible for ensuring that the department meets its strategic objectives while furthering a culture that supports a diverse and qualified workforce. The Office is a primary liaison to federal, state, county and local elected officials. The Director works with other county departments and community partners to further innovation in preventative and population based community health services. 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.

The Director's Office convenes the Department Leadership Team to provide strategic direction, solve shared problems, ensure organizational alignment, and assume collective responsibility for the department's performance in service to its mission.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of employees engaged through quarterly All Staff and Employee Resource Groups (ERG) meetings in	95	400	450	450
Outcome	Annual Federal and State resources \$ leveraged for strategic investments (expressed in millions).	\$223 mil	\$225 mil	\$227 mil	\$238 mil

Performance Measures Descriptions

Number of employees engaged speaks to culture change efforts that further inclusion.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$315,337	\$0	\$813,958	\$0
Materials & Supplies	\$77,679	\$0	\$45,258	\$0
Internal Services	\$23,257	\$0	\$76,257	\$0
Total GF/non-GF	\$416,273	\$0	\$935,473	\$0
Program Total:	\$416,273		\$935,473	
Program FTE	1.00	0.00	3.90	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 40000-20 Health Department Director's Office

Significant changes for the Director's Office include:

- Championing a new mission, vision and values for the Department.
- Hosting the first series of all-staff meetings in over two decades.
- Re-structuring the department to consolidate services for increased equitable support to divisions.
- Supporting the Health Department's Office of Equity and Inclusion to engage employees in the implementation of the Workforce Equity Strategic Plan by launching the Equity Leaders Program.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40096
Program Characteristics:

Executive Summary

Public Health Administration and Quality Management (PHA-QM) provides support to the Public Health Office of the Director as the local public health authority (LPHA). The LPHA holds the statutory responsibility to lead the local public system to promote and protect health, and prevent disease of all residents within Multnomah County. PHA-QM works with Public Health Division programs to set strategic directions and ensure accountability through achieving performance standards related to Public Health Accreditation, Public Health Modernization, and effective financial management.

Program Summary

Through administrative support, project management, and research and evaluation, Public Health Administration and Quality Management (PHA-QM) enables the Public Health Director and Public Health Division (PHD) programs to meet the foundational roles and legal requirements to act as Multnomah County’s local public health authority (LPHA). The LPHA is responsible for systems that promote and protect the health of, and prevent disease for, all residents and diverse communities within Multnomah County. Strategies include direct services, policy interventions, community partnerships, planning, and assessment. The following PHA-QM program areas support these strategies.

Administration: This program area provides core administrative functions for the PHD. Division-wide administration ensures accountability through achieving performance standards related to Public Health Accreditation, Public Health Modernization, effective financial management, and strategic plans.

Project Management: This program area supports quality assurance and improvement; performance measurement; information management; public health workforce development; public health informatics; funding and grant development; project management for emerging public health issues with departmental and community significance (such as the opioid epidemic); and academic partnerships.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of grant proposals written	27	25	25	25
Outcome	Dollar amount (in millions) of grants funded	\$23.8	\$20	\$20	\$20
Outcome	% of identified quality improvement, strategic projects, and strategic plan objectives successfully completed	100%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,593,970	\$238,839	\$1,179,013	\$139,723
Contractual Services	\$0	\$35,929	\$18,842	\$0
Materials & Supplies	\$75	\$93,586	\$62,135	\$18,027
Internal Services	\$112,154	\$156,646	\$272,863	\$24,831
Total GF/non-GF	\$1,706,199	\$525,000	\$1,532,853	\$182,581
Program Total:	\$2,231,199		\$1,715,434	
Program FTE	11.55	1.96	8.00	1.00

Program Revenues				
Intergovernmental	\$0	\$325,000	\$0	\$182,581
Service Charges	\$0	\$200,000	\$0	\$0
Total Revenue	\$0	\$525,000	\$0	\$182,581

Explanation of Revenues

This program generates \$16,348 in indirect 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.

\$ 125,000 - ST Opiate Grant

\$ 57,581 - Public Health Modernization Local

Significant Program Changes

Last Year this program was: FY 2020: 40001-20 Public Health Administration and Quality Management

In FY 2021, PHA-QM is reducing County General Fund, resulting in a decrease in net FTE related to quality and project management infrastructure. In addition, PHA-QM is also adding State Public Health Modernization funding (\$57,581) to support project management activities.

Department: Health Department **Program Contact:** Jessica Guernsey

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Public Health Administration and Quality Management (PHA-QM) ensures accountability and quality for the Public Health Division during disease outbreak response and recovery activities, such as the COVID-19 pandemic.

Program Summary

PHA-QM provides disease outbreak response planning for the public health system (e.g., HIV syndemic response, pandemic response, vaccines, etc.); provides active response support role including helping to staff the 24/7 Communicable Disease line; develops and assures population health policies and procedures; provides continuity of operations planning; and engages with state public health systems, CCO's, and regional partners to ensure state level policies are conducive to the best public health outcomes. All of these activities are core functions of the public health system and require long term capacity.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of quality improvement activities.	N/A	N/A	N/A	4
Outcome	% of Public Health programs with continuity of operations plans.	N/A	N/A	N/A	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$282,612	\$0
Materials & Supplies	\$0	\$0	\$2,499	\$0
Total GF/non-GF	\$0	\$0	\$285,111	\$0
Program Total:	\$0		\$285,111	
Program FTE	0.00	0.00	1.80	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:** Jennifer Vines
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 have contracted with Multnomah County for their health officer services since 2008.

Program Summary

Four public health physicians serve as the Tri-County Health Officers:

In Multnomah County the Health Officer is the lead Health Officer and supervises three deputy health officers, one in each county. In Multnomah County, the deputy Health Officer serves as medical consultant to the Communicable Disease, Sexually Transmitted Infection, Tuberculosis, and Environmental Health Food Service programs. The Health Officer oversees the EMS Program, the Public Health Emergency Preparedness Program, and the regional 6 county Hospital Preparedness Program. In addition the Health Officer supervises the EMS Medical Director, provides technical consultation to the health promotion efforts and leads the County and regional efforts to address pressing public health issues, for example fatal opioid overdoses.

The deputy Health Officers working in Clackamas and Washington Counties have broad roles in supporting their respective administrators with an emphasis on Communicable Disease Control given the limited FTE. Broadly speaking, the Health Officers, (1) participate in enforcement of public health laws; (2) supervise select public health programs; (3) work with department staff, other county agencies, and community partners to manage critical public health problems; and (4) participate in department administration.

The program supports Multnomah County Health Department's goals by providing effective and accountable local public health practice leadership and medical direction that results in quality clinical and health promotion programs. The health officer program staff provides leadership on chronic disease prevention programs, addresses issues of communicable disease control, leads the regional opiate safety coalition, leads the regional response to Emergency Department and Emergency Medical System overload that occurs nearly every winter, provides technical support for board presentations on Emergency Medical Systems and other topics. Dr. Vines sits on the Health Share Clinical Advisory Panel in addition to advising and participating other high-level external stakeholder endeavors.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Contract deliverables are met by the end of fiscal year.	90%	90%	90%	90%
Outcome	County stakeholders express satisfaction in program delivery and results.	100%	100%	100%	100%

Performance Measures Descriptions

Measured by renewal of intergovernmental agreement through FY20-21. TCHO program staff meet regularly with county health administrators to review service delivery, program satisfaction, and progress on individual workplan items. Contract deliverables for FY20-21 will be negotiated and finalized by June 30, 2020. These will provide guidance for work priorities and program activities.

Legal / Contractual Obligation

ORS 431.418 requires counties to employ or contract with a physician to serve as County Health Officer. Intergovernmental agreements with Clackamas and Washington counties specify Health Officer services that Multnomah County is required to provide as well as expected outcomes and evaluation measures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$395,168	\$447,677	\$406,672	\$476,325
Materials & Supplies	\$7,687	\$7,837	\$8,109	\$208,539
Internal Services	\$26,422	\$53,105	\$42,645	\$75,337
Total GF/non-GF	\$429,277	\$508,619	\$457,426	\$760,201
Program Total:	\$937,896		\$1,217,627	
Program FTE	1.20	1.45	1.00	1.94

Program Revenues				
Intergovernmental	\$0	\$508,619	\$0	\$760,201
Total Revenue	\$0	\$508,619	\$0	\$760,201

Explanation of Revenues

This program generates \$55,730 in indirect 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

- \$ 360,201 - Clackamas and Washington counties
- \$ 400,000 - Peer-driven Approach to Opioid Use Disorder

Significant Program Changes

Last Year this program was: FY 2020: 40002-20 Tri-County Health Officer

The Hospital Preparedness Program will transition to the state and out of the Health Officer Division. The Clackamas County contract will change to consolidate the Clackamas County Health Officer's FTE to Clackamas County. The contract with Multnomah County will be revised to keep the program functionally unchanged, with Clackamas possibly continuing to contribute funds to 0.07 FTE of the lead Health Officer's salary to administer the program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$350,479	\$0	\$587,988	\$0
Contractual Services	\$80	\$0	\$0	\$0
Materials & Supplies	\$34,063	\$0	\$28,971	\$0
Internal Services	\$109,881	\$0	\$134,963	\$0
Total GF/non-GF	\$494,503	\$0	\$751,922	\$0
Program Total:	\$494,503		\$751,922	
Program FTE	3.00	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 2020: 40003-20 Health Department Leadership Team Support

Two new positions were added to address the staffing needs of the new Gladys McCoy Building. A contract employee was converted to a permanent FTE. This permanent FTE now staffs the main reception desk in the lobby of the McCoy and an additional FTE to provide breaks and back-up coverage, along with facilities and building support (e.g. loading dock assistance, office management services for all floors, micro marketplace, gym, supply rooms, etc.)

Department: Health Department **Program Contact:** Jennifer Vines
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Medical Services (MCEMS) regulates, monitors, and coordinates a local EMS system, including a franchised ambulance (AMB) contractor, fire departments, and licensed non-emergency ambulance providers. Under Medical Direction, the system receives 9-1-1- calls, dispatches resources, provides care, and transports patients to the appropriate facility.

Program Summary

MCEMS plans, procures, contracts, regulates, monitors, and coordinates EMS system activities to comply with the MC AMB Service Plan, MCC 21.400, and Oregon ADMIN Rules. MCEMS regulates all ambulance business in accordance with the above, including licensing and inspection of ambulances, monitoring of AMB contractor operations, supervising medical care, and levying fines for substandard performance or violation of ADMIN rules. MCEMS provides medical supervision, oversight, and guidance to 9-1-1 dispatchers, fire and AMB emergency medical personnel, and non-911 AMB providers. This includes setting medical protocols and standards of emergency, pre-hospital care, as well as the provision of real-time medical guidance to first responders through a subcontract with OHSU Medical Resource Hospital. MCEMS provides pre-hospital system regulation and coordination of 911 medical first response and dispatch personnel for MC. The City of Portland's Bureau of Emergency Communications, a.k.a. 911 Dispatch Center dispatches emergency personnel. Fire departments of Portland, Gresham, Portland Intl. Airport and volunteer fire districts throughout the County provide medical first response to all 911 calls, accounting for more than 103,000 calls annually. American Medical Response (AMR) provides 911-AMB service through an exclusive AMB contract with the MC. MCEMS- assures that 911 medical dispatch protocols are consistent with care provided by EMS providers across multiple agencies; maintains county contracts for first response services and responds to concerns from the public regarding EMS care; monitors and enforces AMB response and performance metrics; coordinates and supervises annual joint training to assure fire and ambulance paramedics interpret and use medical protocols consistently across EMS agencies; establishes quality standards and metrics for the provision of EMS and uses a Continuous Quality Improvement process to monitor and improve service quality across the system; and coordinates major event planning, medical equipment specifications, liaison and communication with local hospitals, as well as EMS disaster planning.

Also, MCEMS manages the Tri-County 911 Service Coordination Program (TC911), a community-based intervention serving more than 500 frequent users of EMS systems across Clackamas, Washington, and Multnomah Counties. Seven licensed clinical social workers provide short-term intensive case management and care coordination to link people to non-emergency svcs., such as primary care, mental health, addictions treatment, and long term care.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	AMB response time for urgent, life threatening calls in the Urban zone is < or equal to 8 min. 90% of the time.	90.21%	90%	90.0%	90%
Outcome	AMB response time for urgent, life threatening calls in rural areas is < or equal to 20 min., 90% of the time.	90.84	90%	90.5%	90%
Output	EMS-social workers to serve a minim. of 500 highest users of EMS system with regional care coord.&case mgt	546	500	500	500

Performance Measures Descriptions

The exclusive AMB service contractor has response time std, by geographic zones, for 911 dispatched medical calls. Life-threatening calls in Urban zones shall receive a resp. within 8 min. and rural areas, 90% within 20 min. time. EMS social worker program (Tri-County 911 Service Coord. Prog. is largely funded by Medicaid payors to serve their highest cost, highest ED utilizing clients with intensive care mgt. svcs. TC911 evaluations have proven to reduce emerg. utilization and costs by redirecting and linking clients to appropriate care (e.g. primary care, housing, mental h. svcs, alcohol.& drug treat.).

Legal / Contractual Obligation

The County is responsible under ORS 682 to have an Ambulance Service Area Plan. The governing law and contractual obligations include the Multnomah County Ambulance Service Plan; ORS 682; OAR Chapter 333, County ordinances 21.400-21.433; County rules, medical policies, procedures, protocols, the franchise agreement with AMR, contracts with OHSU, and intergovernmental agreements with local fire and rescue jurisdictions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,254,102	\$800,059	\$1,338,572	\$915,050
Contractual Services	\$704,146	\$92,360	\$504,538	\$35,709
Materials & Supplies	\$43,123	\$10,096	\$144,895	\$10,105
Internal Services	\$215,968	\$109,405	\$148,517	\$223,706
Total GF/non-GF	\$2,217,339	\$1,011,920	\$2,136,522	\$1,184,570
Program Total:	\$3,229,259		\$3,321,092	
Program FTE	7.00	5.80	7.21	6.80

Program Revenues				
Fees, Permits & Charges	\$1,943,680	\$0	\$1,938,874	\$0
Intergovernmental	\$72,194	\$0	\$72,194	\$0
Other / Miscellaneous	\$0	\$1,011,920	\$0	\$1,184,570
Total Revenue	\$2,015,874	\$1,011,920	\$2,011,068	\$1,184,570

Explanation of Revenues

This program generates \$107,061 in indirect revenues.

License fees, the ambulance franchise fee, and contracts pay MCEMS administration and medical direction costs. Fees are established and collected through agreements with the exclusive emergency ambulance contractor and other jurisdictions. The revenues for the services equals the County's expense in providing the service. Should expenses increase, the County's exclusive ambulance contractor covers the difference. The County's exclusive ambulance services contract and MCC 21.400 provide authority for MCEMS to levy fines for substandard performance. Any fines collected pay for EMS system enhancements.

In addition, the County pays two fire first response agencies in eastern Multnomah County to provide EMS first response in areas of the County not otherwise served by a Fire Department to provide EMS first response.

The EMS Social Work Program (aka TC911) has a contract with Health Share of Oregon through June 30, 2021 to serve 450 Medicaid members (\$1,184,570). The County supplements this with general funds to allow service to non-Medicaid clients using EMS frequently.

Significant Program Changes

Last Year this program was: FY 2020: 40004A-20 Ambulance Services (Emergency Medical Services)

Legal / Contractual Obligation

ORS 431 and 433 empower the County and Health Department to plan, coordinate, and operationally lead in matters related to preserving the life and health of the people within 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 this includes two grants the Public Health Emergency Preparedness Grant and the Cities Readiness Initiative Grant. Both sources of federal funds are dedicated to public health emergency preparedness, and cannot supplant other funding or be used to build general emergency preparedness or public health capacities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$546,779	\$0	\$238,971
Materials & Supplies	\$0	\$33,563	\$3	\$7,974
Internal Services	\$35,918	\$117,494	\$67,316	\$52,083
Total GF/non-GF	\$35,918	\$697,836	\$67,319	\$299,028
Program Total:	\$733,754		\$366,347	
Program FTE	0.00	3.35	0.00	1.35

Program Revenues				
Intergovernmental	\$0	\$697,836	\$0	\$299,028
Total Revenue	\$0	\$697,836	\$0	\$299,028

Explanation of Revenues

This program generates \$27,960 in indirect revenues.

State Public Health Emergency Preparedness is supported by the Federal Centers for Disease Control (CDC) funds received through an intergovernmental agreement with the Oregon Department of Human Services.

\$ 259,028 - State Public Health Emergency Preparedness

\$ 40,000 - Cities Readiness Initiative

Significant Program Changes

Last Year this program was: FY 2020: 40005-20 Public Health & Regional Health Systems Emergency Preparedness

The HDPHP will transfer in its entirety to the state on June 30, 2020. 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, & other providers are prepared to respond in an effective and coordinated manner. The prog. 1) ensures that hospitals & other providers develop & exercise plans to increase the # of patients they can serve; 2) creates regional plans to coordinate a public/private resp.; 3) develops regional capacities to address comm. & other critical support needs; & 4) develops regional capacities to manage specific health impacts (e.g., pandemic influenza). The prog. coordinate & collaborate to develop effective govt. & private sector health response capacities in the county and region.

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40037, 40053, 40060
Program Characteristics:

Executive Summary

The Tobacco Prevention and Control Program uses a variety of policy, systems, and environmental change strategies to prevent and reduce tobacco and nicotine use and exposure in Multnomah County with particular attention to reducing tobacco-related racial and ethnic disparities.

Program Summary

Tobacco use is the single most preventable cause of disease, disability, and death in Multnomah County and across the nation. Although cigarette smoking has declined in Multnomah County, disparities in tobacco use remain across groups defined by race, ethnicity, educational level, and socioeconomic status. Nearly 1,203 residents die prematurely from tobacco use each year, and more than 36,090 suffer from a disease caused by smoking. Despite these risks, approximately 106,900 Multnomah County adults currently smoke cigarettes while the youth of Multnomah County currently report e-cigarette use at higher rates than cigarettes. And the harmful effects of smoking and vaping do not end with the user. Secondhand smoke/vape 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 \$305.6 million is spent on tobacco-related medical costs and \$271.9 million is lost in productivity due to premature tobacco-related deaths.

General components of the program include: implementation of equitable strategies to reduce youth access to, and use of, tobacco and nicotine products, establishment of policy/regulation, counter-marketing, promotion of smokefree environments, providing support and resources to smokers who want to quit, surveillance and evaluation, and engaging diverse communities in tobacco prevention efforts in order to reduce tobacco-related disparities.

Tobacco retail licensing components include: annual compliance inspections, minimum legal sales age inspections, enforcement inspections, surveillance and monitoring, trainings, and outreach and consultation to increase retailer compliance with all laws related to the sale of tobacco and nicotine products. These components work to decrease access and availability of tobacco and nicotine products within Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of tobacco retail licenses issued	695	800	774	800
Outcome	Number of policies established to reduce tobacco use and exposure	0	2	1	2
Output	Number of retailer inspections	1,458	2,070	1,750	1,808
Output	Number of community partnerships	49	45	49	54

Performance Measures Descriptions

1) Number of tobacco retail licenses issued under the county ordinance. 2) Number of policies enables program to track and monitor whether partnership activities result in concrete changes to policy. 3) Retailers inspected on-site (includes annual compliance inspection, minimum legal sales age inspections, suspension inspections, education, and outreach visits as needed). 4) Tracked by the number of established and strengthened partnerships through specific project and program activities.

Legal / Contractual Obligation

Tobacco Prevention and Education Grant, funded by the Oregon Public Health Division, OHA must comply with required work plans and assurances.

Multnomah County Ordinance 2015-1225.

ICAA OARS plus MSA, SYNAR, RICO, FDA, and Family Smoking Prevention and Tobacco Act.

Senate Bill 754 (Oregon Laws 2017, Chapter 701)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$489,515	\$319,532	\$508,328	\$368,771
Contractual Services	\$27,475	\$0	\$21,000	\$150,474
Materials & Supplies	\$26,106	\$4,543	\$17,320	\$50,327
Internal Services	\$130,870	\$66,614	\$104,430	\$104,712
Total GF/non-GF	\$673,966	\$390,689	\$651,078	\$674,284
Program Total:	\$1,064,655		\$1,325,362	
Program FTE	3.90	2.60	3.95	2.90

Program Revenues				
Fees, Permits & Charges	\$613,764	\$0	\$613,763	\$0
Intergovernmental	\$0	\$390,689	\$0	\$494,284
Other / Miscellaneous	\$0	\$0	\$0	\$180,000
Total Revenue	\$613,764	\$390,689	\$613,763	\$674,284

Explanation of Revenues

This program generates \$43,146 in indirect revenues.

\$ 494,284 - OHA, Oregon Public Health Division Tobacco Prevention and Education grant

\$ 180,000 - HSO County Based Services - TPEP

Significant Program Changes

Last Year this program was: FY 2020: 40006-20 Tobacco Prevention and Control

For FY 2021, Tobacco Prevention and Control will have Health Share of Oregon funding (\$180,000) to increase the reach and impact of communication and media campaigns.

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40008, 40010A
Program Characteristics:

Executive Summary

Health Inspections and Education is a fee-supported program that helps protect the public from disease and injury by investigating food and waterborne disease; educating about food safety practices; and performing inspections of licensed facilities. In 2020, the program became the first in the nation to license and inspect food cart pods. Participation in the Food and Drug Administration's Program Standards aligns Multnomah County with national standards. The inspection program received an outstanding rating in the 2018 Oregon Health Authority triennial review.

Program Summary

Health Inspections and Education is a legally mandated program that protects the health and safety of the entire community by providing education, assuring safe food and water, controlling disease, improving safety in the work place, and reducing unintentional injuries as well as supporting other public health activities by incorporating prevention activities into the inspection process. The citizenry understands and expects the following program functions.

Inspected Facilities: The Health Inspections program has responsibility for assuring health and safety in 4,815 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 527 pools/spas to ensure pools are safe from hazards and disease. Field and classroom technical training is provided to approximately 60 pool operators each year. **Schools, Child and Adult Foster Care Facilities:** The program inspects 858 schools, childcare centers, and other service providers to ensure they handle food properly, are clean, and are free of health and safety hazards. **Small Drinking Water Systems:** There are 41 small water systems that are inspected every 3 to 5 years (dependent on the type of system) to ensure they are properly maintained and meet EPA water quality standards. There are also 12 additional systems that are monitored; the program responds to alerts as needed.

Foodborne Illness Outbreaks: Registered Environmental Health Specialists investigate local foodborne illness complaints in collaboration with the Communicable Disease Program and are key participants in emergency response. Multnomah County Environmental Health conducted 8 foodborne illness investigations and 9 vibrio investigations in restaurants in the previous calendar year.

Food Handler Training and Certification: Multi-lingual training about safe food preparation in 7 languages is provided online and in person to food workers at all literacy levels to support health equity and entry into the workforce.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of licenses issued	7,374	7,445	7,149	7,958
Outcome	Number of Priority & Priority Foundation violations	14,184	13,738	13,234	13,100
Output	Number of facility inspections	14,377	14,331	14,346	15,591
Output	Number of Food Worker Cards issued	11,356	11,214	11,233	11,568

Performance Measures Descriptions

1) New food cart pod licensing included in FY21 Offer. 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,488,503	\$86,098	\$4,531,404	\$24,349
Contractual Services	\$268,844	\$15,000	\$423,410	\$0
Materials & Supplies	\$151,445	\$1,638	\$194,979	\$1,196
Internal Services	\$788,010	\$9,979	\$736,329	\$2,849
Total GF/non-GF	\$5,696,802	\$112,715	\$5,886,122	\$28,394
Program Total:	\$5,809,517		\$5,914,516	
Program FTE	36.75	0.76	36.41	0.19

Program Revenues				
Fees, Permits & Charges	\$5,696,802	\$0	\$5,886,122	\$0
Intergovernmental	\$0	\$112,715	\$0	\$28,394
Total Revenue	\$5,696,802	\$112,715	\$5,886,122	\$28,394

Explanation of Revenues

This program generates \$2,849 in indirect revenues.

Multnomah County Environmental Health receives \$28,394 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.

\$ 5,886,122 - Health inspection and education licenses general fund fees
 \$ 28,394 - State Safe Drinking Water fund

Significant Program Changes

Last Year this program was: FY 2020: 40007-20 Health Inspections and Education

In 2019, the Board of County Commissioners passed an ordinance amending Chapter 21 to add new regulatory authority over food cart pods. In 2020, Health Inspections and Education began enforcement of the new licensing requirements.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,031,574	\$0	\$887,019	\$0
Contractual Services	\$26,500	\$0	\$19,583	\$0
Materials & Supplies	\$64,740	\$0	\$49,390	\$0
Internal Services	\$0	\$0	\$246,698	\$0
Total GF/non-GF	\$1,122,814	\$0	\$1,202,690	\$0
Program Total:	\$1,122,814		\$1,202,690	
Program FTE	8.65	0.00	6.82	0.00

Program Revenues				
Fees, Permits & Charges	\$500	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$10,000	\$0
Other / Miscellaneous	\$1,000	\$0	\$1,000	\$0
Service Charges	\$302,612	\$0	\$272,612	\$0
Total Revenue	\$304,112	\$0	\$283,612	\$0

Explanation of Revenues

- \$ 266,112 - The City of Portland, Bureau of Environmental Services
- \$ 10,000 - State of Oregon, West Nile Virus
- \$ 5,000 - Oregon Zoo
- \$ 1,500 - Maywood Park
- \$ 1,000 - Penalty Enforcement

Significant Program Changes

Last Year this program was: FY 2020: 40008-20 Vector-Borne Disease Prevention and Code Enforcement

In FY 2021, Vector-Borne Disease Prevention and Code Enforcement has a reduction in FTE (field staff and administration support), resulting in a decreased level of service that treats fewer acres for mosquitoes and conducts fewer rodent inspections.

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40008A
Program Characteristics:

Executive Summary

This program offer will maintain the current capacity in Vector services. The Vector program provides abatement services across the county including public lands and green spaces under the jurisdiction of City of Portland, Metro, Port of Portland among others. In 2021, the Public Health division will be exploring other sources of revenue and support for this program, in partnership with all the jurisdictions that benefit from these services.

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 2019, four counties in Oregon reported 85 mosquito-cases of West Nile Virus. There were no cases detected in Multnomah County. It is necessary to maintain current levels of surveillance and control to ensure early prevention and suppression of this and other vector-borne diseases using World Health Organization and Center for Disease Control best practices. Rodent control is critical to public health. Rodents can spread Hantavirus, plague and other diseases and can affect livability. A survey in the county rat population showed Toxoplasmosis (Cat Box Fever) in 6% of the rat population. Vector Control protects the community by serving all populations, while focusing on the vulnerable (i.e. elderly, children, homeless). The citizenry understands and expects these program functions.

The Vector program's major components include mosquito control; rodent control; and nuisance code enforcement. Mosquito control comprises the majority of the program's funds/staffing. The program is the primary provider of rodent control in the county. Nuisance code enforcement addresses public health code violations, including restaurant enforcement and dumping.

The program's main activities include collecting and identifying mosquitoes, birds, and rats; monitoring for and responding to emerging vector-borne disease such as Zika virus and now-endemic West Nile Virus; performing laboratory analysis on rats and mosquitoes to determine what species carry disease, their preferred habitats, and population size; abating/suppressing mosquitoes that carry West Nile Virus with pesticides with the least impact; reducing the mosquito breeding habitat through water control and vegetation management; and educating the average citizen and vulnerable populations about preventing vectors and their habitat through community meetings, pamphlets, and the media.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of acres treated for mosquitoes	NA	NA	NA	630
Outcome	Proportion of number of acres treated for mosquitos funded by jurisdictional entity	NA	NA	NA	0.8
Efficiency	Number of acres treated for mosquitoes per FTE	NA	NA	NA	158
Output	Number of rodent inspections conducted	NA	NA	NA	420

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. 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$131,986	\$0
Contractual Services	\$0	\$0	\$7,954	\$0
Total GF/non-GF	\$0	\$0	\$139,940	\$0
Program Total:	\$0		\$139,940	
Program FTE	0.00	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:

In FY 2021, this offer will fund FTE (field staff and administration support) which was reduced in 40008A Vector-Borne Disease Prevention and Code Enforcement and bring the program back to FY 2020 service levels for acres for mosquitoes treated and rodent inspections.

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, which minimizes the opportunity for identity theft and assures accurate record of cause of death and identification of parents of the born child.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of birth and death certificates issued	36,002	35,763	34,643	35,200
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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$465,829	\$0	\$591,588
Contractual Services	\$0	\$19,537	\$0	\$15,200
Materials & Supplies	\$2,195	\$14,495	\$14,345	\$8,286
Internal Services	\$0	\$394,207	\$0	\$278,994
Total GF/non-GF	\$2,195	\$894,068	\$14,345	\$894,068
Program Total:	\$896,263		\$908,413	
Program FTE	0.00	4.75	0.00	5.50

Program Revenues				
Fees, Permits & Charges	\$0	\$894,068	\$0	\$894,068
Total Revenue	\$0	\$894,068	\$0	\$894,068

Explanation of Revenues

This program generates \$69,216 in indirect revenues.

This is a fee driven, self-sustaining program. The fee schedule is established by the State of Oregon.

\$ 894,068 - Vital Stats Certs (Licenses)

\$ 14,345 - Vital State Certs (Licenses) general fund fees

Significant Program Changes

Last Year this program was: FY 2020: 40009-20 Vital Records

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010B, 40007, 40008
Program Characteristics:

Executive Summary

Communicable Disease Prevention and Control (CDPC) programming protects community health by responding to reportable communicable diseases with prompt disease investigation and limiting the spread of these diseases through disease control interventions. CD is a foundational public health program that upholds the State of Oregon communicable disease statutes through disease tracking and investigation, disease intervention and control, and response evaluation. CDPC responds 24/7 to events of public health importance.

Program Summary

As part of foundational public health CD programming, CD Prevention and Control (CDPC) is a trusted community resource that protects the people of Multnomah County from preventable infectious diseases. The program limits the spread of life-threatening infectious diseases using core public health principles and tools. Staff conduct investigations that find people who have been exposed to serious diseases to make sure they get the information and care they need to stay healthy. To prevent these diseases before they start, CDPC works with communities to provide health education. For people who already have diseases, the program assures access to medicine, care, and education to prevent the spread of illness. For healthcare providers, the program assures availability of appropriate diagnostic testing by providing a link to state and national laboratories that test for rare pathogens. CDPC is also the frontline of an international system that tracks communicable disease threats, collecting and sharing essential information with the State of Oregon and the Centers for Disease Control and Prevention.

CDPC employs a culturally diverse staff who include highly-trained public health nurses, epidemiologists, community health specialists, analysts, and administrative staff with knowledge of infectious disease transmission and State reporting rules. Staff work with other Health Department programs, including Environmental Health, Health Officers, and Emergency Preparedness, and provide technical assistance to public health professionals.

CDPC includes epidemiologic investigation (identifying patterns of disease transmission in communities) and assures preventive health measures in response to reportable disease exposures and outbreaks; response planning and implementation for emerging infectious diseases; public health disease tracking and analysis to monitor communicable disease threats; tuberculosis case management; and support for immunization law requirements. CDPC also works with government and community partners to build capacity to address emerging issues, including the need for increased provider support and case investigation.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of disease report responses	5,419	5,500	5,750	5,550
Outcome	Location of contacts (pertussis, meningococcal meningitis, Hepatitis A and B) within one day	78%	70%	70%	70%
Quality	Percent of tuberculosis (TB) patients completing treatment within 12 months	96%	90%	96%	93%
Outcome	Percent of assisted facilities successful in meeting immunization law requirements	99%	90%	90%	90%

Performance Measures Descriptions

1) Disease & laboratory reports received/reviewed/responded to. 2) Timeliness of response. Potentially exposed persons. Excludes chronic Hepatitis B cases. 3) National goal for completing TB treatment (93% as of 2021 per OHA & CDC, previously 90%). 4) Licensed child care facilities and schools receive technical assistance to meet state of Oregon student vaccination record reporting requirements.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,672,238	\$1,721,393	\$1,141,834	\$2,060,665
Contractual Services	\$71,829	\$33,128	\$43,200	\$118,347
Materials & Supplies	\$122,797	\$31,894	\$107,802	\$31,679
Internal Services	\$713,136	\$244,710	\$730,852	\$313,013
Total GF/non-GF	\$2,580,000	\$2,031,125	\$2,023,688	\$2,523,704
Program Total:	\$4,611,125		\$4,547,392	
Program FTE	10.91	13.72	6.78	14.30

Program Revenues				
Intergovernmental	\$0	\$1,725,035	\$0	\$2,160,607
Other / Miscellaneous	\$0	\$188,025	\$0	\$197,221
Service Charges	\$0	\$118,065	\$0	\$165,876
Total Revenue	\$0	\$2,031,125	\$0	\$2,523,704

Explanation of Revenues

This program generates \$223,592 in indirect revenues.

CDPC is funded by federal and state grants and client fees. Federal and state grants support best practices (e.g., TB evaluations and LTBI treatment support for newly arriving refugees) and expanded public health surveillance activities (e.g., Metropolitan Area Pertussis Surveillance and Emerging Infectious Disease program) that build upon statutory responsibilities.

\$ 1,322,182 - State of Oregon LPHA (Direct State and Federal through State)

\$ 98,400 - Refugee Health Promotion (Direct Federal)

\$ 540,142 - Emerging Infections Program

\$ 228,857 - Medical Fees

\$ 334,123 - Public Health Modernization Regional and Local

\$ 162,347 - Health Communicable Disease program

Significant Program Changes

Last Year this program was: FY 2020: 40010A-20 Communicable Disease Prevention and Control

In FY 2021, tuberculosis clinical services (TB evaluation and latent TB treatment) are being moved from 40010A Communicable Disease Prevention and Control to 40010B Communicable Disease Clinical and Community Services. This move is the next step in integrating public health clinical services, which began in FY 2020 when the CD and STD/HIV clinics were combined into a single clinic.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010A, 40012B, 40061
Program Characteristics:

Executive Summary

Communicable Disease (CD) programming protects community health by responding to reportable communicable (infectious) diseases with prompt disease investigation and limiting the spread of these diseases through disease control interventions. CD is a foundational public health program that upholds the State of Oregon communicable disease statutes through disease tracking and investigation, disease intervention and control, and response evaluation. CD Clinical and Community Services provides sexual health services to prevent STD and HIV transmission and provides limited tuberculosis evaluation and treatment.

Program Summary

As part of foundational public health CD programming, CD Clinical and Community Services uses population-focused approaches to prevent and treat disease transmission. Program components include:

STD/HCV/HIV - Locally, sexual health disparities persist by race/ethnicity, sexual orientation, and gender. For example, the syphilis rate for gay and bisexual men is as much as 200 times higher than for heterosexual men; and African Americans have higher rates of chlamydia, gonorrhea, and syphilis. A cornerstone of the program is designing services to reduce long-standing inequities among racial, ethnic, and sexual minority communities. STD/HCV/HIV activities include: Partner Services - staff contact infected and exposed people and their sex/needle-sharing partners, link them to testing and treatment, and counsel for behavior change. STD Clinical Services - Medical staff provide low barrier, timely evaluation, treatment, and prevention counseling in a judgment-free, culturally-relevant manner. Staff provide HIV prevention medication (PrEP) to at-risk individuals. Additionally, staff provide consultations and continuing medical education to medical providers in the community. The STD clinic is a designated training site for medical providers. Partnerships - Focused community and field-based testing, health promotion, and condom distribution is provided through direct services and subcontracts with community partners. Collaboration with community organizations and health care systems enhance programmatic capacity. Epidemiology - Case investigation identifies population-level patterns of STD/HIV infection to inform health care and other systems to appropriately target resources and efforts. The program has a strong record of meeting national benchmark performance measures, and is nationally recognized for innovation and program coordination, as well as high client satisfaction across all demographics.

Tuberculosis (TB) - TB services include limited specialty care services for evaluation of TB and treatment of latent TB, including TB testing in homeless shelters and serving newly arriving refugees, who are disproportionately affected by communicable diseases common in their countries of origin.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number clinical visits (STD, HIV, TB)	9,244	5,000	9,300	9,300
Outcome	Percent of all County gonorrhea/syphilis/HIV cases diagnosed through this program	15%	15%	14%	15%
Quality	Percent of syphilis/HIV cases investigated	81%	85%	80%	85%
Output	Number of patients initiated on HIV prevention medication (PrEP)	284	250	300	325

Performance Measures Descriptions

1) The clinical visits reported now include clinical TB services since integration (see program changes below). The FY20 offer did not, but the FY21 offer does include clinical TB visits. (FY20 STD-only estimate is 5,000 visits). 2) Shows impact and efficiency of program to find, diagnose, and treat significant portion of reportable STDs relative to entire health care system. 3) Priority diseases recommended by CDC. 4) HIV PrEP prevents infection in HIV negative individuals.

Legal / Contractual Obligation

ORS 433 mandates disease prevention & control. Ryan White CARE Act Part A requires local maintenance of effort for HIV prevention services. Oregon State DHS HIV Prevention contractual program elements. Oregon State DHS STD disease investigation assurances.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$246,341	\$2,615,009	\$662,470	\$3,083,350
Contractual Services	\$120,387	\$1,995,679	\$133,225	\$2,358,321
Materials & Supplies	\$92,726	\$54,970	\$149,176	\$59,595
Internal Services	\$479,605	\$406,863	\$435,988	\$585,057
Capital Outlay	\$0	\$80,000	\$0	\$0
Total GF/non-GF	\$939,059	\$5,152,521	\$1,380,859	\$6,086,323
Program Total:	\$6,091,580		\$7,467,182	
Program FTE	1.13	22.77	4.93	26.64

Program Revenues				
Intergovernmental	\$0	\$4,802,221	\$0	\$5,578,230
Service Charges	\$0	\$350,300	\$0	\$508,093
Total Revenue	\$0	\$5,152,521	\$0	\$6,086,323

Explanation of Revenues

This program generates \$360,752 in indirect 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.

- \$ 352,586 State Local Public Health Authority IGA
- \$ 250,000 Federal STD Surveillance Network Grant (SSuN)
- \$ 4,882,119 HIV EIO
- \$ 468,793 Medical Fees
- \$ 132,825 Sexually Transmitted Diseases Client Services

Significant Program Changes

Last Year this program was: FY 2020: 40010B-20 STD/HIV/Hep C Community Prevention Program

In FY 2021, this offer was renamed to Communicable Disease Clinical and Community Services to reflect the integration of CD and STD/HIV clinical services into a single public health clinic. The clinics were combined in FY 2020 and, in FY 2021, tuberculosis clinical services (TB evaluation and latent TB treatment) are being moved from 40010A Communicable Disease Prevention and Control to 40010B Communicable Disease Clinical and Community Services as the next step in clinical integration.

Department: Health Department **Program Contact:** Tasha Wheatt-Delancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40012B, 40010B
Program Characteristics:

Executive Summary

The HIV Health Services Center (HHSC) provides community-based primary care and support services to 1,400 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 HHSC, the only Ryan White clinic in Oregon, serves over 1,400 clients each year and is part of the County's Federally Qualified Health Center (FQHC). HHSC's services include culturally specific LGBTQI HIV/HCV outpatient medical care, mental health services, case management, health education, HIV prevention, art therapy, IPV universal education & screening with referral to community resources, risk reduction support, medication-assisted therapy, and treatment adherence counseling. Access to and use of HIV medications are optimized by clinical pharmacy services. Patient navigation services assist clients with access to housing and other needs for support.

Also, collaboration with a community partner also makes substance abuse peer support available at the clinic. HHSC integrates prevention into all services to reduce client risk of HIV transmission. The clinic is supported by an active Client Advisory Council & a well-established network of HIV social services providers and is an AIDS Education and Training Center site, training > 40 doctors, nurses, clinic administrators, quality directors, and pharmacists each year. The clinic serves as a Practice Transformation Training site to mentor providers in rural FQHCs caring for clients living with HIV. Clients continue to be severely affected by poverty, lack of stable housing and lack of adequate services to treat mental illness and substance use disorder. The clinic provides Programmatic oversight for the FOCUS Grant targeting universal screening, testing, and linkage to care for Hepatitis C in MC's FQHC Primary Care Clinic settings as well as STD & Harm Reduction programs HHSC continues to provide Hepatitis C assessment & treatment to the County's non-HIV Primary Care Patients. HHSC provides intensive onsite medical case management and housing case management to ensure clients who are homeless to secure access to housing resources (short and long term), identify barriers and develop strategies to empower clients to remain engaged in medical care and adherent to medications. Implementation of rapid antiretroviral therapy for newly diagnosed persons living with HIV diagnoses and intake coordination has been implemented in the HIV clinic to enhance engagement and retention in disenfranchised populations who struggle with social and health disparities. Engagement in health insurance of this vulnerable patient population who travels the state to be seen at this clinic is a critical component of the medical case management/eligibility specialist function embedded in the care delivery model of the HIV clinic.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of unduplicated HIV Clinic clients.	1,450	1,450	1,398	1,425
Outcome	Percent of HIV Clinic clients whose last viral load test is below 200 copies.	90%	90%	90%	90%

Performance Measures Descriptions

- 1) This measure shows how many unique clients were seen at the HIV Health Services Center during the fiscal year
- 2) This test measures how much virus is in the blood. Below 200 is a strong sign of individual health and also very low chance of transmitting HIV to others.

Legal / Contractual Obligation

Federal HIV grant and contract funds are restricted. Part A grant requires: 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill & Clark Counties; 2) 10% cap on planning & administration, requiring the County to cover some administrative costs; and 3) The County must spend local funds for HIV services at least at the level spent in the previous year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$976,304	\$3,162,174	\$708,011	\$3,928,685
Contractual Services	\$124,092	\$16,619	\$0	\$153,328
Materials & Supplies	\$115,163	\$140,749	\$33,625	\$326,591
Internal Services	\$113,154	\$1,079,866	\$731,293	\$643,496
Total GF/non-GF	\$1,328,713	\$4,399,408	\$1,472,929	\$5,052,100
Program Total:	\$5,728,121		\$6,525,029	
Program FTE	4.94	25.09	6.52	25.74

Program Revenues				
Intergovernmental	\$0	\$2,827,202	\$0	\$3,292,097
Other / Miscellaneous	\$0	\$293,010	\$0	\$293,010
Service Charges	\$1,328,713	\$1,279,196	\$1,472,929	\$1,466,993
Total Revenue	\$1,328,713	\$4,399,408	\$1,472,929	\$5,052,100

Explanation of Revenues

This program generates \$493,663 in indirect revenues.

\$ 1,339,442 - Ryan White Part A funds for 20-21 (Medical, Case management, Non medical case management and Housing)

\$ 368,760 - Ryan White Part D funds for 20-21 (Women, Children, Youth)

\$ 13,120 - Ryan White Part F funds for 20-21 (OHSU dental referrals case management)

\$ 81,400 - AIDS Education & Training Center - Base (AETC)

\$ 212,000 - Federal Primary Care Grant (330) for FY 21

\$ 811,624 - Federal Ryan White Part C funds Primary Care HIV-Early Intervention

\$ 359,956 - OHA Ryan White

\$ 107,199 - Oregon Health Authority HIV Care (OA/Case Management support)

\$ 2,939,922 - Medical Fees projected

\$ 293,010 - FOCUS Hepatitis C Foundation Grant 20-21: Hep C Primary Care Screening and Treatment

Significant Program Changes

Last Year this program was: FY 2020: 40012A-20 Services for Persons Living with HIV-Clinical Services

Significant increase in HIV/HCV incidence in the homeless camp community which has impacted our program around deliverables, supporting our Rapid Antiretroviral Workflow demonstrating newly diagnosed clients are able to leave with HIV medications same day of their diagnosis and achieving HIV viral load suppression as quickly as 39 days from time of diagnosis.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$823,697	\$0	\$792,421
Contractual Services	\$5,500	\$3,571,199	\$5,500	\$4,660,370
Materials & Supplies	\$1,196	\$21,730	\$500	\$34,604
Internal Services	\$37,990	\$157,880	\$49,684	\$175,713
Total GF/non-GF	\$44,686	\$4,574,506	\$55,684	\$5,663,108
Program Total:	\$4,619,192		\$5,718,792	
Program FTE	0.00	6.67	0.00	5.63

Program Revenues				
Intergovernmental	\$0	\$4,574,506	\$0	\$5,663,108
Total Revenue	\$0	\$4,574,506	\$0	\$5,663,108

Explanation of Revenues

This program generates \$91,560 in indirect revenues.

\$ 2,575,251 Ryan White Part A funds for 20-21: Medical, Case management, Non medical case management and Housing

\$ 3,087,857 Oregon Health Authority Ryan White

Significant Program Changes

Last Year this program was: FY 2020: 40012B-20 Services for Persons Living with HIV - Regional Education and

For FY 2021, additional State Ryan White Part B funding will support expanded housing and other supportive services such as mental health, case management, and access to treatment.

Department: Health Department **Program Contact:** Tasha Wheatt-Delancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Medicaid Enrollment assists uninsured and under-insured Oregonians to gain access to health services by providing application and enrollment assistance and advocacy to families and children applying for state and federally provided Medical and Dental coverage as well as other forms of assistance. Additionally patients are screened for eligibility to sliding scale (discounted fees) for services received, if they are unable to obtain other coverage. Last year, more than 16,000 clients were screened and 9,000 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 access to health care for County persons in collaboration with existing Multnomah County services, by securing insurance coverage for eligible individuals.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Annual number of clients screened	16,124	16,000	19,000	17,500
Outcome	% of Self-Pay patients in Medical	13%	14%	13.5%	14%
Outcome	% of Self-Pay patients in Dental	7.5%	12%	6%	9%

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 Prog. is on contract with the State Division of Medical Assistance Progs. 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 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. Medical Assistants is in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$546,132	\$1,245,081	\$107,415	\$1,756,545
Contractual Services	\$18,000	\$0	\$24,000	\$0
Materials & Supplies	\$13,303	\$449	\$14,941	\$0
Internal Services	\$251,696	\$144,416	\$341,617	\$205,516
Total GF/non-GF	\$829,131	\$1,389,946	\$487,973	\$1,962,061
Program Total:	\$2,219,077		\$2,450,034	
Program FTE	5.74	12.26	1.00	17.00

Program Revenues				
Intergovernmental	\$0	\$294,466	\$0	\$1,962,061
Service Charges	\$291,512	\$1,095,480	\$0	\$0
Total Revenue	\$291,512	\$1,389,946	\$0	\$1,962,061

Explanation of Revenues

This program generates \$205,516 in indirect 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 FY21 is based on actual expenses from FY2020. DMAP disallows the cost of supervision, office support and interpretation services. General fund provides funding for expenditures not covered by state funding.

\$ 1,667,594 - Division of Medical Assistance Programs (DMAP)

\$ 294,467 - Federal Primary Care (330) Grant

Significant Program Changes

Last Year this program was: FY 2020: 40016-20 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 persons with essential, urgent, routine, and preventive services in clinic settings and school-based programs. Program works with community partners, targeting under-served populations; providing service to nearly 27,000 people in Multnomah County. The Dental Program is the largest Safety Net provider for vital dental care in the County and provides additional child based services to uninsured and underinsured clients (School of Community and Oral Health); focuses on access for clients with chronic diseases, children and pregnant women. The program uses evidence based practice guidelines.

Program Summary

The Dental program has four distinct service components. Six dental clinics provide comprehensive and urgent dental treatment for Medicaid (Oregon Health Plan) and self-pay patients. The clinics perform outreach to clients who have not had a visit in the past 12-24 months. The clinical program also focuses on services for pregnant women in order to reduce the risk of premature birth, and to foster a good oral health learning collaboration between the dental program, and expectant mothers. The School and Community Oral Health Program provides dental education, and dental sealant services to children in Multnomah County schools, and provides outreach, education, and dental treatment specifically to children 0-36 months in our clinic setting, known as our Baby Day program. The Dental program also delivers mandated services within two Corrections Health sites. The fourth component of the program consists of mentoring and training 3rd and 4th year OHSU Dental students who provide services to our clients in the clinics, under the preceptorship of our providers, which helps cultivate a workforce interested in providing public health today and into the future. Dental Services is an essential program that provides education, prevention, and dental treatment to the poorest and most vulnerable in Multnomah County. Services include dental sealants (protective coatings placed on children's molar teeth), which have been a mainstay at our School and Community Oral Health Program for many years, preventive measures and improving access for clients who have recently gained insurance through our outreach efforts. The focus on metrics benefits the community, quality of care, and our financial picture. The Dental program continues to search for ways to deliver the best evidence based oral healthcare services, to the most persons, in a reasonable, and cost-effective manner.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Billable patient visits (including School and Community Oral Health)	77,000	91,706	84,000	91,000
Outcome	Improve patient no show rate to assure access to care	17%	15%	16%	16%
Quality	Maintain Opioid Prescribing by Dentists	CY 18~772	CY 19~900	CY 19~600	CY 20~500

Performance Measures Descriptions

Output (billable visits) may be slightly under target for 2020 due to WISDOM implementation. Performance to date has exceeded budgeted output. Opioid prescribing in the dental program continues to decrease at statistically significant figures.

Legal / Contractual Obligation

Dental services are a requirement of the Bureau of Primary Health Care 330 Grant. Dental services in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. The Dental Program is also accredited under The Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$10,792,617	\$6,559,060	\$11,408,895	\$8,438,768
Contractual Services	\$172,486	\$230,966	\$8,000	\$449,901
Materials & Supplies	\$527,734	\$739,097	\$160,641	\$1,188,148
Internal Services	\$2,027,947	\$2,470,195	\$1,580,192	\$3,526,134
Total GF/non-GF	\$13,520,784	\$9,999,318	\$13,157,728	\$13,602,951
Program Total:	\$23,520,102		\$26,760,679	
Program FTE	62.65	70.16	70.93	71.76

Program Revenues				
Intergovernmental	\$0	\$312,000	\$0	\$312,000
Other / Miscellaneous	\$700,000	\$142,070	\$500,000	\$0
Beginning Working Capital	\$459,000	\$0	\$500,000	\$0
Service Charges	\$12,361,784	\$9,545,248	\$12,157,728	\$13,290,951
Total Revenue	\$13,520,784	\$9,999,318	\$13,157,728	\$13,602,951

Explanation of Revenues

This program generates \$2,322,176 in indirect revenues.
The primary source of revenue is Medicaid payments and patient fees.

- \$ 25,448,679 - Dental Patient Fees
- \$ 312,000 - Federal Primary Care (330) Grant
- \$ 500,000 - CareOregon - Medicaid Dental Support BWC
- \$ 500,000 - CareOregon Dental Incentives

Significant Program Changes

Last Year this program was: FY 2020: 40017-20 Dental Services

For FY 2021 the program will continue to deliver services in a compassionate, whole body manner in order to facilitate and promote integration with primary care. The County dental program has been a State leader at reducing the number opioids prescribed by over 80% from CY 2015 to CY 2019. The dental program is now using The Wisdom Electronic health record, a module within Epic. We are confident with having one health record for our patients, that care will be enhanced, and outcomes will continue to improve.

Department: Health Department **Program Contact:** Kathleen Humphries
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Women, Infants and Children Program (WIC) serves approximately 14,000 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 strive to have lasting effects so families enjoy better nutrition and health throughout their lives.

Early life nutrition affects every aspect of health across the life course. Evaluation shows WIC families are in overall better health and have less food insecurity when participating in the program. WIC mothers have a 25% reduced risk for preterm birth and 44% lower risk for low birth weight babies, resulting in better health, less chronic disease throughout their lives, and Medicaid costs savings. 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 chronic diseases. Breastfeeding promotion uses an evidence-based support model that is effective for the County's most vulnerable families who experience significant racial/ethnic disparities in breastfeeding and income.

WIC serves over 20,000 clients annually with an average of 6.4 significant nutrition contacts per client. WIC clients also receive access to other support services including prenatal care, immunizations, Head Start, housing and day care assistance, social services, referrals to County public health, SNAP, and other food assistance programming, and more. As a core referral center for other health and social services, WIC is key in enrolling families in Medicaid and private insurance and other early childhood programs. The 21 full time equivalent nutrition provider staff conducted 46,373 visits with WIC clients in 2019. WIC emphasis culturally and linguistically appropriate services for its diverse clientele: 26.6% of WIC clients do not speak English and, in a given month, WIC serves over 3,660 clients who speak 42 languages other than English (up from 40 languages in 2018). Strategies include having signage in multiple languages, hiring staff who speak multiple languages fluently, and contracting with outside agencies to provide interpretation services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of WIC clients in one year who receive healthful foods with E-WIC benefits	20,186	21,800	20,186	21,000
Outcome	Percent of WIC clients initiating breastfeeding	94%	92.5%	94%	94%
Outcome	Number of nutrition education contacts with WIC families	46,373	47,000	46,373	47,000
Quality	Average number of clients served per month in languages other than English	3,662	3,900	3,662	3,700

Performance Measures Descriptions

1) Participants receive healthful foods and culturally specific ideas on how to use them. Infants who are breastfeeding receive food benefits via enhanced food packages for their nursing mother. 2) % of mothers who initiated breastfeeding after delivery. 3) All participant contacts that include nutrition education, counseling, or support activity or interaction. 4) Families who indicate "prefers a language other than English" and for whom interpreters were provided and family was successful in becoming certified at WIC.

Legal / Contractual Obligation

The Special Supplemental Nutrition Program for Women, Infants, and Children are authorized by Section 17 of the Child Nutrition Act of 1966, 42 U.S.C. 1786, as amended through PL105-394, and the regulations promulgated pursuant thereto, 7 CFR Ch. II, Part 246.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,333,009	\$2,665,245	\$1,084,396	\$3,245,493
Contractual Services	\$62,169	\$0	\$88,130	\$0
Materials & Supplies	\$63,951	\$590	\$109,731	\$42,608
Internal Services	\$740,871	\$308,973	\$814,173	\$385,640
Total GF/non-GF	\$2,200,000	\$2,974,808	\$2,096,430	\$3,673,741
Program Total:	\$5,174,808		\$5,770,171	
Program FTE	13.48	25.12	11.25	28.55

Program Revenues				
Intergovernmental	\$0	\$2,974,808	\$0	\$2,904,037
Other / Miscellaneous	\$0	\$0	\$0	\$769,704
Total Revenue	\$0	\$2,974,808	\$0	\$3,673,741

Explanation of Revenues

This program generates \$379,723 in indirect 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.

- \$ 2,829,037 - State WIC grant
- \$ 75,000 - State Maternal & Child Health (Title V) grant
- \$ 769,704 - HSO county Based services - WIC

Significant Program Changes

Last Year this program was: FY 2020: 40018-20 Women, Infants, and Children (WIC)

For FY 2021, WIC received new funding from Health Share of Oregon (\$769,704), which mitigates some County General Fund reductions and increased programmatic costs to maintain a stable service level.

Department: Health Department **Program Contact:** Dawn Shatzel
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The North Portland Health Center provides comprehensive, culturally appropriate primary care, enabling and behavioral health services to vulnerable residents who are uninsured or under-insured and otherwise may not have access to medical care and is part of the County's FQHC.

Program Summary

North Portland Health Center primary care services are designed to be a Patient Centered Primary Care Home (PCPCH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. North Portland Health Center plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of patients with a North Portland Health Center assigned PCP	3,857	4,000	4,300	4,400
Outcome	% Adolescent Well Visits Completed	60.0%	57%	60%	62%

Performance Measures Descriptions

Output: Number of patients with a NPHC assigned PCP seen within the last 12 months.
Outcome: % Adolescent Well Visits Completed
 With the addition of dental services at North Portland, patient enrollment should increase.

Legal / Contractual Obligation

NPHC Community Health Center complies with CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services are in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. NPHC is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,915,189	\$1,756,091	\$2,019,322	\$1,657,167
Contractual Services	\$0	\$105,400	\$0	\$82,468
Materials & Supplies	\$57,278	\$157,981	\$50,034	\$160,534
Internal Services	\$422,938	\$799,194	\$440,734	\$690,493
Total GF/non-GF	\$2,395,405	\$2,818,666	\$2,510,090	\$2,590,662
Program Total:	\$5,214,071		\$5,100,752	
Program FTE	10.40	16.00	11.30	15.00

Program Revenues				
Intergovernmental	\$0	\$725,661	\$0	\$606,196
Service Charges	\$2,370,595	\$2,093,005	\$2,493,439	\$1,984,466
Total Revenue	\$2,370,595	\$2,818,666	\$2,493,439	\$2,590,662

Explanation of Revenues

This program generates \$430,148 in indirect revenues.

This program is supported by a federal BPHC grant, as well as Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

- \$ 1,545,095 - Medical Fees
- \$ 123,895 - Federal Primary Care grant PC 330
- \$ 482,050 - Federal Primary Care/Homeless grant
- \$ 2,493,439 - FQHC Medicaid Wraparound
- \$ 424,469 - Medicare PC North

Significant Program Changes

Last Year this program was: FY 2020: 40019-20 North Portland Health Clinic

Department: Health Department **Program Contact:** Dawn Shatzel
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Northeast Health Center (NEHC), provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured residents of Northeast Portland and is part of the County's Federally Qualified Health Center (FQHC). The Northeast Clinic was strategically placed to provide vital services to a population that otherwise may not have access to medical care.

Program Summary

Northeast Health Clinic primary care services are designed to be a Patient Centered Primary Care Home (PCPCH). This includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services and collaboration with community partners. Culturally competent primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. Northeast Health Clinic plays a significant role in providing safety net medical services to residents in the community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of patients with a Northeast Health Center assigned PCP	4,868	5,200	4,600	4,800
Outcome	% Adolescent Well Visits Completed	56.8%	54%	55.5%	58%

Performance Measures Descriptions

Outcome: Number of patients with a NEHC assigned PCP seen within the last 12 months.
 Outcome: % Adolescent Well Visits Completed
 Changes in CCO assignment could impact patient enrollment.

Legal / Contractual Obligation

NEHC Community Health Center complies with CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services are in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. NEHC is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,325,896	\$1,892,594	\$1,794,444	\$2,444,516
Contractual Services	\$122,251	\$0	\$152,165	\$0
Materials & Supplies	\$33,936	\$178,776	\$34,763	\$193,522
Internal Services	\$599,317	\$1,024,747	\$1,054,599	\$434,318
Total GF/non-GF	\$3,081,400	\$3,096,117	\$3,035,971	\$3,072,356
Program Total:	\$6,177,517		\$6,108,327	
Program FTE	11.70	17.90	9.40	20.40

Program Revenues				
Intergovernmental	\$0	\$986,832	\$0	\$986,352
Service Charges	\$3,054,849	\$2,109,285	\$3,014,384	\$2,086,004
Total Revenue	\$3,054,849	\$3,096,117	\$3,014,384	\$3,072,356

Explanation of Revenues

This program generates \$495,958 in indirect revenues.

Northeast Health Clinic is supported by the federal BPHC grant, , Medicaid/Medicare and other medical fees, and County General Fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

\$ 5,100,388 - Medical Fees

\$ 985,060 - Federal Primary Care (330) grant

Significant Program Changes

Last Year this program was: FY 2020: 40020-20 Northeast Health Clinic

Legal / Contractual Obligation

The Mid County Community Health Center complies with CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. Mid County is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$5,210,262	\$2,918,807	\$5,813,481	\$2,842,363
Contractual Services	\$401,700	\$110,205	\$654,311	\$0
Materials & Supplies	\$111,160	\$526,463	\$201,054	\$336,491
Internal Services	\$603,869	\$1,921,011	\$680,177	\$1,852,552
Total GF/non-GF	\$6,326,991	\$5,476,486	\$7,349,023	\$5,031,406
Program Total:	\$11,803,477		\$12,380,429	
Program FTE	28.87	27.55	31.38	26.22

Program Revenues				
Intergovernmental	\$0	\$729,253	\$0	\$728,950
Service Charges	\$6,309,198	\$4,747,233	\$7,335,545	\$4,302,456
Total Revenue	\$6,309,198	\$5,476,486	\$7,335,545	\$5,031,406

Explanation of Revenues

This program generates \$1,012,734 in indirect revenues.

Mid County Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees, and county general fund.

- \$ 11,568,065 Medical Fees
- \$ 728,950 Federal Primary Care (330) grant
- \$ 40,000 State AFS Refugee Screening
- \$ 29,936 AT Still University

Significant Program Changes

Last Year this program was: FY 2020: 40022-20 Mid County Health Clinic

Department: Health Department **Program Contact:** Tasha Wheatt-Delancy
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The East County Health Center (ECHC) provides comprehensive, culturally appropriate primary care, enabling, and behavioral health services to the uninsured and under-insured persons as part of the County's Federally Qualified Health Center (FQHC). The East County Community Health Center (ECHC) provides comprehensive primary care, enabling and behavioral health services to vulnerable and under-served residents.

Program Summary

East County Health Center primary care is designed as a Person Centered Medical Home (PCMH). This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, and collaboration with community partners. Culturally appropriate primary care services are provided and include: treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations). Ancillary support services are operationally integrated and include pharmacy and lab. Enabling services include Medicaid eligibility screening, medical interpretation, transportation, case management and health education. East County Health Center plays a significant role in providing safety net medical services to residents in the community. The clinic provides a medical home to over 9,300 patients of which 49% are Spanish speaking and 20% do not qualify for insurance coverage.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of patients with a East County Health Center assigned PCP	9,944	11,000	9,700	9,800
Outcome	% Adolescent Well Care Visits Completed	52%	51%	56%	52%

Performance Measures Descriptions

Output: Number of patients with a ECHC assigned PCP seen within the last 12 months.
Outcome: % Adolescent Well Visits Completed
Changes in CCO assignment could impact patient enrollment.

Legal / Contractual Obligation

The East County Community Health Center (ECHC) complies with the state Reproductive Health grant, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services are in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. ECHC is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,226,757	\$2,961,381	\$3,530,658	\$4,063,071
Contractual Services	\$0	\$379,280	\$366,868	\$1,090
Materials & Supplies	\$38,355	\$426,803	\$52,350	\$411,887
Internal Services	\$489,881	\$1,655,333	\$1,587,067	\$475,378
Total GF/non-GF	\$4,754,993	\$5,422,797	\$5,536,943	\$4,951,426
Program Total:	\$10,177,790		\$10,488,369	
Program FTE	23.90	25.20	13.90	36.70

Program Revenues				
Intergovernmental	\$0	\$985,315	\$0	\$985,315
Service Charges	\$4,730,316	\$4,437,482	\$5,521,040	\$3,966,111
Total Revenue	\$4,730,316	\$5,422,797	\$5,521,040	\$4,951,426

Explanation of Revenues

This program generates \$888,465 in indirect revenues.

East County Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees, and county general fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

\$ 9,487,151 - Medical Fees

\$ 985,315 - Federal Primary Care (330) grant

Significant Program Changes

Last Year this program was: FY 2020: 40023-20 East County Health Clinic

Department: Health Department **Program Contact:** Dawn Shatzel
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Student Health Center (SHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth at nine Student Health Centers and is part of the County's FQHC. Without this safety net, many school-aged youth would not receive necessary health care and/or experience increased out of classroom time, which can negatively impact their learning.

Program Summary

The SHC sites provide critical points of access to health care regardless of insurance status. SHCs contribute to learning readiness through optimizing the learning environment by linking health and education for student success in school and life. This is achieved through partnerships with schools, families, healthcare providers, and community agencies.

The SHC program operates nine fully equipped medical clinics in five school districts; Portland Public, Parkrose, Centennial, David Douglas, and Reynolds school districts. All clinics are located in or on school campuses. This program assures access to care by providing service throughout the school day and 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, medical assistant, and office assistant, as well as some registered nurse and behavioral health provider time. Services include chronic, acute and preventive healthcare; age appropriate reproductive health; exams, risk assessments, prescriptions, immunizations, fitness and nutrition education/counseling and referrals. This comprehensive approach enables preventive care and early identification and intervention, thereby promoting healthy behaviors and resilience as well as reducing risk behaviors. Program locations are geographically diverse and all Multnomah County school-aged youth are eligible to receive services at any SHC (attending other schools, drop-outs, homeless, detention). The program strives to ensure that basic physical and behavioral health needs of children and youth are met to help them attend, participate and thrive in school. Healthcare for school aged youth is a basic need.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	% of patients with one or more visits with a risk assessment in the last year	69%	70%	64%	70%
Outcome	% of patients with one or more visits with a documented well visit in the last year	73%	70%	74%	70%

Performance Measures Descriptions

Legal / Contractual Obligation

SHC complies with the Bureau of Primary Health Care grant, Joint Commission accreditation requirements, CCO contractual obligations, and State School Based Health Center certification requirements. SHC meets all Federally Qualified Health Center (FQHC) designated requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,277,209	\$2,005,577	\$2,496,113	\$2,238,130
Contractual Services	\$55,547	\$69,369	\$48,295	\$31,983
Materials & Supplies	\$260,851	\$32,342	\$144,689	\$129,839
Internal Services	\$1,154,791	\$316,505	\$841,404	\$378,091
Total GF/non-GF	\$3,748,398	\$2,423,793	\$3,530,501	\$2,778,043
Program Total:	\$6,172,191		\$6,308,544	
Program FTE	14.36	17.15	16.93	16.74

Program Revenues				
Intergovernmental	\$0	\$937,376	\$0	\$1,077,481
Other / Miscellaneous	\$0	\$0	\$0	\$11,500
Service Charges	\$1,659,620	\$1,486,417	\$1,876,822	\$1,689,062
Total Revenue	\$1,659,620	\$2,423,793	\$1,876,822	\$2,778,043

Explanation of Revenues

This program generates \$439,397 in indirect revenues.

SHCs are supported by federal BPHC grant, state family planning grant, State School Based Health Centers grant through the intergovernmental agreement between Multnomah County as the Local Public Health Authority (LPHA) and the State of Oregon Public Health Services, as well as enhanced Medicaid/Medicare fee revenue. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

- \$ 3,565,884 - Medical Fees
- \$ 704,102 - State SHC grant
- \$ 373,379 - Federal Primary Care grant
- \$ 11,500 - Oregon School Based Health Alliance

Significant Program Changes

Last Year this program was: FY 2020: 40024A-20 Student Health Centers

Reynolds High School SHC will be fully operating at five days a week.

Department: Health Department **Program Contact:** Alexandra Lowell
Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed
Related Programs: 40024A
Program Characteristics: Measure 5 Education, One-Time-Only Request

Executive Summary

The Student Health Center (SHC) program provides access to comprehensive preventive, primary, and mental healthcare for Multnomah County school-aged youth at nine health centers in five school districts and is part of the County's FQHC. Without this safety net, many school-aged youth would not receive necessary health care. The Reynolds SHC will operate at full capacity in FY21.

Program Summary

The SHC sites provide comprehensive preventive primary care for school-aged youth to keep them healthy and focused on learning. This is achieved through partnerships with schools, families, healthcare providers and community agencies.

The construction of the Reynold SHC will be completed in early spring of 2020 and the center will have a soft opening in April. Services will be provided three days a week for two months until it closes for summer break in mid June. In FY21, at the beginning of the school year, the SHC will open five days a week. Ramp up funds will be used to support the center to get to full productivity. In addition to supporting the SHC to operate at full productivity, the ramp up funds will support focused activities to form a Youth Action Council (YAC) so that youth voice is a strong and integrated component of the new SHC program. Using an equity and empowerment lens, this position will recruit diverse youth at Reynolds High School to participate in the YAC and develop structured activities to promote health equity, health and wellness, and generate demand for SHC services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	% of patients with one or more visits with a health assessment in the last year	N/A	N/A	N/A	70%
Outcome	% of patients with one or more visits with a documented well visit in the last year	N/A	N/A	N/A	70%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$73,276	\$0
Materials & Supplies	\$0	\$0	\$83,715	\$0
Total GF/non-GF	\$0	\$0	\$156,991	\$0
Program Total:	\$0		\$156,991	
Program FTE	0.00	0.00	0.57	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:** Dawn Shatzel
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 and behavioral health services to the under and uninsured residents of the NE Portland, Cully Neighborhood and is part of the County's FQHC. La Clinica was strategically placed, in partnership with the local community, to provide culturally competent care and vital services to a population that otherwise may not have access to medical care.

Program Summary

La Clinica provides culturally appropriate services, and Patient Centered Primary Care Home (PCPCH) services, preventive health and enabling services such as transportation, translation, case management and health education which address the needs of the whole person. La Clinica health and social services team includes: primary, preventive and urgent health care, behavioral health services, case management and resource referral. Although La Clinica was initially intended to primarily serve the Latinix community, the program has expanded and responded to the area's changing demographics which includes the Somali immigrants and refugees, Vietnamese, and Russian speaking families in the Cully neighborhood and beyond.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of patients with a La Clinica assigned PCP	2,119	2,100	2,100	2,100
Outcome	% Adolescent Well Visits Completed	64.45%	55%	60%	55%

Performance Measures Descriptions

Outcome: Number of patients with a La Clinica assigned PCP seen within the last 12 months.
Outcome: % Adolescent Well Visits Completed

Legal / Contractual Obligation

LaClinica Community Health Center complies with CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services are in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. LaClinica is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$509,937	\$1,488,438	\$918,358	\$1,214,254
Contractual Services	\$0	\$142,844	\$0	\$125,228
Materials & Supplies	\$28,185	\$99,051	\$35,493	\$81,501
Internal Services	\$196,873	\$313,835	\$228,012	\$284,890
Total GF/non-GF	\$734,995	\$2,044,168	\$1,181,863	\$1,705,873
Program Total:	\$2,779,163		\$2,887,736	
Program FTE	3.20	10.40	3.40	10.30

Program Revenues				
Intergovernmental	\$0	\$779,097	\$0	\$782,245
Service Charges	\$712,373	\$1,265,071	\$1,150,691	\$923,628
Total Revenue	\$712,373	\$2,044,168	\$1,150,691	\$1,705,873

Explanation of Revenues

This program generates \$249,514 in indirect revenues.

La Clinica de Buena Salud is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees, and county general fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

\$ 2,074,319 - Medical Fees

\$ 782,011 - Federal Primary Care/330 grant

Significant Program Changes

Last Year this program was: FY 2020: 40026-20 La Clinica de Buena Salud

Legal / Contractual Obligation

SEHC Community Health Center complies with CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services are in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. SEHC is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$571,827	\$1,975,597	\$992,605	\$1,680,166
Contractual Services	\$13,613	\$77,038	\$3,500	\$79,398
Materials & Supplies	\$84,956	\$184,769	\$36,216	\$145,779
Internal Services	\$300,398	\$621,381	\$116,135	\$690,170
Total GF/non-GF	\$970,794	\$2,858,785	\$1,148,456	\$2,595,513
Program Total:	\$3,829,579		\$3,743,969	
Program FTE	2.80	14.50	5.70	11.80

Program Revenues				
Intergovernmental	\$0	\$1,230,067	\$0	\$1,366,052
Service Charges	\$945,696	\$1,628,718	\$1,123,749	\$1,229,461
Total Revenue	\$945,696	\$2,858,785	\$1,123,749	\$2,595,513

Explanation of Revenues

This program generates \$312,715 in indirect revenues.

Southeast Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees, and county general fund.

- \$ 2,353,210 - Medical Fees
- \$ 166,500 - Federal Primary Care (330) grant
- \$ 1,198,904 - Federal Primary Care/Homeless grant

Significant Program Changes

Last Year this program was: FY 2020: 40027-20 Southeast Health Clinic

Legal / Contractual Obligation

The Rockwood Community Health Center complies with the state Reproductive Health grant, CLIA (Laboratory accreditation) requirements and CCO contractual obligations. Primary Care services are a requirement of the Bureau of Primary Health Care 330 Grant. Primary Care services are in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. Rockwood is also accredited under Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,335,917	\$1,795,117	\$2,213,998	\$1,937,166
Contractual Services	\$175,485	\$0	\$154,269	\$40,263
Materials & Supplies	\$125,970	\$81,586	\$65,401	\$142,997
Internal Services	\$315,763	\$984,868	\$555,871	\$549,913
Total GF/non-GF	\$2,953,135	\$2,861,571	\$2,989,539	\$2,670,339
Program Total:	\$5,814,706		\$5,659,878	
Program FTE	13.15	16.25	11.00	18.40

Program Revenues				
Intergovernmental	\$0	\$735,668	\$0	\$764,768
Service Charges	\$2,934,440	\$2,125,903	\$2,969,106	\$1,905,571
Total Revenue	\$2,934,440	\$2,861,571	\$2,969,106	\$2,670,339

Explanation of Revenues

This program generates \$485,687 in indirect revenues.

Rockwood Community Health Center is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees, and county general fund. County General Fund is used as local in-kind to obtain and keep Primary Care and Family Planning grants and to serve uninsured patients.

\$ 4,874,677 - Medical Fees

\$ 764,768 - Federal Primary Care (330) grant

Significant Program Changes

Last Year this program was: FY 2020: 40029-20 Rockwood Community Health Clinic

Department: Health Department **Program Contact:** Amy Henninger
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Clinical Directors ensure that MDs, NPs, and PAs 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 productivity goals.
4. Investigates and remedies 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	80% (or more) of providers are maintaining and serving their maximum panel size.	75%	80%	74%	80%
Outcome	Maintain compliance with regulatory and licensing standards/boards.	100%	100%	100%	100%
Output	Increase actual panel size (#patients seen in last year) for primary care and HSC by 2000 patients	38,481	39,000	39,000	40,481

Performance Measures Descriptions

Output reflects a focus on improving value and good patient outcomes (including access to care) 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.

By recruiting, our panel sizes may decrease slightly but our access and capacity increases. This will be noted by and increase in Performance Measure 4. but could show a decrease in Performance Measure 1.

Legal / Contractual Obligation

Oregon State Board of Nurses, Oregon State Medical Board, Medicaid and Medicare rules and regulations, Joint Commission on Accreditation of Healthcare Organizations, HRSA 330 Primary Care grant compliance, stipulations of multiple federal and state grants, and CCO contractual obligations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$904,350	\$78,439	\$841,061	\$326,635
Contractual Services	\$87,000	\$0	\$87,000	\$142,040
Materials & Supplies	\$83,560	\$58	\$100,128	\$993
Internal Services	\$217,735	\$9,091	\$204,019	\$38,215
Total GF/non-GF	\$1,292,645	\$87,588	\$1,232,208	\$507,883
Program Total:	\$1,380,233		\$1,740,091	
Program FTE	2.48	0.32	2.60	1.80

Program Revenues				
Intergovernmental	\$0	\$87,588	\$0	\$507,883
Other / Miscellaneous	\$180,000	\$0	\$180,000	\$0
Beginning Working Capital	\$100,000	\$0	\$100,000	\$0
Service Charges	\$880,000	\$0	\$880,000	\$0
Total Revenue	\$1,160,000	\$87,588	\$1,160,000	\$507,883

Explanation of Revenues

This program generates \$136,620 in indirect revenues.

Medical Directors (Physician, Nurse Practitioner, Physician Assistants) is funded with State grants and patient revenue (under the HRSA 330 Primary Care grant)

- \$ 87,588 - State Family Planning
- \$ 1,160,000 - Patients Fees
- \$ 420,295 - Federal Primary care 330

Significant Program Changes

Last Year this program was: FY 2020: 40030-20 Medical Director

Department: Health Department **Program Contact:** Michele Koder
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The pharmacy program provides critical services for primary care, dental care, public health and emergency preparedness programs in the Health Department. The pharmacies dispense approximately 380,000 prescriptions per year. The program also provides integrated clinical pharmacy services among the seven primary care clinics and HIV Health Services Center (FQHC services).

Program Summary

Pharmacy Services primarily utilizes the 340B drug pricing program to procure medications that have been prescribed to insured, under-insured and uninsured clients of Primary care, Student Health Centers, HIV Health Services Center, STD Clinic, Communicable Disease Services and Harm Reduction. Different contracts are used to provide medications for individuals upon release from County Corrections and to provide naloxone overdose medications to many of our community partners and first responders.

Revenue is generated through billing to third-party payors including Medicaid, Medicare and Commercial Plans via Pharmacy Benefit Manager contracts. It is used to provide critical access to medications for under-insured and uninsured clients. No client is denied medication due to inability to pay. It also funds the Clinical Pharmacy Program in which six clinical pharmacists are embedded in the primary care clinics and HIV Health Service Center. The clinical pharmacists provide patient education, assistance with medication management and adherence, medication reconciliation upon hospital discharge and disease state management to clients upon referral from providers. Additional revenue is utilized to assist uninsured clients with enrollment in manufacturer drug assistance programs, maintain medication disposal receptacles at several County clinics, and support clinic laboratory services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Prescription Volume	380,055	380,000	380,000	380,000
Outcome	Average prescription cost (excluding cost of medication)	36.10	25.35	42.55	45.00
Quality	Adherence Monitoring	168	175	191	210
Outcome	Capture Rate	n/a	n/a	60	62

Performance Measures Descriptions

1. Prescription volume (prescriptions filled) reflects the number of actual prescriptions being filled.
2. Average prescription cost reflects prescription department expenses less drug cost divided by the number of prescriptions filled. (Includes non-dispensing related expenses - training, non-dispensing staff).
3. Adherence Monitoring reflects the number of clients enrolled in appointment based refill programs or who receive specialized packaging services to assist in the proper use of their medication.

Legal / Contractual Obligation

Various grants require the provision of pharmacy services. State mandated public health services are provided. Pharmacy services are a requirement of the Bureau of Primary Health Care 330 Grant. Pharmacy services in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. The Pharmacy Program is also accredited under The Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$8,356,218	\$0	\$8,924,280
Contractual Services	\$0	\$228,116	\$0	\$242,142
Materials & Supplies	\$0	\$13,749,774	\$0	\$15,368,480
Internal Services	\$0	\$3,342,087	\$0	\$3,721,075
Capital Outlay	\$0	\$400,000	\$0	\$100,000
Total GF/non-GF	\$0	\$26,076,195	\$0	\$28,355,977
Program Total:	\$26,076,195		\$28,355,977	
Program FTE	0.00	54.13	0.00	55.13

Program Revenues				
Service Charges	\$0	\$26,076,195	\$0	\$28,355,977
Total Revenue	\$0	\$26,076,195	\$0	\$28,355,977

Explanation of Revenues

This program generates \$1,044,141 in indirect revenues.

Pharmacy is funded exclusively through prescription fees (third party reimbursements) and patient fees. The program uses no County General Fund.

\$ 28,090,116 - Prescription Fees

\$ 265,861 - Patient Fees

Significant Program Changes

Last Year this program was: FY 2020: 40031-20 Pharmacy

Increased expenses for the purchase of drugs.

Creation of a new Deputy Director position to support the following a) oversight of state and federal compliance standards which increase annually, and b) daily operational support such as medication recalls and medication shortages, pharmacy workflows, relief staffing as needed, and the supervision of 32 pharmacists. The Deputy Director will allow the Pharmacy and Clinical Services Director to spend more energy on evaluating contracts, identifying opportunities for expansion of services, evaluating new technology, ensuring 340B compliance and strategic planning to meet the mission and vision of Integrated Clinical Services and the Health Department.

Legal / Contractual Obligation

Fed/State mandates require maintenance of medical and dental records. Fed/State confidentiality and privacy laws require adherence to stds. Various grants require provisions for lab svcs. The Electronic Health Record (EHR) and Practice Mgt contractual obligations will be as per the contractual agreement between MC Health Dept (MCHD) and OCHIN. MCHD is the client receiving services from OCHIN in this agreement. Lab svcs and medical records are a requirement of the Bureau of Primary Health Care 330 Grant. The Lab Program is also accredited under The Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,891,188	\$2,330,087	\$2,805,867	\$2,368,627
Contractual Services	\$6,000	\$48,200	\$20,400	\$44,200
Materials & Supplies	\$61,229	\$168,547	\$57,764	\$184,849
Internal Services	\$742,029	\$438,795	\$823,675	\$636,786
Capital Outlay	\$0	\$300,000	\$0	\$200,000
Total GF/non-GF	\$3,700,446	\$3,285,629	\$3,707,706	\$3,434,462
Program Total:	\$6,986,075		\$7,142,168	
Program FTE	23.75	21.65	22.05	20.55

Program Revenues				
Intergovernmental	\$0	\$270,130	\$0	\$270,362
Other / Miscellaneous	\$2,050,000	\$0	\$2,050,000	\$0
Beginning Working Capital	\$309,533	\$0	\$450,000	\$0
Service Charges	\$1,010,000	\$3,015,499	\$910,000	\$3,164,100
Total Revenue	\$3,369,533	\$3,285,629	\$3,410,000	\$3,434,462

Explanation of Revenues

This program generates \$605,417 in indirect revenues.

Revenue generated from laboratory services are included in the medical visit revenue posted to the health clinics and is used to offset the cost of services not collected from uninsured and underinsured clients. A small amount of general fund is utilized to support HIM services.

- \$ 3,164,100 - Revenue Lab
- \$ 2,500,000 - Medicaid Quality and Incentive Revenue
- \$ 910,000 - FQHC Medicaid Wraparound
- \$ 269,904 - Federal Primary Care 330

Significant Program Changes

Last Year this program was: FY 2020: 40032-20 Lab and Medical Records

None

Department: Health Department **Program Contact:** Tasha Wheatt-Delancy
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Patient Access Center (formerly Primary Care and Dental Access and Referral-PCARD) is the gateway for all new patients assigned and/or seeking to establish care with Multnomah County Health Department's (MCHD) Primary Care and Dental programs, and for patients already established with our Primary Care program. PAC also provides written translation, oral and sign language interpretation throughout the department's programs and services.

Program Summary

The Patient Access Center (PAC) is the point of entry for scheduling new and established clients for the Primary Care clinics. PAC also schedules new and established dental clients seeking both urgent and routine dental services. PAC provides appointments and referrals in collaboration with County and other community organizations, ensuring consistent patient information and tracking. PAC also provides information for MCHD medical, dental, social services and key community service partners.

PAC's Language Services program provides interpretation in over 70 languages including sign language for all MCHD services and programs, and for established patients who access specialty care in the community. Comprehensive coordination of written translation for clinical and non-clinical programs and services is also provided. Language Services is the central coordinator for thousands of patient/client interpretation requests and translations each year for multiple programs/services. This critical service ensures that patients and clients successfully move through the Department's Refugee and Screening Program, and facilitates those clients with limited English proficiency to receive culturally competent interpretation throughout all of the MCHD programs.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of calls answered.	333,990	350,000	333,500	330,000
Outcome	Average telephone abandonment is at or below 10%.	15.5%	12%	15%	15%

Performance Measures Descriptions

Output: Number of calls answered by PAC staff during the fiscal year.

Outcome: Number of calls through the Patient Access Center phone queue where the client ended the call before being answered by a staff member.

Legal / Contractual Obligation

PAC c in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,930,578	\$823,290	\$1,874,174	\$589,638
Contractual Services	\$92,000	\$0	\$90,000	\$0
Materials & Supplies	\$8,301	\$1,000	\$15,215	\$0
Internal Services	\$718,885	\$95,419	\$767,950	\$68,988
Total GF/non-GF	\$2,749,764	\$919,709	\$2,747,339	\$658,626
Program Total:	\$3,669,473		\$3,405,965	
Program FTE	20.45	8.15	20.20	6.80

Program Revenues				
Intergovernmental	\$0	\$611,959	\$0	\$658,626
Other / Miscellaneous	\$640,001	\$0	\$640,000	\$0
Beginning Working Capital	\$100,000	\$0	\$100,000	\$0
Service Charges	\$1,439,000	\$307,750	\$1,639,000	\$0
Total Revenue	\$2,179,001	\$919,709	\$2,379,000	\$658,626

Explanation of Revenues

This program generates \$288,266 in indirect revenues.

The Patient Access Center (PAC) is funded with Medicaid revenue, HRSA/Bureau of Primary Care grant revenue and county general fund.

- \$ 1,639,000 - Medical Fees
- \$ 740,000 - Medicaid Quality and Incentive
- \$ 658,626 - Federal Primary Care (330) grant

Significant Program Changes

Last Year this program was: FY 2020: 40033-20 Primary Care and Dental Access and Referral

Removed the proposed Virtual Clinic from FY20. This service is still being explored and may be developed in a different way.

Department: Health Department **Program Contact:** Dawn Shatzel
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Clinical Infrastructure (Quality and Support) Program provides pivotal oversight by managing the Bureau of Primary Health Care (BPHC) grant, developing and implementing fiscal accountability programs and access to health care, initiating and sustaining clinical and administrative quality and safety activities and improvements, and coordinating adherence to health care standards and regulations (accreditation by The Joint Commission and associated Centers for Medicaid and Medicare).

Program Summary

This program supports services within the project scope of the BPHC grant, which supports the mission of increasing access to needed health services to the County's most vulnerable. BPHC funding requires strict adherence to federal laws mandating which services must be provided as FQHC which results in additional Medicaid revenue for Oregon Health Plan clients. This funding requires quality services, performance audits, and responsiveness to new methods of delivering safe and quality care. Infrastructure and support assure that these efforts are maintained at acceptable thresholds. Maintaining FQHC accreditation assures that the County's primary care, dental, and pharmacy programs are eligible to continue receiving reimbursement for services. In addition, this also allows County providers to participate in loan forgiveness, qualifies the County for additional Alternative Payment Methodology reimbursements ("wrap funding"), and 340B drug program participation.

This prog. measures clinical standards/outcomes, quality, safety and fiscal accountability with other similar health delivery systems. The BPHC and TJC are our primary external benchmarking organizations relative to performance indicators. The program works with the Community Health Council (consumer majority governing Board) and integrates client feedback results and collaborations with other health care delivery systems. This program supports Person-Centered Primary Care Health Home programs and represents an opportunity for new healthcare funding based on performance and outcomes. These programs, implemented to meet goals in the CCO's Pay-for-(quality) Performance, have payments tied to achieving specific health outcomes or state metrics for quality. The Quality Assurance program is tasked with testing, data collection, and reporting, designing and implementing the wide array of system improvements needed to meet these new benchmarks. The program also assures that robust infection prevention, HIPAA, and patient safety processes are designed and implemented to meet accreditation standards. Quality project mgt. staff manages the Coalition of Community Health Clinics (CCHC) contract. CCHC is comprised of community-based clinics uniquely able to respond to changing demographics and offer culturally appropriate care while fulfilling their mission of improving and providing health care to the county's most vulnerable populations. Coalition clinics provide free or low-cost health care to uninsured people. The County extends Federal Tort Claims coverage, licensing and credentialing to the volunteer providers at the CCHC.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Maintain accreditation with The Joint Commission, including the patient-centered medical home standard	100%	100%	100%	100%
Outcome	Maintain compliance with BPHC (HRSA Community Health Center Program)	100%	100%	100%	100%
Outcome	BPHC grant renewed annually	100%	100%	100%	100%

Performance Measures Descriptions

1) New measure - Good standing as a fully accredited organization under the Joint Commission's standards for health organizations, including as a PCMH 2) Good standing as a Community Health Center (FQHC) under the Bureau of Primary Care's Health Resources and Administrative Services program 3) Maintenance of FQHC grantee funds by meeting all federal rules/requirements; evaluated annually through the grant continuation application process.

Legal / Contractual Obligation

Quality services are a requirement of the Bureau of Primary Health Care 330 Grant. Services in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements. The Program is also accredited under The Joint Commission and follows TJC accreditation guidelines.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,871,465	\$1,407,442	\$5,513,109	\$1,722,545
Contractual Services	\$242,173	\$142,040	\$171,000	\$0
Materials & Supplies	\$186,337	\$3,611	\$231,702	\$315
Internal Services	\$1,293,714	\$163,122	\$1,522,630	\$201,538
Total GF/non-GF	\$6,593,689	\$1,716,215	\$7,438,441	\$1,924,398
Program Total:	\$8,309,904		\$9,362,839	
Program FTE	36.60	12.20	39.17	15.57

Program Revenues				
Intergovernmental	\$0	\$1,716,215	\$0	\$1,233,448
Other / Miscellaneous	\$3,280,000	\$0	\$3,401,000	\$690,950
Beginning Working Capital	\$600,000	\$0	\$837,780	\$0
Service Charges	\$1,946,000	\$0	\$2,404,493	\$0
Total Revenue	\$5,826,000	\$1,716,215	\$6,643,273	\$1,924,398

Explanation of Revenues

This program generates \$805,478 in indirect revenues.

Quality Assurance and Quality Improvement activities are funded with HRSA grant revenue, quality incentive payments and County General Fund. Program leadership are working with CCO's to develop sustainable funding for quality assurance, data reporting work.

- \$ 2,223,493 - FQHC Medicaid Wraparound
- \$ 1,232,070 - Federal Primary Care (330) grant
- \$ 4,419,780 - Medicaid Quality and Incentives
- \$ 330,150 - CareOregon Maternal Child Medical Home fund
- \$ 360,800 - Medicare Annual Wellness Visit Program

Significant Program Changes

Last Year this program was: FY 2020: 40034-20 ICS Administration, Operations, and Quality Assurance

Department: Health Department **Program Contact:** Linda Niksich
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Community Health Council (CHC) is the federally mandated consumer-majority governing board that oversees the County's Health Centers (also known as a public entity Federally Qualified Health Center-FQHC). The CHC's members' community involvement allows Multnomah County to meet HRSA's 19 mandatory program requirements, including oversight of quality assurance, health center policies, patient satisfaction, health center executive director (ICS Director) accountability for the FQHC's compliance and operations.

Program Summary

The Community Health Council must have a minimum of 51% MCHD health center consumer membership to meet federally mandated program requirements for FQHCs. The Community Health Council works closely with the community health centers executive director (ICS Director) and the Board of County Commissioners to provide guidance and direction on programs and policies affecting patients of Multnomah County's Community Health Center (FQHC services).

The CHC has a critical role in assuring access to health care for our most vulnerable residents; it serves as the co-applicant board required by HRSA's Bureau of Primary Health Care to provide oversight of policies and programs within the scope of the Primary Care Grant. At minimum, 51% of Council Members are county persons who use the Health Department's FQHC clinical services. The Council is currently comprised of 12 members and is a fair representation of the communities served by Health Department's Health Center services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Meet monthly, as required by Bureau of Primary Care, FQHC requirements to perform board responsibilities	12	12	12	12
Outcome	Percentage of consumers involved	71%	51%	84%	51%

Performance Measures Descriptions

- 1) Minimum monthly board meetings as required by BPHC/HRSA to meet board governing responsibilities.
- 2) Consumer majority of 51% or more.

Legal / Contractual Obligation

The Community Health Council is federally mandated by the Bureau of Primary Health Care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$136,224	\$0	\$128,429	\$0
Contractual Services	\$104,670	\$0	\$104,670	\$0
Materials & Supplies	\$5,450	\$0	\$9,450	\$0
Internal Services	\$17,104	\$0	\$17,390	\$0
Total GF/non-GF	\$263,448	\$0	\$259,939	\$0
Program Total:	\$263,448		\$259,939	
Program FTE	1.20	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 2020: 40036-20 Community Health Council and Civic Governance

Department: Health Department **Program Contact:** Jae Douglas
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40053, 40060
Program Characteristics:

Executive Summary

Environmental Health Community Programs (EHCP) impact a wide range of well-documented, upstream, and emerging environmental health issues. Program areas include community environments, toxics reduction, and climate change. ECHP has an explicit focus on environmental justice and vulnerable populations, including addressing 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: works closely with the Public Health Division REACH program to ensure that all neighborhoods are safe and healthy. Focuses include housing, nutritious foods, safe parks and playgrounds, safe streets, and equitable public transportation to ensure access to jobs, schools, services, recreation, and child care. Example activities include participation in technical committees to support local and regional planning efforts such as Metro’s Regional Transportation Plan; analysis of pedestrian fatalities within the City of Portland; and supporting community groups to understand environmental risks through online maps and technical assistance.

Toxics Reduction: identifies risks of exposure to contaminated land, air, water, consumer goods, and industrial production, and makes technical information accessible to the public. Staff work with vulnerable individuals and families to identify and reduce exposure to lead through home inspections and case management; and, within communities, respond to both well-documented and emerging environmental hazards. Major focuses have been lead in water at Portland Public Schools; heavy metals from art glass manufacturers; and air quality/woodsmoke. Activities include partnering with local, state, and federal agencies to share/analyze local exposure risk data and empowering communities to advocate on their own behalf.

Climate Change: 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Community Members receiving information on environmental threats	117,162	42,000	195,077	200,000
Outcome	Number of children with reduced EBLL as a result of environmental investigations	35	29	48	40
Outcome	Number of policies adopted that include health-based recommendations	29	15	9	10
Outcome	Number of activities that support health-based policy development	NA	NA	24	30

Performance Measures Descriptions

1) Includes all program areas (phone counseling, referral, educational materials, website & events). Increased outreach due to Portland Harbor Superfund site fish consumption outreach and education. 2) HUD and EPA best-practice measure of effectiveness. 4) New measure: Includes review of plans and legislation, participation in technical committees, and responses to requests for technical and policy support from partners.

Legal / Contractual Obligation

Legal mandates are City of Portland codes 8.20.210, 8.20.200, 29.30.110, 29.30.060, and Multnomah County Housing Code 21.800; Multnomah County Code Chapter 21.450 Air Quality Regulation of wood burning devices and recreational burning. Contract with State of Oregon, Port of Portland and Portland Bureau of Environmental Services to provide outreach and education related to consuming fish from Portland Harbor Superfund site. Contract with Portland Water Bureau to provide information, education and access to water testing for lead. Some activities under this program offer are subject to contractual obligations under Inter-Governmental Agreement #0607105.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$282,917	\$275,113	\$168,922	\$305,258
Contractual Services	\$3,820	\$51,298	\$21,838	\$22,299
Materials & Supplies	\$8,682	\$20,523	\$4,480	\$68,709
Internal Services	\$27,434	\$81,066	\$29,185	\$64,699
Total GF/non-GF	\$322,853	\$428,000	\$224,425	\$460,965
Program Total:	\$750,853		\$685,390	
Program FTE	2.68	2.00	1.18	2.30

Program Revenues				
Intergovernmental	\$0	\$255,500	\$0	\$288,965
Service Charges	\$0	\$172,500	\$0	\$172,000
Total Revenue	\$0	\$428,000	\$0	\$460,965

Explanation of Revenues

This program generates \$35,716 in indirect revenues.
 \$ 225,000 - The City of Portland
 \$ 10,000 - State Lead Program
 \$ 172,500 - Fish Advisory Outreach funding
 \$ 53,965 - State Maternal Child Health Perinatal fund

Significant Program Changes

Last Year this program was: FY 2020: 40037A-20 Environmental Health Community Programs

Department: Health Department

Program Contact: Debi Smith

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Human Resources Group provides guidance and consultation in administrative procedures, recruitment, employee/labor relations, classification/compensation, core management competencies, personnel policies and labor contract interpretation, 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:** Continuous evaluation and improvement of processes designed to support organizational efficiency, effectiveness, and flexibility. Provide custom employee and manager guides and process maps to reflect the various workflows specific to the Health Department human resources functions as well as the new ERP Workday. Track and manage 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 improving performance standards.
- 2) **Talent Acquisition and Retention:** Promote and represent the Health Department to attract diverse talent around the community as well as regionally and nationally. In support of the Workforce Equity Strategic Plan, increase our outreach to bring more candidates in from the community. Continue to work with our internal stakeholders to decrease barriers for bringing in qualified candidates at all levels of the organization. Develop and grow a sustainable mentorship program to help support employee retention, morale, and engagement during their initial trial service to ensure success and growth.
- 3) **Quality Assurance and Compliance:** Ensure federal, state, organizational, and contractual compliance and integrity. Ensure Human Resources' systems, processes, and personnel rules are implemented and consistently followed. Guide 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. Maintain 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	% increase in diversity of workforce	0.20%	3%	3%	3%
Outcome	% increase in diversity of hires through the increase focus on diversity focused recruitment strategies	4%	4%	5%	7%
Output	% completion of Performance Planning and Review (PPR) documents	67%	80%	75%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Four 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,622,354	\$0	\$2,826,999	\$0
Contractual Services	\$1,200	\$0	\$40,000	\$0
Materials & Supplies	\$35,668	\$0	\$114,904	\$0
Internal Services	\$392,668	\$0	\$610,196	\$0
Total GF/non-GF	\$3,051,890	\$0	\$3,592,099	\$0
Program Total:	\$3,051,890		\$3,592,099	
Program FTE	19.75	0.00	19.75	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 40039-20 Human Resources and Training

Last year this program included Workforce Development and Training. This year the program is included in the Office of Diversity and Inclusion. The total change is 4.0 FTE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$5,111,061	\$0	\$5,272,441	\$0
Contractual Services	\$43,491	\$0	\$116,096	\$0
Materials & Supplies	\$159,751	\$86	\$127,799	\$0
Internal Services	\$2,828,057	\$249,914	\$2,686,395	\$0
Total GF/non-GF	\$8,142,360	\$250,000	\$8,202,731	\$0
Program Total:	\$8,392,360		\$8,202,731	
Program FTE	36.80	0.00	36.80	0.00

Program Revenues				
Intergovernmental	\$0	\$250,000	\$0	\$0
Other / Miscellaneous	\$10,183,269	\$0	\$10,938,589	\$0
Total Revenue	\$10,183,269	\$250,000	\$10,938,589	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 40040A-20 Budget & Finance

Portions of program 40043 were incorporated into this program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,022,676	\$0	\$1,096,433	\$0
Contractual Services	\$13,504	\$0	\$10,121	\$0
Materials & Supplies	\$48,451	\$0	\$36,112	\$0
Internal Services	\$251,480	\$0	\$272,780	\$0
Total GF/non-GF	\$1,336,111	\$0	\$1,415,446	\$0
Program Total:	\$1,336,111		\$1,415,446	
Program FTE	8.90	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 2020: 40041-20 Medical Accounts Receivable

Legal / Contractual Obligation

ORS279A, 279B, 279C; County procedures Con-1 and Pur-1.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,461,799	\$0	\$1,606,513	\$0
Contractual Services	\$4,127	\$0	\$60,085	\$0
Materials & Supplies	\$29,414	\$0	\$21,339	\$0
Internal Services	\$266,739	\$0	\$266,839	\$0
Total GF/non-GF	\$1,762,079	\$0	\$1,954,776	\$0
Program Total:	\$1,762,079		\$1,954,776	
Program FTE	12.50	0.00	12.50	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2020: 40042-20 Contracts & Procurement

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$587,704	\$0	\$818,507	\$0
Contractual Services	\$60	\$0	\$862,810	\$0
Materials & Supplies	\$1,647,642	\$0	\$1,854,909	\$0
Internal Services	\$71,039	\$0	\$92,243	\$0
Total GF/non-GF	\$2,306,445	\$0	\$3,628,469	\$0
Program Total:	\$2,306,445		\$3,628,469	
Program FTE	4.00	0.00	5.75	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 40044-20 Health Clinical Data and Reporting

Department: Health Department **Program Contact:** María Lisa Johnson
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Organizational Development supports the Health Department’s effectiveness by helping to set a unified departmental strategy and developing leaders who foster a culture of safety, trust and belonging. Our scope of services includes organizational assessment, change management, strategic planning, executive coaching, leadership and team development, onboarding, mentorship, succession planning, equity and inclusion coaching and training, communications, branding and culture change.

Program Summary

The division oversees the following teams:

The Office of Equity and Inclusion is responsible for guiding, supporting and promoting a culture of safety, trust and belonging that starts with racial justice. OEI supports the Health Department in growing leaders, allies and advocates to advance equity and inclusion through policy, structural and cultural change. We are responsible for supporting the Health Department to meet the WESP performance measures. This includes staffing the Health Department Workforce Equity Committee.

Learning & Development invests in employees at all levels of the organization by offering workshops, online learning, onboarding, mentoring support and leadership development. As part of this team’s organizational development work, Learning and Development provides facilitation and consultation on team building, change management, succession planning, and positive workplace culture. This program is also responsible for the Workday Learning platform functions, including the creation and maintenance of courses and offerings, Learning Partner administration, and departmental and division-specific online training coordination.

Communications and Marketing, which develops internal communications strategies to promote shared understanding and organizational cohesion. It also works to promote essential health services and disseminate timely health information to our diverse communities. Specific services include development of communication plans, graphic design, web content creation and maintenance, media campaigns and department-wide messaging to promote shared understanding and organizational cohesion.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of managers participating in pilot program to integrate Racially Just core competency	n/a	23	40	60
Outcome	% of employees reporting they’ve applied workshop content in their day to day work	n/a	n/a	70	80
Output	Number of communications projects completed	403	503	520	550
Outcome	Number of people reached through social media posts	133,780	134,000	134,000	137,000

Performance Measures Descriptions

Completed communications requests speak to a strong communications infrastructure, including active social media presence, responsive internal communications and marketing of critical services to communities with limited access to healthcare.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,810,516	\$0	\$1,931,557	\$0
Contractual Services	\$87,593	\$0	\$106,222	\$0
Materials & Supplies	\$43,162	\$0	\$79,091	\$0
Internal Services	\$159,623	\$0	\$296,667	\$0
Total GF/non-GF	\$2,100,894	\$0	\$2,413,537	\$0
Program Total:	\$2,100,894		\$2,413,537	
Program FTE	11.80	0.00	11.80	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2020: 40043-20 Health Department Operations

Organizational Development was established in 2019 to:

- Prioritize strategic planning and culture change work.
- Elevate the role of communications in creating greater organizational cohesion, internal and external branding.
- Focus our organizational learning work to meet the evolving needs of new and established leaders.

Teams formerly within HR and Business Operations came together to establish the work and identity of the new division. In 2020, the division will experience an additional change: the transfer of the Policy Administration team to the newly forming Epidemiology, Analytics and Evaluation Division.

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Providing health care to detained youth is the responsibility of Corrections Health. Corrections Health personnel care for 80 detained youth at any one time (+3,500 per year) from Multnomah, Washington and Clackamas counties who are brought in from the streets, other jurisdictions and other community holding facilities. Detainees include females and males who need their health issues addressed in a timely manner in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care. Stabilizing their health allows them to participate fully in their legal processes.

Program Summary

This offer ensures that the health program meets the standards that ensure access to care, safeguards the health of all those who are in detention, and controls the legal risk to the County. JDH health professionals work 16 hours/day, seven days a week providing care for 80 youth daily in 7 individual housing units from three counties. Care ranges from minor ailments to major chronic and emotional diseases resulting from substance abuse, trauma, lack of health care, lack of knowledge of hygiene and self care, frequent infections and a high rate of medical and mental illness.

In partnership with the Department of Community Justice custody staff, Corrections Health identifies and responds to medical emergencies and also screens for communicable diseases to keep outbreaks to a minimum, to provide care efficiently and effectively, as well as to protect the community. Coordination with other Oregon counties is facilitated so that continuity of care occurs when youths transfer to other jurisdictions.

In partnership with the Health Department's Clinical Systems Information program, an electronic medical record program implementation is in process. The program will include electronic medication prescription and administration. The electronic medical record will improve staff efficiency and promote client safety.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of client visits conducted by a CH nurse per year	2,502	2,800	2,500	2,500
Outcome	% of detained youth receiving mental health medications monthly	34%	45%	43%	43%

Performance Measures Descriptions

Measure 1: Tracking the number of visits per year helps to assess client access to care and resource utilization.
Measure 2: Tracking percentage of youth receiving psychotropic medications allows for monitoring of needs at the JDH facility.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,007,599	\$0	\$1,039,975	\$0
Materials & Supplies	\$47,763	\$0	\$65,452	\$0
Internal Services	\$243,299	\$0	\$264,410	\$0
Total GF/non-GF	\$1,298,661	\$0	\$1,369,837	\$0
Program Total:	\$1,298,661		\$1,369,837	
Program FTE	5.10	0.00	5.40	0.00

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

Explanation of Revenues

As a result of current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for all services from Medicare, Medicaid and OHP. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. Youth in the Alcohol and Drug Treatment Program have Oregon Health Plan (OHP) coverage so some of their clinic appointments with a physician and medications are billed to the Oregon Health Plan.

Significant Program Changes

Last Year this program was: FY 2020: 40049-20 Corrections Health Juvenile Detention

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health, Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Approximately 100 US Marshall (USM) detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal, and major mental/behavioral illnesses.

Program Summary

Providing health care to all detained individuals is the responsibility of Corrections Health. From first entering into the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are equivalent to other correctional facilities across the country.

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs. MCDC averages 80+ newly booked individuals each day. Nurses (24 hours/7 days a week) evaluate each detainee to identify critical health issues and make plans for scheduled care for stabilization. Screening includes obtaining health history for both acute and chronic disease, including mental health care, substance abuse, communicable disease evaluation and current prescriptions. As a result of those evaluations, treatments, medications, provider appointments, mental health referrals and housing decisions are made. In addition, Corrections Health nursing staff assess individuals brought to the jail before being accepted into custody--that assessment ensures that serious medical and/or mental health issues (trauma, drug ingestion, pregnancy complications, serious wounds and infections) are appropriately addressed in a hospital setting before booking. In addition, significant resources are utilized to perform case management of the USM detainees, including coordination of specialist services, screening for communicable diseases and coordinating transfer of care to other facilities. An additional history and physical examination is performed on all individuals incarcerated for 14 days. Additionally, staff assess and treat acute and chronic medical, dental and mental health issues as appropriate during each individual's incarceration. Suicide and self harm symptom identification is an essential mental health function. The mental health team is composed of a psychiatrist, PMHNPs, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail. One third of all medications prescribed are for mental health conditions.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Average # of Reception Screening ("EPF"=Entry Progress Form) completed in a month	1,820	1,900	1,815	1,820
Outcome	% of + screenings resulting in a referral to the mental health team per year	36%	30%	35%	35%

Performance Measures Descriptions

Measure 1: Captures monthly intake screenings for incoming detainees--the measure does not correlate with the static jail population and more accurately reflects incoming patient volume.

Measure 2: Captures initial interview information and how many clients are referred for mental health care.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,828,622	\$0	\$3,319,338	\$0
Contractual Services	\$860,642	\$0	\$156,683	\$0
Materials & Supplies	\$360,392	\$0	\$317,053	\$0
Internal Services	\$177,621	\$0	\$269,488	\$0
Total GF/non-GF	\$4,227,277	\$0	\$4,062,562	\$0
Program Total:	\$4,227,277		\$4,062,562	
Program FTE	21.10	0.00	22.10	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40050A-20 Corrections Health Multnomah County Detention Center (MCDC)

Department: Health Department **Program Contact:** Michael Seale

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

Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and classification housing. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community, and are equivalent to other correctional facilities across the country.

This offer represents the MCDC 4th floor which is composed of 46 beds, two general and two mental health clinic rooms, one dental operatory, X-ray and lab services as well as 10 mental health and 10 general medical skilled care beds, plus four housing areas for high level discipline inmates. The 4th floor also contains a nursing station, administrative areas and a medication/supplies room. Services such as skilled nursing, IV therapy, post surgical and terminal care are provided in the jail instead of a high cost hospital. The 4th floor is staffed 24/7 with nursing personnel to provide needed care and emergency medical response. This health care is delivered effectively through providing the right care in the right setting.

The fourth floor housing unit 4D is acute mental health. There are 10 beds in that unit. Both medical and mental health services are provided to these chronically ill clients. Mental health is managed by a team of mental health nurses, consultants and providers. A mental health supervisor and mental health consultants (including a lead) provide support for forensic diversion and other programs, testify in court when appropriate and participate in multidisciplinary team processes to ensure the most appropriate and least restrictive housing is utilized, and that efforts to divert detainees from jail are expedited.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Avg # inmate nursing assessments monthly	987	1,300	1,000	1,000
Outcome	Avg active and constant suicide watches per month to prevent inmate injury or death.	127	100	125	125

Performance Measures Descriptions

Measure 1: Reflects care delivered on all floors in MCDC and includes both medical and mental health requests.

Measure 2: Tracking both "ACTIVE" and "CONSTANT" suicide watches, captures management of detainees felt to be at risk, better reflecting resource needs.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,828,603	\$0	\$2,189,182	\$0
Contractual Services	\$323,000	\$0	\$457,410	\$0
Materials & Supplies	\$544,685	\$0	\$464,088	\$0
Internal Services	\$398,592	\$0	\$376,797	\$0
Total GF/non-GF	\$3,094,880	\$0	\$3,487,477	\$0
Program Total:	\$3,094,880		\$3,487,477	
Program FTE	10.50	0.00	10.50	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40050B-20 Corrections Health MCDC Clinical Services and 4th Floor Housing

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center houses 448 adults and is composed of booking, 4th floor special housing, mental health housing and three floors of discipline and evaluation housing. Over 36,000 individuals are cared for each year with over 50% having serious unstable and chronic health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and major mental/behavioral illnesses.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the jail through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are accredited by the National Commission on Correctional Health Care.

This offer represents the health services to all four housing floors at MDCD. Approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. A variety of treatments, such as managing alcohol and drug withdrawal, evaluating chronic diseases, preventing the spread of communicable diseases, medication management and emergency response are provided efficiently by 24/7 staff. This health care is delivered effectively through providing the right care in the right setting.

Expansion of the use of Medication Assisted Treatment using buprenorphine has allowed for more effective, efficient and humane management of withdrawal from opiates. Per protocols, buprenorphine is provided to all opiate-involved pregnant women, detainees with documented use of buprenorphine in a community program and detainees undergoing severe opiate withdrawal.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Avg # inmate nursing assessments monthly	987	1,300	1,000	1,000
Outcome	Avg of total number of active and constant suicide watches per month to prevent inmate injury or death	127	90	125	125

Performance Measures Descriptions

Measure 1: Reflects care delivered on all floors at MDCD and includes both medical and mental health requests.
 Measure 2: Tracking both "ACTIVE" and "CONSTANT" suicide watches, captures management of detainees felt to be at risk, better reflecting resource needs.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,724,908	\$0	\$2,730,766	\$0
Contractual Services	\$235,000	\$0	\$332,790	\$0
Materials & Supplies	\$3,030	\$0	\$3,694	\$0
Internal Services	\$265,729	\$0	\$251,199	\$0
Total GF/non-GF	\$3,228,667	\$0	\$3,318,449	\$0
Program Total:	\$3,228,667		\$3,318,449	
Program FTE	17.45	0.00	17.50	0.00

Program Revenues				
Service Charges	\$40,000	\$0	\$0	\$0
Total Revenue	\$40,000	\$0	\$0	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40050C-20 Corrections Health MCDC Housing Floors 5, 6, 7 & 8

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

MCIJ health personnel care for all those detainees transferred from MCDC 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Avg # inmate nursing assessments monthly	1,830	1,800	1,835	1,835
Outcome	# of 14-day Health Assessments completed monthly	259	250	280	280

Performance Measures Descriptions

Measure 1: Reflects care delivered in the entire facility and includes both medical and mental health requests.
 Measure 2: Based on NCCHC accreditation requirements, we are tracking 14-day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,296,695	\$0	\$2,556,463	\$0
Contractual Services	\$956,167	\$0	\$166,623	\$0
Materials & Supplies	\$581,773	\$0	\$891,154	\$0
Internal Services	\$396,807	\$0	\$346,889	\$0
Total GF/non-GF	\$4,231,442	\$0	\$3,961,129	\$0
Program Total:	\$4,231,442		\$3,961,129	
Program FTE	20.60	0.00	20.20	0.00

Program Revenues				
Service Charges	\$45,000	\$0	\$0	\$0
Total Revenue	\$45,000	\$0	\$0	\$0

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40051A-20 Corrections Health Inverness Jail (MCIJ) Clinical Services

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and is equivalent to other correctional facilities across the country.

This offer represents a variety of health, mental health, and dental services to 430 men and women in the open Dorms at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. Inside and outside inmate workers are monitored by Corrections Health for the ability to work, evaluation of injuries and medication management when out of the facility. Chronic disease monitoring is key to preventing hospitalizations for clients with diabetes, hypertension, seizures, heart disease and infections. Special orthopedic and OB/GYN clinics operate on-site. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable diseases. This health care is delivered effectively through providing the right care in the right settings.

Mental health services are also provided to inmates at MCIJ. Inmates are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Avg # inmate nursing assessments monthly	1,830	1,800	1,835	1,835
Outcome	# of 14-day Health Assessments completed monthly	259	250	280	280

Performance Measures Descriptions

Measure 1: Reflects care delivered in the entire facility and includes both medical and mental health requests.

Measure 2: Based on NCCHC accreditation requirements, we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,620,383	\$0	\$1,798,791	\$0
Contractual Services	\$231,238	\$0	\$186,885	\$0
Materials & Supplies	\$89,536	\$0	\$161,432	\$0
Internal Services	\$125,307	\$0	\$109,545	\$0
Total GF/non-GF	\$2,066,464	\$0	\$2,256,653	\$0
Program Total:	\$2,066,464		\$2,256,653	
Program FTE	7.70	0.00	7.95	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40051B-20 Corrections Health MCIJ General Housing Dorms 4 - 11

Department: Health Department **Program Contact:** Michael Seale

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

Related Programs:
Program Characteristics:
Executive Summary

Corrections Health Multnomah County Inverness Jail houses 860 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial who are being medically stabilized with treatment. Approximately 100 USM detainees are housed in the system daily. Over 36,000 individuals are cared for each year with over 50% having health conditions, such as diabetes, kidney failure, infections, alcohol and drug withdrawal and mental illnesses.

Program Summary

Trained, skilled professional staff working 24/7 provide effective screening, illness identification, evaluation and effective targeted treatment through a system of policies and procedures that reflect the standard of care in the community and equal to other correctional facilities across the country.

Corrections Health provides a variety of health, mental health and dental services to 430 men and women in dorms 12-18 at MCIJ. Diverse staff work 24/7 to provide evaluation, treatment, referral, medication management, emergency response, communicable disease identification and suicide prevention. A 10 bed medical unit provides skilled nursing and protective isolation in house, and utilization of the unit prevents a stay in a hospital at a much greater cost. Chronic disease monitoring is key to prevent hospitalizations for our clients with diabetes, hypertension, seizures, heart disease and infections. Special OB/GYN and orthopedic clinics operate on-site. In partnership with custody staff, Corrections Health responds to emergencies and screens for communicable disease. This health care is delivered effectively through providing the right care in the right setting.

Mental health services are also provided to inmates at MCIJ. Inmates are more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Avg # inmate nursing assessments monthly	1,830	1,800	1,835	1,835
Outcome	# of 14-day Health Assessments completed monthly	259	250	280	280

Performance Measures Descriptions

Measure 1: Reflects care delivered in the entire facility and includes both medical and mental health requests.

Measure 2: Based on NCCHC accreditation requirements, we are tracking 14 day history and physical assessments.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,484,374	\$0	\$2,226,033	\$0
Contractual Services	\$231,238	\$0	\$186,885	\$0
Total GF/non-GF	\$1,715,612	\$0	\$2,412,918	\$0
Program Total:	\$1,715,612		\$2,412,918	
Program FTE	9.30	0.00	9.30	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40050C-20 Corrections Health MCDC Housing Floors 5, 6, 7 & 8

Department: Health Department **Program Contact:** Jennifer Vines
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 2,500 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 now physically located in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of deaths requiring investigation	2,384	2,500	2,425	2,500
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	72%	80%	64%	80%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,365,433	\$0	\$1,468,958	\$15,993
Contractual Services	\$16,727	\$0	\$62,555	\$0
Materials & Supplies	\$87,894	\$0	\$60,487	\$7
Internal Services	\$134,113	\$0	\$266,827	\$1,872
Total GF/non-GF	\$1,604,167	\$0	\$1,858,827	\$17,872
Program Total:	\$1,604,167		\$1,876,699	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$17,872
Total Revenue	\$0	\$0	\$0	\$17,872

Explanation of Revenues

This program generates \$1,872 in indirect revenues.
 \$ 17,872 - Medical Records fund

Significant Program Changes

Last Year this program was: FY 2020: 40052-20 Medical Examiner

The Multnomah County Medical Examiner's Office (MCMEO) currently employs a staff of seven full-time Deputy Medical Examiners (aka Death Investigators) and one Chief Deputy Medical Examiner to cover an ORS-required 24/7/365 operation. The Medical Examiner's Office was previously co-located with the Clackamas County and Oregon ME Offices in an Oregon State Police facility in Clackamas County. In December of 2019, the ME Office moved into the Gladys McCoy Multnomah County Building. The move into Multnomah County will increase the number of scene calls in which a Deputy Medical Examiner responds, as we are beginning our response from within Multnomah County, providing increased service to the public. The amount of time spent in traffic will also significantly decrease as we are now responding from within our county. The move generated an increase in facilities costs, which is reflected in our FY21 budget.

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40060, 40037
Program Characteristics:

Executive Summary

Racial and Ethnic Approaches to Community Health (REACH) aims to end racial/ethnic health disparities within the Black/African American communities by ensuring opportunities to realize optimal health potential. REACH programming values a culture first approach, relying on community wisdom to implement culturally tailored interventions that addresses root causes of health inequities to address preventable risk behaviors through communications, policy, systems, and environmental change strategies in partnership with community.

Program Summary

Racial and Ethnic Approaches to Community Health (REACH) uses culturally-specific and cross-cultural approaches that combines the voice of community-identified priorities and Centers for Disease Control and Prevention (CDC)-funded communication, policy, system, and environmental change strategies focused on reducing chronic disease in local African American/Black communities, including African immigrants and refugees. The Public Health Division received a new round of REACH funding in FY19 that builds upon the partnerships and strategies developed during the previous cycle of REACH funding (2014-2018). REACH will continue to be a central component to the Health Department's commitment to equity by addressing the ways that societal conditions, built environment, and systems and policies create health disparities among racial and ethnic populations. This work entails developing and maintaining authentic partnerships with culturally-specific community based organizations, clients, faith-based organizations, civic organizations, and local governments to enact approaches and policies to decrease health inequities.

REACH's culturally-tailored programming addresses preventable risk behaviors (i.e., tobacco use, poor nutrition, and physical inactivity) to improve health, prevent chronic disease, and reduce health disparities among racial and ethnic populations with the highest risk/burden of chronic disease (i.e. hypertension, heart disease, Type 2 diabetes, and obesity). In FY21, there are three main REACH program areas focused on local Black/African American communities: nutrition, physical activity, and community-clinical linkages. Nutrition programming will increase the number of places within the County offering healthy food; increase access to healthier foods; and increase continuity of care/community support for implementing breastfeeding. Physical activity programming will increase the number of places that improve community design by connecting safe and accessible places for physical activity; and increase the number people with safe and accessible places for physical activity. Community-clinical linkage programming will increase the use of appropriate and locally available health and community programs, including increasing access and referrals to these resources; expanding the use of health professionals, such as community health workers; and improve quality of service delivery and experience of care. Together, these program areas work to improve the overall health of neighborhoods throughout Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of policy, systems and environment strategies implemented	7	15	20	25
Outcome	# of settings implementing policy, systems and environment strategies	7	10	15	20
Outcome	# of Black/African Americans reached through policy, systems and environment changes	2,000	1,000	3,500	4,000

Performance Measures Descriptions

FY19 Actual low due to ending of previous federal CDC funding cycle. FY20 and FY21 reflect new federal funding CDC funding cycle.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$406,908	\$316,088	\$345,834	\$381,566
Contractual Services	\$5,000	\$381,227	\$0	\$317,345
Materials & Supplies	\$4,596	\$43,907	\$891	\$48,445
Internal Services	\$47,599	\$50,778	\$83,746	\$44,644
Total GF/non-GF	\$464,103	\$792,000	\$430,471	\$792,000
Program Total:	\$1,256,103		\$1,222,471	
Program FTE	3.10	2.40	2.50	3.00

Program Revenues				
Intergovernmental	\$0	\$792,000	\$0	\$792,000
Total Revenue	\$0	\$792,000	\$0	\$792,000

Explanation of Revenues

This program generates \$44,644 in indirect revenues.
 \$ 792,000 - Federal CDC REACH Grant

Significant Program Changes

Last Year this program was: FY 2020: 40053-20 Racial and Ethnic Approaches to Community Health

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40055, 40056, 40058
Program Characteristics:

Executive Summary

Nurse Family Partnership Program (NFP) is an evidence-based community healthcare program supported by more than 30 years of extensive research. NFP supports a partnership between low-income, first time mothers with a home visiting Community Health Nurse to achieve the care and support they need to have a healthy pregnancy. Through this partnership and tools, moms build confidence and work towards a life of stability and success for both mother and child.

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 Board, and rigorous evaluation support through the NFP National Service Office and State Nurse Consultant. 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of families served	261	350	240	240
Outcome	% of mothers enrolled in NFP services who are breastfeeding at 6 months	100%	65%	70%	65%
Quality	Client retention in prenatal phase of NFP program	55%	70%	70%	70%

Performance Measures Descriptions

1) Reduced due to decreased staff. Families served include Northeast and East NFP teams. Additional families served by NFP trained HBI nurses reflected in HBI program offer. 3) Reduced due to decreased staff. Clients most at risk are those that benefit the most from program. It is important to engage them and reconnect when they disengage. Client retention measures program's ability to be nimble and responsive to client needs, utilize trauma informed approaches, and train home visiting staff as new strategies are discovered.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$273,775	\$1,358,468	\$100,405	\$1,495,486
Contractual Services	\$661,704	\$0	\$676,647	\$0
Materials & Supplies	\$64,521	\$0	\$59,447	\$3,361
Internal Services	\$0	\$157,446	\$202,247	\$174,972
Total GF/non-GF	\$1,000,000	\$1,515,914	\$1,038,746	\$1,673,819
Program Total:	\$2,515,914		\$2,712,565	
Program FTE	1.77	8.34	0.45	8.65

Program Revenues				
Intergovernmental	\$0	\$88,802	\$0	\$88,802
Other / Miscellaneous	\$0	\$0	\$0	\$15,974
Service Charges	\$0	\$1,427,112	\$0	\$1,569,043
Total Revenue	\$0	\$1,515,914	\$0	\$1,673,819

Explanation of Revenues

This program generates \$174,972 in indirect revenues.

\$ 88,802 - State MCH Babies first grant

\$ 1,569,043 - NFP Medicaid Babies First

Significant Program Changes

Last Year this program was: FY 2020: 40054-20 Nurse Family Partnership

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Home and Community Based Health Consulting program includes Healthy Homes Asthma Home Visiting and community-based early childhood health consulting. Using nurse and community health worker home visiting models, these services support vulnerable families with children who have health conditions, by providing health assessments in the home, conducting care coordination, providing technical assistance for providers who service children for special healthcare needs, advocating for children and families in the health care system as well as other social service agencies and classrooms, 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.

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, and Multnomah Early Childhood Program.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of families receiving an environmental home inspection	53	45	45	45
Outcome	% completion of final Asthma Home Nursing assessments	72%	80%	80%	80%
Output	# of technical assistance consults to service providers who work with children with special health care needs	300	300	300	300

Performance Measures Descriptions

Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$375,994	\$471,872	\$213,236	\$491,012
Contractual Services	\$107,918	\$0	\$103,256	\$0
Materials & Supplies	\$17,783	\$2,366	\$12,418	\$5,437
Internal Services	\$221,376	\$50,724	\$0	\$53,342
Total GF/non-GF	\$723,071	\$524,962	\$328,910	\$549,791
Program Total:	\$1,248,033		\$878,701	
Program FTE	2.16	3.74	1.47	3.43

Program Revenues				
Intergovernmental	\$0	\$34,000	\$0	\$34,000
Other / Miscellaneous	\$0	\$247,602	\$0	\$272,431
Service Charges	\$0	\$243,360	\$0	\$243,360
Total Revenue	\$0	\$524,962	\$0	\$549,791

Explanation of Revenues

This program generates \$53,342 in indirect revenues.

\$ 243,360 - Health Homes TCM

\$ 272,431 - DDSD CHN

\$ 17,000 - MHCC Head Start CHN

\$ 17,000 - OCDC CHN

Significant Program Changes

Last Year this program was: FY 2020: 40055-20 Home and Community Based Health Consulting

The Home and Community Based Health Consulting program was eliminated as a result of budget reductions across the Public Health Division. This Out of Target Program Offer will restore services.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40058, 40097
Program Characteristics:

Executive Summary

Healthy Families of Multnomah County (HFMC) is a nationally accredited, evidence-based program that is part of the state-wide Healthy Families of Oregon network. HFMC provides early childhood risk screening and home visiting for children and families at-risk of poor early childhood outcomes. The program works to reduce child abuse and neglect, improve school readiness, and promote healthy growth and development for young children up to age three. HFMC will screen approximately 1,000 families for eligibility, enrolling approximately 480 families in HFMC home visiting services in 2021, and linking another 100 families to partner CBOs for early childhood services based on their unique needs.

Program Summary

Enrichment of early childhood (0 to 3) experiences and mitigation of parent stress and adverse childhood experiences are foundational to the development of healthy and stable lives. The Healthy Families of Multnomah County (HFMC) program serves families from pregnancy or the birth of a new child until the child turns three. Families who qualify for services are offered voluntary home visits shown to reduce child abuse and neglect, improve parent-child attachment, reduce parent stressors, and support parents' ability to ensure children meet developmental milestones. All of which are critical to improved school readiness by age five.

Equity approaches taken by the program include: Prioritizing screening locations where families of color and low income families live or access care and directing these families to programs prepared to address their specific needs. Long-term benefits to the County include reduced racial inequities and increased numbers of healthy children who enter kindergarten ready to learn, a healthier workforce and decreased costs to County systems by preventing future child welfare involvement, school absenteeism, juvenile crime and chronic disease.

HFMC has 2 components: 1) Welcome Baby Screening for eligibility to link families to services based on choice and fit. Welcome Baby maintains MOUs with multiple culturally-specific programs throughout the county. 2) HFMC home visiting - which delivers the accredited, evidence-based HF model - at 4 Community Based Organizations. Contractors each have a culturally and/or population-specific focus, including African American, Immigrant/Refugee, Latino, Teens, and parents with significant substance abuse or trauma histories. Annually families served are approximately 78% families of color and 95% low income. HFMC Medicaid Administrative Claiming supports operations and funds an African American Mental Health Consultant and additional family supports.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of families served	465	635	465	480
Outcome	% of participating parents who report reading to/with a child at least 3x/week	93%	93%	95%	95%
Quality	% of families remaining in intensive services for 12 months or longer	74%	75%	75%	75%
Outcome	% of families served who fit Early Learning Multnomah (ELM) priority populations (People of Color/low income)	94%	95%	95%	95%

Performance Measures Descriptions

Number of families served reduced due to HFA Model shift to greater focus on parent/child attachment coaching and monitoring and increase in acuity of families served. Since FY15 we have experienced a persistent gap in data reporting due to a transition in data systems at the state ELD. FY19 measures are based on the first state data report since 2015 and reflect the most recent data available-from FY 2018 (provided as 2019 data above). In the future, the HFMC program expects the State of Oregon database THEO to allow for more timely and disaggregated data.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$11,507	\$679,330	\$144,342	\$582,789
Contractual Services	\$365,317	\$1,524,222	\$367,058	\$1,695,059
Materials & Supplies	\$40,483	\$0	\$32,720	\$9,616
Internal Services	\$112,227	\$78,734	\$108,675	\$67,463
Total GF/non-GF	\$529,534	\$2,282,286	\$652,795	\$2,354,927
Program Total:	\$2,811,820		\$3,007,722	
Program FTE	0.11	5.76	1.13	4.74

Program Revenues				
Intergovernmental	\$0	\$2,237,286	\$0	\$2,294,927
Other / Miscellaneous	\$0	\$45,000	\$0	\$60,000
Total Revenue	\$0	\$2,282,286	\$0	\$2,354,927

Explanation of Revenues

This program generates \$67,463 in indirect 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.

\$ 2,154,927 - Healthy Families Grant
 \$ 140,000 - State Healthy Start MAC
 \$ 60,000 - HSO: Help Me Grow Grant

Significant Program Changes

Last Year this program was: FY 2020: 40056-20 Healthy Families

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40054, 40055, 40056, 40097
Program Characteristics:

Executive Summary

Each year, the Healthy Birth Initiative (HBI) program improves birth outcomes and the health of new families, mothers, and fathers in the African American community, helping children get a healthy start in life. For over 20 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 Black/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. Black/African American babies in Multnomah County are born too soon, too small, and die too early. These are some of the worst health outcome disparities in the county and, therefore, the Health Department recognizes the work of HBI as part of its core public health mission. HBI uses a family-centered approach that engages mothers, fathers, and other caretakers in supporting a child's development. Components of HBI include case management, health education, community engagement, service coordination, and collective impact.

HBI nurses utilize the Nurse Family Partnerships model as a key component of home visiting services. Other evidence-based models, in addition to Nurse Family Partnerships, include Smoking Cessation and Reduction in Pregnancy Treatment (SCRIPT); Parents as Teachers (PAT); Partners in Parenting Education (PIPE); 24/7 Dads, among others. HBI care coordination is promoted between internal Health Department programs, external health and social service providers, and larger health systems.

HBI works with its Community Action Network (CAN) to achieve collective impact on topics such as breastfeeding, family planning, and male/father involvement. The CAN is led by parents and comprised of a number of healthcare, social-service, and culturally specific agencies working together to implement community-identified strategies.

Long-term benefits of the program include healthy children ready to learn; a healthier work force; decreased costs related to school failure, juvenile crime, and chronic disease; strengthened partnerships; and gains in equity for the county's Black/African American community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of families served	283	450	378	450
Outcome	Percent of mothers initiating breastfeeding after delivery	95%	95%	95%	95%
Quality	Percent of participants who remain in program until child is two years old	85%	80%	85%	80%
Quality	Percent of participants who express satisfaction with cultural specificity of program	100%	95%	100%	95%

Performance Measures Descriptions

1) FY21 Offer of families served has increased due to new grant cycle with increased service level requirements supported by the grant and County general fund.

Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$896,248	\$1,061,484	\$862,874	\$1,121,337
Contractual Services	\$367,642	\$179,182	\$7,013	\$376,708
Materials & Supplies	\$24,883	\$57,047	\$59,489	\$43,762
Internal Services	\$263,890	\$123,027	\$306,321	\$131,196
Total GF/non-GF	\$1,552,663	\$1,420,740	\$1,235,697	\$1,673,003
Program Total:	\$2,973,403		\$2,908,700	
Program FTE	6.00	9.80	6.50	8.30

Program Revenues				
Intergovernmental	\$0	\$892,500	\$0	\$980,000
Other / Miscellaneous	\$0	\$0	\$0	\$7,987
Service Charges	\$0	\$528,240	\$0	\$685,016
Total Revenue	\$0	\$1,420,740	\$0	\$1,673,003

Explanation of Revenues

This program generates \$131,196 in indirect revenues.
Healthy Birth Initiative is funded by: Medicaid Targeted Case Management (TCM) Medicaid Maternity Case Management and a Health Resources and Services Administration grant.

\$ 980,000 - Health Resources Services Administration grant

\$ 685,016 - Targeted Case Management

\$ 7,987 - Medicaid Fee For Services

Significant Program Changes

Last Year this program was: FY 2020: 40058-20 Healthy Birth Initiative

Department: Health Department **Program Contact:** Michael Seale
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40049, 40050-40051
Program Characteristics:

Executive Summary

Corrections Health Multnomah County Detention Center, Inverness Jail and Juvenile Detention Home collectively house over 1,000 adults and 80 juveniles. Over 36,000 adult individuals are cared for each year with approximately 30% having mental health and behavioral issues. Over 3,500+ juvenile individuals are cared for each year from Multnomah, Washington and Clackamas counties-- brought in from the community, other jurisdictions and other community holding facilities. Over 40% of those juveniles have significant mental health conditions.

Program Summary

Providing health care to detained individuals is the responsibility of Corrections Health. From first entering the facilities through booking until release or transfer to another jail, prison or USM service, trained and skilled Corrections Health personnel provide effective screening, illness identification, evaluation and treatment through a system of policies and procedures that reflect the standard of care in the community and are equivalent to other correctional facilities across the country.

This offer represents the mental health services to adults in the MCDC and MCIJ facilities and juveniles in the JDH facility. At MCDC, approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. At MCIJ, approximately 600 men, women, inmate workers for inside and outside work crews, sentenced individuals and those awaiting trial are housed. A 10 bed medical unit provides skilled nursing and protective isolation in house, and utilization of the unit prevents a stay in a hospital at a much greater cost. Mental health services are also provided to inmates at MCIJ, both individually and in groups. Inmates are typically more stable in this jail which allows for mental health groups to occur several times per week. In addition to groups, individual sessions and medication management occur. JDH health professionals work 16 hours/day, seven days a week providing care for 80 youth daily in 7 individual housing units from three counties. Care ranges from minor ailments to major chronic and emotional diseases resulting from substance abuse, trauma, lack of health care, lack of knowledge of hygiene and self care, frequent infections and a high rate of medical and mental illness. In addition to the services provided by mental health professions, mental health and behavioral issues are screened for and addressed by nursing and other staff in a variety of circumstances: intake/reception screening, 14-Day Health Assessment, response to medical request forms, management in observation units and at release. This health care is delivered effectively through providing the right care in the right setting.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Avg number of mental health evaluations for suicide watch per month.	245	240	250	250
Outcome	Avg of total number of active and constant suicide watches per month to prevent inmate injury or death	127	130	125	125
Output	Avg number of evaluations performed by Mental Health Consultants for all Corrections Health sites per month	893	825	1,000	1,000
Outcome	% of detained youth receiving mental health medications monthly	34%	45%	43%	43%

Performance Measures Descriptions

Measure 1: Tracking MHC evaluations help to assess client access to care and resource utilization; Measure 2: Tracking both "ACTIVE" and "CONSTANT" suicide watches, capture management of detainees felt to be at risk, better-reflecting resource needs; Outcome Measure: Tracking percentage of youth receiving psychotropic medications allows for monitoring of needs at the JDH facility.

Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,431,645	\$0	\$3,707,108	\$0
Contractual Services	\$40,000	\$0	\$40,000	\$0
Materials & Supplies	\$22,858	\$0	\$75,457	\$0
Internal Services	\$303,496	\$0	\$434,443	\$0
Total GF/non-GF	\$3,797,999	\$0	\$4,257,008	\$0
Program Total:	\$3,797,999		\$4,257,008	
Program FTE	23.40	0.00	24.70	0.00

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

Explanation of Revenues

As a result of the current laws that govern the responsibilities of governmental agencies in the care of detained individuals, Corrections Health is unable to bill for services from Medicare, and Medicaid. These rules and laws are under review nationally to determine if additional revenue sources can be made available to jails. A co-pay system is in place that charges the inmate accounts nominal fees only for detainee-requested medical and dental provider evaluations. No fees are charged for mental health requests or mental health provider evaluations. Provider-ordered treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Necessary clinical care is provided regardless of the detainee's ability to pay.

Significant Program Changes

Last Year this program was: FY 2020: 40059-20 Corrections Health Mental Health Services

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40006, 40060, 40037
Program Characteristics: Measure 5 Education

Executive Summary

Community & Adolescent Health (CAH) programs prevent chronic disease and injuries and improve sexual and relationship health. Strategies tie to Board of Health priorities and Public Health Modernization requirements. They focus on the leading preventable causes of early death and disability; create a culture that affirms and advocates for individual and relationship health and justice of youth; and address the root causes of health inequities, including racism. CAH works in neighborhoods with the highest rates of disease and other key health indicators, crime/youth violence, and socioeconomic disparities. Activities include community-informed planning and decision-making; training and technical assistance to build school and community partner capacity; communications; and initiatives that improve policies, systems, and environments.

Program Summary

Research shows an individual's zip code is a main determinant of health and wellbeing. Neighborhoods with socioeconomic disparities (higher poverty, lower educational attainment, disinvestment/gentrification) also have significant health disparities (chronic disease, exposure to violence and trauma, sexual/reproductive health). Community & Adolescent Health (CAH) works alongside community and school partners to prevent and improve these inequities by nurturing neighborhoods to support healthy and safe gathering spaces, worksites, schools, health care, and physical environments. Programs include:

Striving to Reduce Youth Violence Everywhere (STRYVE), which employs a public health approach to violence prevention grounded in equity, healing, and resilience. STRYVE prevents youth violence through community health workers who work in partnership with youth and adults to address community trauma; increase youth empowerment and leadership; and build system capacity. Activities include improving neighborhood livability through community-led projects; providing summer youth employment programs; and maintaining relationships with national experts to inform local practices.

Adolescent Sexual Health Equity Program (ASHEP), which partners with youth, educators, caregivers, and service providers in school and community settings to implement health education and teen dating violence prevention activities. ASHEP supports schools to meet Oregon law requirements for comprehensive sexuality and healthy relationship skill education; child sexual abuse prevention programs; and access to preventive reproductive health services. ASHEP also provides technical support to culturally specific partners for programming, policy advocacy, and community mobilization.

Chronic diseases prevention (CDP), which compliments and augments other public health strategies by filling critical gaps in prevention efforts left by other funding sources. Activities are focused on increasing access to healthy eating, active living, and smoke/nicotine-free environments by advancing community/neighborhood policy and systems changes; reaching youth/adolescents in a variety of school and recreation settings; and addressing factors that create socioeconomic disparities, particularly poverty and educational attainment.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of youth and community members engaged in health promotion and prevention activities	10,363	3,500	10,900	4,250
Outcome	# of policies, practices, health education, and technical assistance activities	80	20	40	55
Outcome	# of community and school sites involved in health promotion and prevention activities	26	35	35	50
Quality	% of trained educators who feel confident teaching evidence-based sexuality or violence prevention	91%	85%	90%	85%

Performance Measures Descriptions

1) FY20 Program Offer 40025 ASHEP #'s were included in FY19 Actual, FY20 Estimate and FY21 Offer. ASHEP budgeted 7,500 in FY20 Program Offer 40025. 2 and 3) ASHEP #'s only included in FY21 Offer. 4) This measure was budgeted in the FY20 Program Offer 40025 ASHEP. Measures 1, 2, and 3 include communications, PSE improvement, and health education/technical assistance activities that address violence, chronic disease, sexual/reproductive health, and social determinants of health.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$982,272	\$732,222	\$1,066,154	\$479,926
Contractual Services	\$90,856	\$711,883	\$230,441	\$133,800
Materials & Supplies	\$61,579	\$52,271	\$73,381	\$41,319
Internal Services	\$178,501	\$165,910	\$194,001	\$86,326
Total GF/non-GF	\$1,313,208	\$1,662,286	\$1,563,977	\$741,371
Program Total:	\$2,975,494		\$2,305,348	
Program FTE	8.35	6.25	8.45	4.25

Program Revenues				
Intergovernmental	\$0	\$1,662,286	\$0	\$741,371
Total Revenue	\$0	\$1,662,286	\$0	\$741,371

Explanation of Revenues

This program generates \$56,151 in indirect revenues.

- \$ 412,287 - 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
- \$ 329,084 - Public Health Modernization Local (HPCDP)

Significant Program Changes

Last Year this program was: FY 2020: 40060-20 Chronic Disease and Violence Prevention

In FY 2021, FY20 Program Offer 40025 ASHEP is being consolidated into FY20 Program Offer 40060 Chronic Disease and Violence Prevention. Also, in FY21, Program Offer 40060 has been renamed to Community & Adolescent Health. These offers were consolidated and renamed as part of divisional and program offer reorganizations that merge together adolescent health, prevention, and health promotion activities. ASHEP's Federal ACT Teen Pregnancy Prevention (\$1,249,999 annually) ended, resulting in reduced programmatic FTE and contracts. In FY 2021, State Public Health Modernization funding (\$329,084) will mitigate a portion of the gap left by the Federal grant ending to provide capacity for a reduced scope of work.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40010B
Program Characteristics:

Executive Summary

Access to sterile injection equipment is proven to reduce transmission of hepatitis C, HIV/AIDS, and bacterial infections. The national opioid crisis and rising methamphetamine use have led to increased injection drug use and, in turn, the need for sterile syringe access and harm reduction services. The Harm Reduction program provides syringe exchange, naloxone distribution, and resources that work to increase client readiness and linkage to substance use treatment services. In recent years, the program has increased technical assistance to counties throughout Oregon to improve harm reduction service availability outside of the Portland-metro area.

Program Summary

The harm reduction program works with people who may not be ready to stop substance use, offering strategies to reduce risks and negative outcomes associated with injection drug use for individuals and the larger community. 66% of clients report homelessness/unstable housing and rely on low barrier access to services and supplies offered through Harm Reduction programming. Services incorporate trauma-informed risk reduction counseling and referrals based on readiness for change. Strategies include promoting one-time use of sterile syringes and other supplies, which is crucial to prevent hepatitis C, HIV, and hepatitis B transmission.

The Harm Reduction program offers access to services at field-based and clinical sites. These access points reduce barriers faced by persons who inject drugs (PWID), such as stigma associated with drug use and housing status, through focus on building trusting relationships. The clinical site also provides low barrier wound/abscess care, sexual health services for people not typically engaged in health care, and an on-site Addiction Benefit Coordinator. In 2019 Oregon Health Plan expanded hepatitis C treatment access to PWID. With this expansion of HCV treatment to PWID, the program optimizes ability to engage clients in HCV/HIV testing and linkage to treatment. In 2019, the program was able to extend testing opportunities to field-based services.

Opioid overdose prevention and naloxone distribution help clients, first responders, and other community members recognize and respond to an overdose. While prescription drug overdose (OD) deaths recently declined in Oregon, statewide data shows an increase in OD death due to illicit drugs. Multnomah County has the highest OD deaths in Oregon, and the program continues to improve response by expanding kit distribution at sites and training other service providers to carry and distribute naloxone. Harm Reduction clients reported 1,146 OD reversals in FY19, an increase of 25%. To support overdoses prevention efforts, staff provide regional and statewide technical assistance and capacity building training, allowing local community-based organizations to buy naloxone through the program. Additionally, staff work with partners to coordinate system-level strategies.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of syringe exchange client encounters	47,418	50,545	47,284	50,545
Outcome	Number of overdose rescues reported	1,146	939	1,313	1,508
Output	Number of syringes collected	6,813,964	7,300,000	7,068,741	7,300,000
Output	Number of naloxone doses distributed	7,944	7,228	15,085	17,235

Performance Measures Descriptions

1) Visits to MCHD and Outside In. 2) Overdose rescues reported to MCHD and Outside In. 3) Includes MCHD and Outside In. 4) Increase in doses distributed due to additional federal funding. Clients from MCHD and Outside In.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$440,903	\$406,947	\$379,782	\$716,736
Contractual Services	\$278,838	\$96,000	\$286,187	\$156,019
Materials & Supplies	\$528,625	\$111,975	\$692,501	\$96,830
Internal Services	\$228,986	\$46,499	\$273,244	\$83,858
Total GF/non-GF	\$1,477,352	\$661,421	\$1,631,714	\$1,053,443
Program Total:	\$2,138,773		\$2,685,157	
Program FTE	4.24	3.43	3.49	6.31

Program Revenues				
Intergovernmental	\$0	\$646,421	\$0	\$1,023,013
Other / Miscellaneous	\$0	\$0	\$100,000	\$0
Service Charges	\$0	\$15,000	\$0	\$30,430
Total Revenue	\$0	\$661,421	\$100,000	\$1,053,443

Explanation of Revenues

This program generates \$83,858 in indirect revenues.
 \$ 433,562 - HIV Prevention Block Grant
 \$ 30,430 - Medicaid Reduction Clinic FFS
 \$ 341,217 - OHA HIV Harm Reduction
 \$ 248,234 - SAMHSA Naloxone Project (SOR)

Significant Program Changes

Last Year this program was: FY 2020: 40061-20 Harm Reduction

For FY21, Harm Reduction will utilize Federal SAMHSA pass-through funding (\$248,234) to support expanded naloxone distribution.

Department: Health Department **Program Contact:** Ebony Clarke
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40067, 40068, 40065B
Program Characteristics:

Executive Summary

Multnomah County's Behavioral Health Division (the Division) 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, the Division serves low-income, uninsured, and individuals who are homeless, as well as any of the over 800,000 county residents experiencing a behavioral health crisis. The Division provides a continuum of services directly and through a provider network. These programs serve approximately 53,000 annually.

Program Summary

The Board of County Commissioners is the Local Mental Health Authority. Through that authority, the Behavioral Health Division Administration provides oversight and management of all publicly-funded behavioral health programs in the system of care, whether provided directly or through contracted agencies. The Division is organized into 4 units: 1) The Community Mental Health Program (CMHP) provides safety net and basic services that include involuntary commitment, crisis services, and addiction treatment. 2) Direct Clinical Services (DCS) which encompasses all programs for children, youth, and families where services are delivered by Division staff. These services may be reimbursed by the local Coordinated Care Organization (CCO), by the state, or by another funding source. 3) Care Coordination for adults and children who are Medicaid members - funded by federal dollars through the local CCO as well as Choice, funded by the state. 4) Addictions which includes a benefits coordination team, prevention, and technical assistance funded through the CCO, grants, and the state.

The Division 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. The Division ensures the system and services provided are consumer-driven by prioritizing consumer voice through the Office of Consumer Engagement's work, frequent provider feedback, adult system and child system advisory meetings, focus groups and ad hoc meetings.

The Division 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, the Division business and clinical decisions ensure that finite resources are targeted to serve the most vulnerable populations. The Division management participates in planning at the state level to influence the policy decisions that affect the community we serve. The Division 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total Adult/Child MHASD Advisory Meetings ¹	23	26	23	23
Outcome	Advisors agree with the statement, "Overall, MHASD does its job well"	77%	77%	77%	80%

Performance Measures Descriptions

¹Includes AMHSAAC Membership Meetings and the AMHSAAC Subcommittee Meetings

Legal / Contractual Obligation

Oregon Administrative Rule, Standards for Management of Community Mental Health and Developmental Disability Programs, 309-014-0020, 309-014-0035, 309-14-0040.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$834,364	\$716,488	\$967,919	\$890,392
Contractual Services	\$0	\$752,048	\$0	\$395,000
Materials & Supplies	\$11,056	\$75,210	\$11,056	\$75,460
Internal Services	\$131,211	\$148,762	\$0	\$328,080
Total GF/non-GF	\$976,631	\$1,692,508	\$978,975	\$1,688,932
Program Total:	\$2,669,139		\$2,667,907	
Program FTE	6.65	3.83	5.99	4.49

Program Revenues				
Intergovernmental	\$0	\$1,192,508	\$0	\$738,046
Beginning Working Capital	\$0	\$500,000	\$0	\$950,886
Total Revenue	\$0	\$1,692,508	\$0	\$1,688,932

Explanation of Revenues

This program generates \$54,750 in indirect revenues.

\$ 105,322 - Behavioral Health Managed Care fund

\$ 363,347 - State Mental Health Grant Local Admin

\$ 817,705 - Beginning Working Capital

\$ 402,558 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2020: 40065A-20 Mental Health & Addiction Services Administration

Legal / Contractual Obligation

The following guidelines are utilized in monitoring the BHDs 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 Admin. 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$226,328	\$551,280	\$190,640	\$349,990
Materials & Supplies	\$0	\$25,149	\$0	\$5,000
Internal Services	\$0	\$177,257	\$24,744	\$149,774
Total GF/non-GF	\$226,328	\$753,686	\$215,384	\$504,764
Program Total:	\$980,014		\$720,148	
Program FTE	2.46	5.84	2.00	4.00

Program Revenues				
Intergovernmental	\$0	\$753,686	\$0	\$255,537
Beginning Working Capital	\$0	\$0	\$0	\$249,227
Total Revenue	\$0	\$753,686	\$0	\$504,764

Explanation of Revenues

This program generates \$30,099 in indirect revenues.
 \$ 140,938 - State Mental Health Grant: LA 01 System Management and Coordination
 \$ 100,601 - Beginning working Capital
 \$ 263,224 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2020: 40067-20 Medical Records for MHASD

Department: Health Department **Program Contact:** Jennifer Gulzow
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40065, 40067
Program Characteristics:

Executive Summary

Quality Management (QM) assures quality of the Behavioral Health Division and contracted providers by: agency audits, investigations, and monitoring mental health contract performance. The Division 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, and reporting for the Division Multnomah Mental Health Plan billing support.

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; facilitating Critical Incident Reviews for high risk incidents; assisting the State with licensing visits and Oregon Administrative Rules (OARs) compliance for residential treatment homes and facilities; investigating complaints about residential care; and monitoring progress of providers found to be out of compliance with OARs.

Additionally, QM includes the Decision Support Unit which is responsible for oversight/administration of the Behavioral Health Division central Electronic Health Record (EHR) system, Multnomah Mental Health Plan Billing Support and reporting for the Division.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of clinical reviews and incident reports reviewed	13,346	13,800	12,050	12,000
Outcome	Percent of incident reports reviewed that resulted in a Critical Incident Review meeting with the program ¹	3%	2%	3%	3%
Output	Number of requests managed by Decision Support ²	12,450	12,800	7,925	4,900

Performance Measures Descriptions

¹Low percentage of critical incident reviews is reflective of incidents being reviewed, tracked and responded to in a timely manner.

²Includes billing support tickets, Evolv project, and support requests and reporting requests. Note: a drastic reduction in current year estimate and next year offer is the result of CCO 2.0 changes and reduction of Medicaid billing work and staffing.

Legal / Contractual Obligation

1) Each provider of community mental health and developmental disability service must implement and maintain a QA program. Elements of the QA program include maintaining policies and procedures, grievance management, fraud and abuse monitoring, performance measurement, and contract management.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$564,653	\$3,615,318	\$876,423	\$1,753,918
Contractual Services	\$0	\$998,348	\$0	\$210,676
Materials & Supplies	\$946	\$325,938	\$7,206	\$86,484
Internal Services	\$37,487	\$910,960	\$176,583	\$451,446
Total GF/non-GF	\$603,086	\$5,850,564	\$1,060,212	\$2,502,524
Program Total:	\$6,453,650		\$3,562,736	
Program FTE	4.35	27.35	6.31	12.59

Program Revenues				
Intergovernmental	\$0	\$5,730,564	\$0	\$1,313,489
Beginning Working Capital	\$0	\$120,000	\$0	\$1,189,035
Total Revenue	\$0	\$5,850,564	\$0	\$2,502,524

Explanation of Revenues

This program generates \$95,017 in indirect revenues.

\$ 701,474 - Health Share of Oregon (Medicaid): Based on FY20 Medicaid Rates

\$ 198,147 - Health Share Unrestricted Medicaid (Off the top) funding

\$ 732,012 - State Mental Health Grant: LA 01 System Management and Coordination

\$ 445,376 - Beginning Working Capital

\$ 425,516 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2020: 40068-20 Mental Health Quality Management

APS was removed from Quality Management and added to CMHP in August 2018.

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 Behavioral Health Division operates a 24-hour, 365-day-a-year behavioral health crisis response system, including a 24/7 crisis and resource hotline, a 24/7 mobile crisis outreach team and a seven day a week crisis walk-in clinic that serves every member of Multnomah County.

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 is the hub for behavioral health crisis services for all county residents regardless of insurance status. The Call Center triages and deploys crisis resources, such as mobile outreach; Project Respond – Mobile outreach service provided by clinicians and peers and the urgent walk in clinic, provides crisis counseling, manages division program referrals, links callers to behavioral health services and community education on suicide prevention, and authorizations for indigent medications, crisis housing and transportation. The call center also receives warm transfers from the Portland Bureau of Emergency Communications (BOEC/911) for callers that are in behavioral health crisis and do not have an immediate need for law enforcement, fire, or ambulance.

The Call Center has taken over the intake and referral process for Mental Health Crisis and Assessment Treatment Center (CATC) and has also taken over this function in FY20 for Crisis Respite. This will improve access and our clients' ability to move seamlessly through crisis levels of care.

Project Respond is deployed by the Call Center or BOEC/911 to provide face-to-face crisis evaluation and triage services as well as hospital diversion to those in crisis regardless of insurance status. In FY19, the total number of clients served by Project Respond was 3,392. Hospital Outreach Liaisons- in the Project Respond program assist in diverting 279 individuals, including 256 unduplicated 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 7:00 a.m. to 10:30 p.m., 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. Peer services are also available.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total Crisis System Contacts ¹	75,851	78,000	80,000	77,300
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED ²	92%	96%	92%	92%

Performance Measures Descriptions

¹ FY19 totals include Crisis Line Incoming Calls: 68,944 (not including Wash County call center calls) MITT: 2,301 Cascadia UWIC: 4,677 Project Respond: 3,392 CATC: 298 ED Liaison: 279

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 Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$324,920	\$3,028,495	\$377,275	\$3,203,912
Contractual Services	\$1,348,127	\$7,293,502	\$395,169	\$6,324,782
Materials & Supplies	\$1,714	\$5,917	\$2,033	\$8,246
Internal Services	\$91,112	\$536,948	\$29,777	\$583,064
Total GF/non-GF	\$1,765,873	\$10,864,862	\$804,254	\$10,120,004
Program Total:	\$12,630,735		\$10,924,258	
Program FTE	2.60	22.81	2.80	19.78

Program Revenues				
Intergovernmental	\$0	\$10,788,853	\$0	\$9,857,373
Beginning Working Capital	\$0	\$76,009	\$0	\$262,631
Total Revenue	\$0	\$10,864,862	\$0	\$10,120,004

Explanation of Revenues

This program generates \$215,561 in indirect revenues.

\$ 538,870 - Washington County Crisis

\$ 5,689,392 - Health Share Unrestricted Medicaid (Off the top) funding

\$ 3,320,592 - State Mental Health Grant: MHS 25 Community Crisis Services for Adults and Children

\$ 308,519 - State Mental Health Grant: MHS 05

\$ 262,631 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40069-20 Behavioral Health Crisis Services

Last year this program was also: 40069B Crisis Service Current Capacity Funding

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 Behavioral Health Division operates a 24-hour, 365-day-a-year behavioral health crisis response system, including a 24/7 crisis and resource hotline, a 24/7 mobile crisis outreach team and a seven day a week crisis walk-in clinic that serves every member of Multnomah County. Due to CGF budget reductions in Fiscal Year 2021, this offer will keep current service capacity whole.

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 is the hub for behavioral health crisis services for all county residents regardless of insurance status. The Call Center triages and deploys crisis resources, such as mobile outreach; Project Respond – Mobile outreach service provided by clinicians and peers and the urgent walk-in clinic, provides crisis counseling, manages division program referrals, links callers to behavioral health services and community education on suicide prevention, and authorizations for indigent medications, crisis housing, and transportation. The call center also receives warm transfers from the Portland Bureau of Emergency Communications (BOEC/911) for callers that are in a behavioral health crisis and do not have an immediate need for law enforcement, fire, or ambulance.

Urgent Walk-In Clinic (UWIC) – Clinic-based service contracted with a community-based organization, available from 7:00 a.m. to 10:30 p.m. seven days a week/365 days a year, 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 access to a psychiatrist or psychiatric mental health nurse practitioner for medication evaluation and treatment. Peer services are also available.

A reduction in crisis services funding will reduce the hours of operation of the Urgent Walk-In Clinic by approximately 32 hours a week. Proposed Daily hours of operation would be Monday-Saturday 8:30 a.m. - 8 p.m. and Sunday 9 a.m. - 4:30 p.m. This will impact the availability of services for up to 700 individuals annually.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total Crisis System Contacts ¹				700
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED ²	92%	96%	92%	92%

Performance Measures Descriptions

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 Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$535,412	\$176,103
Total GF/non-GF	\$0	\$0	\$535,412	\$176,103
Program Total:	\$0		\$711,515	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$176,103
Total Revenue	\$0	\$0	\$0	\$176,103

Explanation of Revenues

\$ 176,103 - Beginning Working Capital

Significant Program Changes

Last Year this program was:

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$691,101	\$3,045,806	\$251,791	\$0
Total GF/non-GF	\$691,101	\$3,045,806	\$251,791	\$0
Program Total:	\$3,736,907		\$251,791	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,045,806	\$0	\$0
Total Revenue	\$0	\$3,045,806	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 40070-20 Mental Health Crisis Assessment & Treatment Center (CATC)

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$460,734	\$0
Total GF/non-GF	\$0	\$0	\$460,734	\$0
Program Total:	\$0		\$460,734	
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:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Behavioral Health Division's Adult Protective Services (APS) investigates abuse and neglect for individuals over the age of 18 who are in mental health services and/or reside in a residential facility and who are diagnosed with serious & persistent mental health illness. We also provide protective services to individuals and outreach and coordination services to individuals who are not engaging in services or for those allegations that do not meet our authority to open up a case for investigation.

Program Summary

The Division's Adult Protective Services is a mandated program, guided by state law to protect adults with severe and persistent mental illness from abuse and victimization. The program receives and screens abuse reports from mandatory reporters, community members and victims of abuse. Whether or not the incident qualifies for investigation, risk assessment and protective services, including safety planning, is conducted to minimize the risk of these vulnerable individuals. The Division's APS coordinates multidisciplinary teams to develop plans to remove risk, reduce vulnerability and connect victims and potential victims to services. In FY19, the program designed and filled the Risk Case Manager position, which serves as an additional layer of support and connection for those who are most vulnerable due to mental illness, addiction, homelessness, and abuse. We also designed and filled an African American culturally specific abuse investigator position to provide screening, investigation and training services in a culturally and trauma informed manner. This position is instrumental in addressing the historical under reporting of abuse in the African American community and tailoring interventions, supports and recommendations to be culturally specific. Finally, the Division's APS is responsible for providing mandatory abuse reporting training to our community partners and community members to increase their understanding of the rules, criteria, process and outcome of abuse reporting.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of protective services/investigations ¹	993	1030	942	942
Outcome	Percent of protective services screening referred to Risk Case Management ²	N/A	9%	11%	10%
Outcome	Number of community education presentations ³	N/A	25	25	25

Performance Measures Descriptions

¹As number of abuse reports increases and statutory changes increase the number of reports meeting abuse definitions but staffing stays the same, the percent of reports investigated decreases unless additional state funding is available. New offer this year pulled out of Quality Management measure.

²This service is new to the program as of 11/18, therefore previous year data is not available. These clients will be either enrolled or in outreach.

Legal / Contractual Obligation

The LMHA shall conduct the investigations and make the findings required by ORS 430.735 to 430.765 for allegations of abuse of a person with mental illness being served in a program paid for by Multnomah County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$717,770	\$271,608	\$838,190	\$267,065
Materials & Supplies	\$929	\$146	\$2,192	\$0
Internal Services	\$119,708	\$503	\$136,567	\$5,192
Total GF/non-GF	\$838,407	\$272,257	\$976,949	\$272,257
Program Total:	\$1,110,664		\$1,249,206	
Program FTE	5.60	2.00	5.90	1.90

Program Revenues				
Intergovernmental	\$0	\$272,257	\$0	\$272,257
Total Revenue	\$0	\$272,257	\$0	\$272,257

Explanation of Revenues

\$ 272,257 - State Mental Health Grant: LA 01 System Management and Coordination

Significant Program Changes

Last Year this program was: FY 2020: 40071-20 MHASD Adult Protective Services

Hired an additional Investigator/Screeners with a cultural competency KSA to outreach communities that are underrepresented in our reporting data.

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commitment Services includes Emergency Psychiatric Holds (E-Holds), Involuntary Commitment Program (ICP), Commitment Monitors, and the State Hospital Waitlist Reduction Program. The county is the payor of last resort for indigent E-Holds and ICP staff are required to investigate to determine whether individuals on a hold present a risk of harm to themselves or others and if a court hearing is recommended. This is a requirement of the county as the Local Mental Health Authority (LMHA).

Program Summary

Commitment Services is comprised of several distinct yet interconnected services: Involuntary Commitment Program: Pre-Commitment Services. An emergency psychiatric hold (E-Hold) is filed with the county and keeps an individual in a hospital so a Pre-Commitment Investigator can investigate the individual's mental health status and whether or not they meet criteria for civil commitment. If a person is found to have a mental disorder, and due to that disorder, are a danger to self/others, or are unable to meet their basic needs a hearing report is filed with the circuit court and civil commitment hearing is held. ORS 426.110-120 requires that a court examiner make an independent recommendation to the judge.

Emergency Hold: When an individual is appropriately placed on an E-Hold and cannot pay for the hospital stay, ORS 426 requires that the county pays for these services. The county is required to provide commitment monitoring services.
Commitment Monitors: Staff in this unit assess committed individuals to determine whether they continue to meet commitment criteria, work with hospital staff to develop treatment & discharge plans, and make recommendations on continued hospitalization. Commitment monitors perform monitoring services during trial visits to the community, facilitate financial & medical entitlements, and ensure that individuals transition into the appropriate level of community care.

State Hospital Waitlist Reduction Program (WLRP): Funding provides for Intensive Case Management (ICM) for patients discharging from the State Hospital and acute care hospitals, and for three Emergency Department Liaisons. ICM and transition planning prevent relapses into hospital care and reduce the County's burden as the payor of last resort. ICM staff provide a connection with resources and assistance in obtaining housing, access to health care, social services, and outpatient mental health services. These services address the needs of mentally ill county residents at the highest level of care. Services provide care & service coordination, ensure adequacy and appropriateness of resources and provide protection of legal and civil rights.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of E-Holds ¹	2,907	3,000	2,855	2,855
Outcome	% of investigated E-Holds that did not go to Court hearing ²	84%	87%	83%	83%
Outcome	% of investigated E-Holds taken to court hearing that resulted in commitment ²	90%	89%	91%	91%
Output	# of commitments monitored annually ³	330	360	363	363

Performance Measures Descriptions

¹ This measure includes both E-holds for indigent residents as well as residents with insurance.

² Outcomes measure staff effectiveness in applying ORS 426 and reducing the burden on the commitment court system by bringing cases to court that definitively meet commitment criteria.

³ # monitored reflects new & existing commitments of residents in acute care settings & secure placements.

Legal / Contractual Obligation

The ORS 426 requires that all persons placed on a notice of mental illness be investigated within 24 hours, as well as monitored upon commitment, as a protection of their civil rights. The state delegates the implementation of this statute to the counties.

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,052,843	\$2,269,873	\$1,115,556	\$2,632,125
Contractual Services	\$0	\$350,096	\$244,996	\$25,000
Materials & Supplies	\$1,022	\$40,144	\$1,899	\$41,908
Internal Services	\$214,674	\$329,368	\$292,748	\$268,920
Total GF/non-GF	\$1,268,539	\$2,989,481	\$1,655,199	\$2,967,953
Program Total:	\$4,258,020		\$4,623,152	
Program FTE	8.00	16.10	8.00	16.10

Program Revenues				
Intergovernmental	\$0	\$2,967,953	\$0	\$2,967,953
Beginning Working Capital	\$0	\$21,528	\$0	\$0
Total Revenue	\$0	\$2,989,481	\$0	\$2,967,953

Explanation of Revenues

\$ 2,967,953 - State Mental Health Grant: MHS 24 Acute and Intermediate Psychiatric Inpatient Services based on 2019-2021 IGA with State of Oregon.

Significant Program Changes

Last Year this program was: FY 2020: 40072-20 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, now a nationally certified club house model 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of active members	133	140	156	155
Outcome	Percent of members in paid employment positions	32.3%	21%	30%	35%
Output	Average daily attendance (ADA)	23	22	28	32

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$202,000	\$0	\$105,162	\$0
Total GF/non-GF	\$202,000	\$0	\$105,162	\$0
Program Total:	\$202,000		\$105,162	
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 2020: 40073-20 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 582 beds of Housing. Residential treatment programs include: Secure Residential Treatment Facilities (SRTFs), Residential Treatment Homes (RTHs), Adult Care Homes (ACHs) and a range of semi-independent supportive/supported housing programs. Supportive/supported housing serves individuals residing in approximately 168 units. These stable housing units are utilized to decrease the likelihood that these individuals will need crisis & acute care services.

Program Summary

The Behavioral Health Division's Residential Services program provides regulatory oversight and technical assistance to designated residential mental health programs that serve individuals, 18 or older, who have or are suspected of having mental health disorders. Primary populations served include those who are Choice Model-eligible and those who are under the jurisdiction of the Psychiatric Security Review Board. In some instances clients meet neither criteria, but the individual can benefit from the structures and supports that residential housing provides. Safety may be a concern, but the determination made for housing is based upon deficits in functioning that require additional support.

The Residential Services Team oversees approximately 84 residential programs in Multnomah County and approximately 582 clients. This includes 6 Secure Residential Treatment Programs, 31 Residential Treatment Homes/Facilities, 35 Adult Care Homes, 2 Crisis/Respite Programs, and 10 Supportive Housing Programs. Residential Services reviewed 17,019 incident reports in 2019. Residential Services manages the development of new Adult Care Homes that serve clients who qualify for mental health residential services. In 2019, the program developed placements in 8 new Adult Care Homes. Residential Services also accepts and coordinates referrals for Non-Choice Model individuals. In 2019, the program received 29 referrals, four times the number received in 2018.

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 collaborating with the Behavioral Health Division's Quality Management in the process of completing Critical Incident Reviews with providers.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of New Residential Services Referrals ¹	389	350	350	350
Outcome	% of County Residential Services referrals placed ²	26%	35%	22%	25%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$607,530	\$795,468	\$844,105	\$690,049
Contractual Services	\$99,173	\$11,607,692	\$209,805	\$7,190,116
Materials & Supplies	\$4,507	\$9,731	\$5,177	\$10,347
Internal Services	\$143,556	\$72,224	\$156,715	\$94,360
Total GF/non-GF	\$854,766	\$12,485,115	\$1,215,802	\$7,984,872
Program Total:	\$13,339,881		\$9,200,674	
Program FTE	5.00	6.64	6.50	5.30

Program Revenues				
Intergovernmental	\$0	\$12,409,106	\$0	\$7,500,207
Beginning Working Capital	\$0	\$76,009	\$0	\$484,665
Total Revenue	\$0	\$12,485,115	\$0	\$7,984,872

Explanation of Revenues

This program generates \$20,719 in indirect revenues.

\$ 232,456 - Healthshare of Oregon (Medicaid): Based on FY20 Medicaid Rates.

\$ 7,500,207 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon

\$ 252,209 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40074-20 Mental Health Residential Services

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,423,691	\$0	\$1,452,056
Contractual Services	\$0	\$2,150,550	\$0	\$3,395,394
Materials & Supplies	\$0	\$7,094	\$0	\$7,828
Internal Services	\$0	\$322,791	\$0	\$323,638
Total GF/non-GF	\$0	\$3,904,126	\$0	\$5,178,916
Program Total:	\$3,904,126		\$5,178,916	
Program FTE	0.00	11.33	0.00	10.90

Program Revenues				
Intergovernmental	\$0	\$3,904,126	\$0	\$3,817,275
Beginning Working Capital	\$0	\$0	\$0	\$1,361,641
Total Revenue	\$0	\$3,904,126	\$0	\$5,178,916

Explanation of Revenues

This program generates \$92,618 in indirect revenues.

\$ 1,003,188 - Unrestricted Medicaid fund through CareOregon

\$ 4,175,728 - State Mental Health Grant: CHOICE Model based on 2019-2021 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2020: 40075-20 Adult Mental Health Initiative (AMHI)

Department: Health Department **Program Contact:** Jessica Jacobsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40094
Program Characteristics:

Executive Summary

This program offer describes the existing continuum of adult mental health care funded by Oregon Health Plan and managed by Health Share Multnomah Mental Health. The continuum addresses the needs of adults at emergent, urgent & routine levels of care. Additional respite services provide intervention when an individual's symptoms have risen beyond the scope of outpatient treatment. Outpatient treatment services provide a range of care matched to diagnosis and acuity to approximately 16,000 adults annually.

Program Summary

Adult mental health outpatient services provide a comprehensive array of treatment options that address the needs of each individual, including several categories of individual and group therapy, general and intensive case management for individuals with severe mental illness, intensive outreach and medication management. Outpatient services address long and short-term mental health needs to lessen the need for hospitalization. Since expansion of Oregon Health Plan, an average of 6,090 adults receive outpatient services each month, with many remaining in treatment for several months.

Mental health respite services are a community-based approach to stabilize individuals whose symptoms have exceeded the scope of outpatient treatment. The goal is to prevent hospitalization through early intervention with short-term, intensive residential treatment. Respite care contains a range of treatment options, including medication management, clinical treatment and post-discharge transition planning. It has been defined as a best practice when used in a continuum of treatment services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total adults receiving outpatient mental health and addiction services ¹	34,098	23,000	NA	NA
Outcome	Percent of adults readmitted to inpatient within 30 days of discharge ²	15%	20%	NA	NA

Performance Measures Descriptions

¹ Number of unduplicated Multnomah Mental Health adult enrollees who received an outpatient mental health service or addiction services during the measurement period - note: increase in clients is a result of the addition of Family Care members

² Percent of unduplicated Multnomah Mental Health adult enrollees who were readmitted to inpatient hospitalization within 30 days of discharge during the measurement period

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Additions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$11,886,611	\$0	\$235,710
Total GF/non-GF	\$0	\$11,886,611	\$0	\$235,710
Program Total:	\$11,886,611		\$235,710	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$11,886,611	\$0	\$235,710
Total Revenue	\$0	\$11,886,611	\$0	\$235,710

Explanation of Revenues

\$ 235,710 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2020: 40076-20 Mental Health Services for Adults

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Treatment Fund (MTF) prioritizes community-based services to individuals who experience symptoms of severe mental illness and have been released from jail or psychiatric hospitals and/or are at risk of hospitalization or significant decompensation, but are uninsured and ineligible for Oregon Health Plan (OHP). MTF supports an array of services for the over 900 individuals who experience severe mental illness and are uninsured and without financial resources until insurance or OHP coverage is obtained.

Program Summary

The Behavioral Health Division 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total # of adults who received county-funded outpatient services or medication	913	900	877	700
Outcome	Percentage of MTF clients that are hospitalized	9.3%	10%	9.5%	9.5%

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,268,689	\$135,726	\$1,124,453	\$0
Total GF/non-GF	\$1,268,689	\$135,726	\$1,124,453	\$0
Program Total:	\$1,404,415		\$1,124,453	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$135,726	\$0	\$0
Total Revenue	\$0	\$135,726	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 40077-20 Mental Health Treatment & Medication for the Uninsured

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 900 individuals who experience severe mental illness and are uninsured and without financial resources until insurance or OHP coverage is obtained.
 Due to CGF budget reductions in Fiscal Year 2021, this offer will keep current service capacity whole.

Program Summary

The Behavioral Health Division 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.

A reduction in County General Funding will reduce the number of individuals who will receive an array of mental health services to avoid significant psychiatric issues that can lead to hospitalizations, incarcerations, loss of housing, and additional negative impacts to their daily activities of living and/or personal relationships. Will impact approximately 200 uninsured individuals annually.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total # of adults who received county-funded outpatient services or medication				200
Outcome	Percentage of MTF clients that are hospitalized	9.3%	10%	9.5%	9.5%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$252,349	\$0
Total GF/non-GF	\$0	\$0	\$252,349	\$0
Program Total:	\$0		\$252,349	
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:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Early Assessment and Support Alliance (EASA) is an early psychosis intervention program addressing the needs of young persons aged 12-25 who demonstrate initial symptoms of psychosis or are found to be at high risk for developing psychosis, with the goal of developing a long-term recovery plan. EASA offers formal mental health treatment services, educational support, employment support, and involves the young person's family and other supports in treatment. The program receives and screens approximately 200 referrals per year and provides services to over 100 individuals each year.

Program Summary

EASA is an evidence-based and fidelity-based model formed by years of research indicating that early intervention and immediate access to treatment can directly reduce hospitalization rates and the long term disabling consequences of psychosis.

The multidisciplinary team approach and program activities and services are designed to meet the standards of the model as required by the state. The team includes both a child/adolescent and an adult psychiatrist, mental health consultants, a peer support specialist, employment specialists, an occupational therapist, and a nurse.

Treatment is community-based and comprised of services tailored to meet the unique needs of each client. Clients are paired with a psychiatrist and a mental health consultant based on age, personal preferences, and cultural needs. Clients can choose from any of the following services to support their unique goals and needs considered through treatment planning: medication management, case management, support for employment, nursing services, peer support, occupational therapy assessment and intervention, multi-family group, individual and/or family psychotherapy, psycho-education, and social skills building groups.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total individuals enrolled in the EASA program receiving ongoing services	113	132	118	132
Outcome	% reduction in hospitalization rate three months pre and 6 months post enrollment ¹	95%	85%	95%	85%
Output	Number of unduplicated individuals referred to the EASA program	211	195	218	200

Performance Measures Descriptions

¹ This measure compares the hospitalization rate for the three months prior to services with the rate for the 6 months post EASA service enrollment which is an indication of the stabilization of the individual.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

Health Share of Oregon Risk Accepting Entity Participation Agreement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$37,931	\$1,338,923	\$242,800	\$1,479,200
Contractual Services	\$0	\$182,960	\$0	\$169,460
Materials & Supplies	\$0	\$20,896	\$13	\$20,217
Internal Services	\$45,068	\$114,578	\$8,977	\$330,035
Total GF/non-GF	\$82,999	\$1,657,357	\$251,790	\$1,998,912
Program Total:	\$1,740,356		\$2,250,702	
Program FTE	0.25	10.96	1.16	11.69

Program Revenues				
Intergovernmental	\$0	\$1,541,501	\$0	\$1,575,412
Service Charges	\$0	\$115,856	\$0	\$423,500
Total Revenue	\$0	\$1,657,357	\$0	\$1,998,912

Explanation of Revenues

This program generates \$12,212 in indirect revenues.

\$ 423,500 - Fee For Service Insurance Receipts

\$ 10,124 - State Community Mental Block Grant

\$ 14,600 - State Vocational Rehabilitation Award

\$ 1,324,668 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon

\$ 226,020 - SMHG MHS 38

Significant Program Changes

Last Year this program was: FY 2020: 40078-20 Early Assessment & Support Alliance

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Based Mental Health for Children, Youth and Families provide critical safety net services for children and youth who are uninsured, underinsured, and are in need of mental health services. Over 1800 youth are served by these critical safety net services each year. Evidence-based, trauma-informed practices for at risk children and their families are used to deliver: crisis response, family support, individual/group therapy, skill building and medication management.

Program Summary

Multnomah County Community Based Mental Health offers a range of safety net services from Emergency Department crisis intervention to a comprehensive continuum of mental health treatment services in clinics, homes, and community. The continuum of services for at risk children includes: child abuse mental health services at CARES NW, Crisis and Acute Transition Services (CATS) an emergency department/hospital division program for youth with intensive and acute mental health needs, and Multnomah Treatment Fund for under or uninsured children.

Multnomah Treatment Fund contracts with mental health providers in the community to provide treatment to underserved children who need treatment services but have no insurance or are under insured. The Crisis and Acute Transition Service (CATS) provides access to responsive, effective, rapidly accessible mental health care and transition support for youth and their families experiencing acute crisis. The CATS program provides intensive crisis support to keep children at home, with their natural support system, and in school. CARES NW is a child abuse evaluation center where mental health consultants provide trauma informed care to children and their families. CARES mental health consultants work with children and their families, using culturally responsive practices, to mitigate and reduce the impact of trauma on long-term health and mental health problems. Multnomah County utilizes an equity lens while providing technical assistance and support to these external providers.

In all of these programs, care is coordinated with allied partners such as Child Welfare, Juvenile Services, Wraparound, School Based Mental Health, and primary care providers to ensure systems are promoting optimal outcomes for children, youth and families.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total Multnomah County Children who receive Mental Health or Family Support Services at CARES NW ¹	583	NEW	452	300
Outcome	% of children having a mental health crisis at an ED/Crisis Center that have a CATS team response in un	98.5%	NEW	99%	95%

Performance Measures Descriptions

¹There are anticipated changes in the CARES NW program structure which has impacted projected program offer numbers

²This measure is collected from OHSU's REDCAP CATS Report

Legal / Contractual Obligation

CARES NW Washington County Contract
CATS contract with NAMI and Catholic Community Services of Western Washington
MTF Contracts with Trillium, Lifeworks and Morrison

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$336,030	\$406,127	\$204,002	\$531,769
Contractual Services	\$0	\$818,684	\$0	\$0
Materials & Supplies	\$77	\$763	\$393	\$837
Internal Services	\$86,444	\$38,345	\$40,985	\$130,657
Total GF/non-GF	\$422,551	\$1,263,919	\$245,380	\$663,263
Program Total:	\$1,686,470		\$908,643	
Program FTE	2.35	2.75	1.25	3.92

Program Revenues				
Intergovernmental	\$0	\$1,263,919	\$0	\$222,299
Beginning Working Capital	\$0	\$0	\$0	\$440,964
Total Revenue	\$0	\$1,263,919	\$0	\$663,263

Explanation of Revenues

This program generates \$46,189 in indirect revenues.

- \$ 157,792 - Head Start Contracts
- \$ 64,507 - CAMI Grant
- \$ 440,964 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40080-20 Community Based MH Services for Children & Families

Multnomah County no longer holds the contracts with Health Share mental health providers and this program offer was updated to reflect this change. Early Childhood was removed and was made into its own program offer (40099). The contract with Washington County that supports CARES NW is ending at the end of this fiscal year

Department: Health Department **Program Contact:** Jessica Jacobsen

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

Related Programs:
Program Characteristics:
Executive Summary

The newly formed Care Coordination Unit in the Behavioral Health Division will provide care coordination from early childhood to adulthood and include: Wraparound, Youth & Adult Intensive Care Coordination (ICC) & the Multnomah Intensive Care Coordination Team (M-ITT). Wraparound and Youth ICC provide a broad range of care coordination services and works within the multi-tiered Children System of Care Governance Structure to address cross system barriers for youth and families. Adult ICC provides integrated care coordination to adults with complex behavioral health needs to improve health outcomes and client experience. M-ITT provides short term care coordination and case management to support adults during and after a psychiatric hospitalization to help them connect to services in the community.

Program Summary

Wraparound, Youth & Adult ICC and M-ITT are funded by Oregon Health Plan via a delegation agreement with CareOregon. Care Coordinators partner with DHS Child Welfare, School Districts, Department of Community Justice-Juvenile Justice, Intellectual Developmental Disabilities (IDD), Family and Youth Peer Partners (National Alliance of Mental Illness, Oregon Family Support Network, YouthEra), Community Mental Health providers, ABA providers and other stakeholders to improve care and outcomes for clients. Approximately 350 children, youth and families are engaged in multi-system care coordination at any given time. Last year 731 children, youth and families were served through Multnomah County's Youth Care Coordination program.

Wraparound and Youth ICC support family and youth as the primary decision makers in the development, implementation and modification of service delivery. Youth Care Coordinators engage in a team planning process with youth, their family and community partners/providers to develop a unified, strengths-based plan to address individualized needs. For youth participating in Wraparound services, their plan of care is youth-driven, family-guided, culturally responsive, multi-disciplinary and includes both formal and natural supports. The goal is to help youth address mental health needs in order to be healthy, successful in school, and to remain in their communities. Youth Care Coordinators connect families to community resources and use flex funding to support the individual's treatment goals. 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.

Multnomah County Care Coordination Programs ensure that program policies and procedures are culturally responsive and services are centered and individualized around youth and adult' language and culture. These programs are dedicated to recruiting and retaining staff that are reflective of the communities we serve. Seven bicultural and bilingual staff work specifically with African-American, Latinx and Spanish speaking families in the Care Coordination program.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of unique children served in Youth Care Coordination.	731	740	690	680
Outcome	% score measuring family's satisfaction and progress in Wraparound. ¹	84%	85%	83%	85%
Output	Referrals processed in Youth Care Coordination. ²	670	615	583	415
Output	Total number of clients served in M-ITT ³	773	NEW	825	775

Performance Measures Descriptions
¹ Data comes from Wrap-Track State Database -Mean Total Satisfaction Score from Wraparound WFI-EZ.

²Intake/Referral team took on ABA referrals in 2018 but will no longer be processing these starting January 1st, 2020 so the current year estimate and next years offer reflect that change.

³ Includes clients with at least one service provided.

Legal / Contractual Obligation

Delegation Agreement with Care Oregon to provide Wraparound and Intensive Care Coordination

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,853,472	\$0	\$4,089,575
Contractual Services	\$0	\$703,449	\$0	\$785,324
Materials & Supplies	\$0	\$20,458	\$0	\$22,855
Internal Services	\$0	\$1,063,973	\$0	\$1,158,734
Total GF/non-GF	\$0	\$5,641,352	\$0	\$6,056,488
Program Total:	\$5,641,352		\$6,056,488	
Program FTE	0.00	29.52	0.00	31.25

Program Revenues				
Intergovernmental	\$0	\$5,641,352	\$0	\$5,760,626
Beginning Working Capital	\$0	\$0	\$0	\$295,862
Total Revenue	\$0	\$5,641,352	\$0	\$6,056,488

Explanation of Revenues

This program generates \$478,480 in indirect revenues.

\$ 154,577 - Health Share of Oregon (Medicaid): Based on FY20 Medicaid Rates

\$ 172,656 - Community Mental Health Block Grant

\$ 716,810 - Health Share Unrestricted Medicaid (Off the top) funding

\$ 150,000 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon

\$ 4,862,445 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2020: 40081-20 Multnomah Wraparound

With system changes for CC0 2.0, a new care coordination unit was created within Behavioral Health Division. ABA was moved to Care Oregon. This Program offer now includes MITT and Adult ICC in addition to Wraparound and Youth ICC which were historically in this program offer. A measure for M-ITT was added to reflect this team's work. This new Care Coordination program offer is in alignment with larger system changes that came with CC0 2.0.

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40080
Program Characteristics: Measure 5 Education

Executive Summary

School Based Mental Health is an essential component of the system of care for children and families. Our 26 providers serve over 1,200 children and teens with mental health needs in 38 schools across 6 school districts: Centennial, David Douglas, Gresham Barlow, Reynolds, Parkrose, and Portland Public School Districts. Mental health professionals provide evidence-based treatment in school and Student Health Center settings. 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 the risk of needing higher levels of care.

Program Summary

Locating mental health services in schools is a best practice and Multnomah County has been a leader in the nation by providing this program since 1969. Mental health assessment and treatment services are provided in schools to decrease barriers such as stigma, cost, and transportation. This program reaches youth who are traditionally underserved and have barriers to accessing mental health services. Over 40% of the youth served are children of color. The need for culturally specific/responsive mental health outreach and treatment continues to be a priority. To respond to this need, culturally specific staff make up 50% of our team. Cultural alignment with students increases therapeutic alliance which can assist with addressing mental health concerns, building trust, and improving school attendance. It may ultimately contribute to school completion which is a strong indicator for lifelong economic wellbeing and improved overall health.

School Based Mental Health Consultants provide screening; crisis intervention; mental health assessment; individual, group, and family treatment; and clinical case management. School Based Mental Health Consultants also provide consultation to school staff to optimize educational planning for children with mental health challenges. Some Mental Health Consultants are co-located in Student Health Centers to provide integrated physical and mental health services.

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 thousands of hours of treatment, prevention, education/consultation, and outreach to students, school staff, and families every school year. Additionally, K-3 Case Managers provide comprehensive case management services to over 170 students/families in grades kindergarten through third grade with a focus on increasing attendance and reducing emotional/behavioral issues that interfere with educational success.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total unduplicated youth referred to SBMH for assessment and/or treatment services	1,212	1,300	1,300	1,300
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement ¹	54%	65%	53%	65%
Output	Total unduplicated K-3 youth/families who received case management services	171	-	192	190

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,468,827	\$1,835,071	\$1,580,353	\$1,728,894
Materials & Supplies	\$14,194	\$5,071	\$22,216	\$6,771
Internal Services	\$178,233	\$383,600	\$282,984	\$381,101
Total GF/non-GF	\$1,661,254	\$2,223,742	\$1,885,553	\$2,116,766
Program Total:	\$3,884,996		\$4,002,319	
Program FTE	11.35	14.03	11.88	12.64

Program Revenues				
Intergovernmental	\$0	\$1,359,797	\$0	\$1,267,133
Beginning Working Capital	\$0	\$409,232	\$0	\$399,633
Service Charges	\$155,885	\$454,713	\$360,000	\$450,000
Total Revenue	\$155,885	\$2,223,742	\$360,000	\$2,116,766

Explanation of Revenues

This program generates \$53,390 in indirect revenues.

\$ 360,000 - Federally Qualified Health Center Medicaid Wraparound payments

\$ 52,407 - Health Share of Oregon (Medicaid) Beginning Working Capital

\$ 110,000 - Local Public Health Agency IGA with State of Oregon for School Based Clinics

\$ 22,500 - Parkrose School District

\$ 75,000 - Centennial School District

\$ 450,000 - Fee for Service Insurance Receipts

\$ 177,000 - Portland Public Schools

\$ 882,633 - State Mental Health Grant: MHS 20 Non-Residential Mental Health Services based on 2019-2021 IGA with State of Oregon

\$ 347,226 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40082-20 School Based Mental Health Services

In this year's program offer, we are including information about our K-3 case management services.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$113,875	\$0	\$127,125	\$0
Contractual Services	\$37,440	\$0	\$7,749	\$38,251
Materials & Supplies	\$20,556	\$0	\$16,200	\$0
Internal Services	\$17,260	\$0	\$26,088	\$0
Total GF/non-GF	\$189,131	\$0	\$177,162	\$38,251
Program Total:	\$189,131		\$215,413	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$38,251
Total Revenue	\$0	\$0	\$0	\$38,251

Explanation of Revenues

\$ 38,251 - Beginning Working Capital

Significant Program Changes**Last Year this program was:** FY 2020: 40083-20 Mental Health First Aid

\$ 177,162 - County General Fund Support

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Culturally-specific outpatient mental health services provide treatment for five under-served communities in our county (Pacific Islander, African-American, Eastern European, Latino, and Native-American). These communities have encountered difficulty finding mental health treatment that incorporates their culture, tradition, and language. Some communities of color are also over-represented in the criminal justice system. Through this program offer, over 900 indigent individuals received services in FY19.

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 concerns through early access to culturally and linguistically appropriate treatment including nontraditional but culturally appropriate outreach, engagement, and treatment services. Early intervention can mitigate the need for expensive hospital, residential care, or crisis services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total culturally diverse individuals receiving services ¹	938	900	941	900
Outcome	Culturally specific persons served per 1,000 culturally diverse in population ²	3.6	3.6	3.6	3.6

Performance Measures Descriptions

¹ This total includes all persons served under this contract and does not include those culturally diverse persons served by Multnomah Mental Health or in other programs. ² Service Rate Per 1,000 Calculation- Numerator: Total unduplicated culturally diverse individuals served. Denominator: Total county census for similar groups taken from the American Community Survey estimates for 2015.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,741,341	\$0	\$1,795,322	\$0
Total GF/non-GF	\$1,741,341	\$0	\$1,795,322	\$0
Program Total:	\$1,741,341		\$1,795,322	
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 2020: 40084-20 Culturally Specific Mental Health Services

Department: Health Department **Program Contact:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program serves over 3,000 individuals per year and consists of a continuum of adult addictions treatment and recovery support services for adult residents of Multnomah County. Services include: residential treatment, intensive outpatient treatment with supported housing, outpatient treatment, outreach/engagement, recovery mentoring, and recovery support (including linkages to housing support, pro-social/drug-free activities, basic needs support, etc). Research shows every dollar invested in addiction treatment yields a cost savings of nearly \$11.00.

Program Summary

Substance use disorders impact many areas of the County, particularly including the criminal justice, child welfare, and the healthcare systems. While the overall goal of treatment is to promote an individual path to recovery and well-being, additional positive impacts are experienced at the interpersonal, family, and community levels, such as: reduced recidivism rates, reduced infectious disease transmission rates, reduced crisis system utilization, and strengthening of family bonds and reunification. A recent review of Multnomah County Medicaid members revealed that, on average, receiving treatment reduced physical healthcare costs by \$4,400 per person relative to individuals who didn't receive treatment.

Our adult continuum supports treatment engagement, recovery, and a return to a healthy lifestyle. Treatment and recovery services address the negative consequences of alcohol and other drug abuse; target specific issues that are barriers to recovery; and teach pro-social/drug-free alternatives to addictive behaviors through clinical therapy (individual and group based), skill building, and peer-delivered services. Community treatment and service providers also address self-sufficiency needs through support with parenting skills, stress and anger management, housing issues, independent living skills, referrals for physical and mental health issues, employment services, and pro-social activities that build community and support for a drug-free lifestyle.

Treatment and recovery support services are delivered throughout Multnomah County by a network of state licensed community providers. These providers are culturally competent and many have bilingual staff. The continuum of treatment and recovery support includes culturally responsive programming for specific populations, including: communities of color, people living with HIV, women, and parents whose children live with them while they are residential treatment.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number served in treatment (all levels of care)	3,953	3,371	3,810	3,800
Outcome	Percentage of clients who successfully complete outpatient treatment ¹	42%	46%	42%	42%

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. "Successful completion of treatment" is defined as the client completing at least two thirds of their treatment plan goals and demonstrating 30 days of abstinence.

Legal / Contractual Obligation

Funding is a combination of Federal substance abuse prevention/treatment, Ryan White funds, and state general funds through State Oregon Health Authority. Program planning is based on State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Multnomah County accepts the State Mental Health Grant requiring spending in accordance with State Service Elements. Local 2145 Beer and Wine tax and Marijuana tax revenues are provided to counties on a formula basis and are restricted to alcohol and drug treatment/ recovery support services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$245,195	\$787,274	\$455,873	\$1,534,740
Contractual Services	\$2,170,046	\$8,132,941	\$1,721,574	\$8,171,909
Materials & Supplies	\$6,541	\$5,530	\$6,541	\$6,895
Internal Services	\$97,474	\$132,063	\$28,108	\$272,259
Total GF/non-GF	\$2,519,256	\$9,057,808	\$2,212,096	\$9,985,803
Program Total:	\$11,577,064		\$12,197,899	
Program FTE	1.85	6.50	3.20	12.09

Program Revenues				
Intergovernmental	\$0	\$9,057,808	\$0	\$9,945,566
Beginning Working Capital	\$0	\$0	\$0	\$40,237
Total Revenue	\$0	\$9,057,808	\$0	\$9,985,803

Explanation of Revenues

This program generates \$145,992 in indirect revenues.

- \$ 1,075,824 - Healthshare of Oregon (Medicaid): Based on FY20 Medicaid Rates
- \$ 664,810 - Local 2145 Beer and Wine Tax
- \$ 2,803,194 - SAPT Block Grant
- \$ 306,231 - TANF A&D67 Award
- \$ 249,999 - OHA Peer Delivered Services
- \$ 4,265,034 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon
- \$ 115,024 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2020: 40085-20 Adult Addictions Treatment Continuum

Behavioral Health is reorganizing all Substance Use Disorder (SUD) services under the Addiction Services Manager by moving 7 FTE Addictions Behavior Coordinators (ABC) from Adult Mental Health Services into Program Offer 40085 - HD Addictions Treatment Admin.

Department: Health Department **Program Contact:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Law Enforcement Assisted Diversion (LEAD) was developed to address low-level drug related street crime in Portland by offering pre-booking diversion alternatives. The goal of LEAD is to improve community health and safety by using a harm reduction and assertive engagement model, and to reduce the jail population by meeting behavioral health needs through the coordination of law enforcement and community based treatment.

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 basic needs and SUD treatment versus coming into the criminal justice system.

In previous years LEAD eligibility was determined by the Portland Police Bureau Street Crimes Unit and Bicycle patrols in the downtown neighborhood. This program year, the referrals have been expanded and any Portland Police Bureau Officer may refer to LEAD. The catchment area of LEAD has been expanded this year to include select areas in high traffic zones in downtown Portland as well as Portland's industrial inner east side. Eligible individuals are connected with a LEAD intensive case manager. The LEAD case manager is responsible for brokering 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of referred eligible diverted individuals who are screened.	N/A	N/A	N/A	115
Outcome	Percentage of screened individuals who are enrolled in the LEAD program.	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$480,000	\$0
Total GF/non-GF	\$0	\$0	\$480,000	\$0
Program Total:	\$0		\$480,000	
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:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Gambling addiction treatment uses evidence-based practices in an outpatient setting to provide treatment to persons diagnosed with mild, moderate, or severe gambling addiction. Based on FY18 data the county's community-based providers treated approximately 318 individuals and family members. Countywide data shows that problem gamblers and family members can access treatment in less than five days from initial contact over 80% of the time, and over 55% meet retention criteria by attending a minimum of ten contact sessions (the State benchmark is 40%).

Program Summary

Multnomah County's Problem Gambling services are guided by a public health approach that takes into consideration biological, behavioral, economic, cultural, and policy factors influencing gambling and health. Services incorporate prevention, harm reduction and multiple levels of treatment by placing emphasis on quality of life issues for the person who gambles, their family members, and communities. In FY19, 146 individuals enrolled in problem gambling treatment. As noted, family participation is important, and 37 family members enrolled in treatment. Problem gambling treatment services are focused on relieving initial client stress and crisis, supporting the client and family members in treatment, and assisting the family to return to a level of healthy functioning. Problem gambling treatment assists the gambler and family in managing money/finances, rebuilding trust within the family, and maintaining recovery.

Multnomah County provider network includes Lewis & Clark College, Volunteers of America, Cascadia Behavioral Healthcare, and Voices of Problem Gambling Recovery (VPGR). The Latino Problem Gambling Tri-County Services program, administered through Lewis & Clark College, was established in FY18. An Asian Problem Gambling Program is being developed by Asian Health & Services Center for FY20. Culturally-specific programs are funded directly by the State.

Problem gambling prevention programming has focused on assessing overall community awareness of problem gambling as an issue and developing new strategies for the prevention of problem gambling disorders in Multnomah County. Prevention messaging focuses on the risks of problem gambling, tips for responsible gambling, and resources for finding help for individuals with gambling issues. In FY20, the prevention program will be working to reduce stigma related to problem gambling addiction, and promoting the Reflect, Resource, Renew campaign put together by the State's Problem Gambling Services program.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of gamblers and family members accessing treatment annually ¹	318	350	350	350
Outcome	Gambler successful treatment completion rate ²	33%	30%	42%	42%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$18,458	\$0	\$141,439
Contractual Services	\$0	\$788,978	\$0	\$732,857
Materials & Supplies	\$0	\$2,204	\$0	\$10,417
Internal Services	\$0	\$610	\$0	\$13,394
Total GF/non-GF	\$0	\$810,250	\$0	\$898,107
Program Total:	\$810,250		\$898,107	
Program FTE	0.00	0.15	0.00	1.20

Program Revenues				
Intergovernmental	\$0	\$810,250	\$0	\$898,107
Total Revenue	\$0	\$810,250	\$0	\$898,107

Explanation of Revenues

\$ 38,500 - State Mental Health Grant: System Management & Coordination based on 2019-2021 IGA with State of Oregon
\$ 775,000 - State Mental Health Grant: Problem Gambling Treatment Services based on 2019-2021 IGA with State of Oregon
\$ 84,607 - State Mental Health Grant: Problem Gambling Prevention Services based on 2019-2021 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2020: 40086-20 Addiction Services Gambling Treatment & Prevention

In FY20, Multnomah County is hiring a Problem Gambling Outreach Coordinator as part of the Addictions Benefit Coordination team (ABC). This position will improve Multnomah County's penetration rate for problem gambling services and directly impact individuals seeking treatment and recovery support services by providing outreach to the community and behavioral health providers, and coordinating care for referrals to gambling treatment.

Department: Health Department **Program Contact:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Alcohol and Drug Prevention Education Program (ADPEP) uses Federal Substance Abuse Prevention and Treatment (SAPT) Block Grant funds to address risk and protective factors for youth substance use that can lead to alcohol, tobacco, other drug addiction. These State funded efforts include prevention education, youth leadership activities, and support for schools and parents. With the prevention grant program now transitioned to the Oregon Health Authority's Public Health division, new emphases on tobacco prevention and environmental strategies have been introduced.

Program Summary

Multnomah County's State-funded substance abuse prevention program offers services to schools, community organizations, parents and other groups. The key focus is to address alcohol and marijuana use among youth and young adults. Priorities include increasing capacity for prevention in schools, convening stakeholders to assess needs, and offering prevention activities at school sites and organizations serving youth and parents. FY20 activities include conducting key informant interviews and parent focus groups, partnering with local coalition efforts, and offering prevention activities and classes.

The goal for FY21 will be to continue prevention programming and support for youth, parents and staff. Depending on identified needs within participating schools, prevention programming may include introducing evidence-based prevention curricula, student groups, campus-wide leadership initiatives and early intervention and referrals; offering positive youth activities (that include skill-building, health promotion, etc.); and providing presentations and educational materials at parent/family events. These prevention strategies can also be delivered to community-based groups and venues. Additionally, following the Community Readiness Assessment conducted in FY20, the prevention program will begin to identify additional environmental strategies to decrease alcohol and marijuana dependency in Multnomah County. The prevention program became the Alcohol and Drug Prevention Education Program (ADPEP) when the Oregon Health Authority (OHA) moved the SAPT block grant program to its Public Health Division. The Multnomah County 2019-21 Biennial ADPEP Local Plan now includes a tobacco policy strategy. ADPEP will work with the County Public Health Tobacco Prevention Education Program (TPEP) to address flavors in tobacco, alcohol, and cannabis (edibles) and industry tactics through education to the general public and establishment of policies and or regulation that will reduce decrease access and availability of these products within Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Adults and youth served by prevention services and programming ¹	550	425	500	475
Outcome	Prevention activity attendees/participants with improved awareness and/or educational outcomes ¹	88%	75%	75%	75%

Performance Measures Descriptions

FY21 output measures will reflect prevention programming across the community. FY21 outcome measures will be determined by evaluation measures including, but not limited to, pre-and post-tests, surveys, and interviews in collaboration with participating schools, community organizations and other prevention partners.

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention resources and state general funds through a State Oregon Health Authority (OHA) Public Health Intergovernmental Grant Agreement. Program plans are developed and submitted in accordance with State and Federal grant requirements. Because Multnomah County accepts the OHA Public Health revenue agreement, we are obligated to spend funds in accordance with its terms referencing applicable Oregon Administrative Rules, and/or any service elements to be determined.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$110,837	\$0	\$100,078
Contractual Services	\$0	\$195,280	\$0	\$196,016
Materials & Supplies	\$0	\$4,850	\$0	\$4,850
Internal Services	\$0	\$13,284	\$0	\$23,307
Total GF/non-GF	\$0	\$324,251	\$0	\$324,251
Program Total:	\$324,251		\$324,251	
Program FTE	0.00	1.00	0.00	0.85

Program Revenues				
Intergovernmental	\$0	\$324,251	\$0	\$324,251
Total Revenue	\$0	\$324,251	\$0	\$324,251

Explanation of Revenues

\$ 282,584 - Oregon Alcohol and Drug Prevention Education Program (ADPEP) SAPT block grant and State general funds.
 \$ 41,667 - Oregon Alcohol and Drug Prevention Education Program (ADPEP)

The SAPT block grant is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), Department of Health and Human Services.

Significant Program Changes

Last Year this program was: FY 2020: 40087-20 Addiction Services Alcohol & Drug Prevention

FY19 saw an increase in number of individuals served through the prevention program. This increase was due to the change in the strategies utilized by the prevention program. The majority of the numbers served were through information dissemination of drug and alcohol prevention messaging and prevention education in schools. Prior to 2018 program served a smaller amount of individuals through offering continual prevention curriculum, and alternative activities for vulnerable populations (after school programming for families living in low-income housing).

FY20 program added a new contractor, reducing funds from existing contracted providers. This was to increase program's ability to provide prevention programming across the entire county, including all East Multnomah County school districts. The reduction in output of adults and youth serve is anticipated as new programs are developed.

Department: Health Department **Program Contact:** Neal Rotman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Coordinated diversion includes three jail and/or hospital diversion programs for justice-involved individuals experiencing severe mental health issues. Mental health professionals staff the Community Court, Mental Health Court, and Forensic Diversion Program. Programs provide intensive support, to connect to appropriate community treatment options. Each program works to divert individuals experiencing a serious mental health issue from lengthy jail stays and promote stability in the community.

Program Summary

Community Court works with defendants who have been involved in low-level quality of life crimes. The focus is on restorative justice and clients are able to participate in a variety of social services as an alternative to jail or community service. Mental Health Court provides time-limited intensive monitoring services to persons involved in the criminal justice system post-adjudication. Defendants plea into the court and are supported by Parole/probation, mental health court monitors and peer specialists. The focus is on connecting defendants to community treatment, housing, and financial and medical entitlements. Staff provides ongoing monitoring and support for persons enrolled in the Mental Health Court. The Community Court program served 675 defendants in FY19 with a 54.82% completion success rate. The Forensic Diversion Program is a pre-adjudication program, focusing on diverting mentally ill defendants from the criminal justice system. The program also works with persons charged with felonies and misdemeanors and ordered to undergo evaluation/restoration at the Oregon State Hospital (OSH). Staff provides mental status evaluations and linkage to basic needs in the community; time-limited coordination/linkage to treatment services, housing, financial and medical entitlements, and social services. In addition, Forensic Diversion provides community restoration as an alternative to being placed in the Oregon State Hospital. This option is less restrictive and provides the client with continued stability and services while maintaining safely in their community as an alternative to extended time in the Multnomah County Detention Center.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of participants in Community Court	675	630	718	718
Outcome	% of participants in good standing or have successfully completed services	52%	57%	52%	52%
Output	# of participants served by Forensic Diversion	317	435	316	400
Outcome	% of participants served in the Community by Forensic Diversion	15%	12%	16%	16%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$265,677	\$1,188,548	\$241,820	\$1,630,496
Contractual Services	\$478,131	\$208,473	\$501,468	\$1,197,557
Materials & Supplies	\$3,458	\$2,955	\$3,645	\$4,058
Internal Services	\$126,440	\$133,262	\$149,371	\$211,871
Total GF/non-GF	\$873,706	\$1,533,238	\$896,304	\$3,043,982
Program Total:	\$2,406,944		\$3,940,286	
Program FTE	2.00	9.70	1.90	12.90

Program Revenues				
Intergovernmental	\$0	\$1,533,238	\$0	\$3,032,669
Beginning Working Capital	\$0	\$0	\$0	\$11,313
Total Revenue	\$0	\$1,533,238	\$0	\$3,043,982

Explanation of Revenues

This program generates \$44,235 in indirect revenues.

\$ 1,158,190 - Oregon Health Authority: Aid & Assist Grant

\$ 286,000 - Northwest Re-Entry and Recovery Center project

\$ 1,588,479 - State Mental Health Grant: MHS Special Projects based on 2019-2021 IGA with State of Oregon

\$ 11,313 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40088-20 Coordinated Diversion for Justice Involved Individuals

Department: Health Department **Program Contact:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Alcohol and drug detoxification, or medically monitored withdrawal management, medically stabilizes a highly vulnerable and diverse client population. It prepares them for further alcohol and drug treatment and connects them to other services needed to resolve homelessness and health issues. There are approximately 2,400 admissions to detox services annually. Supportive Housing targets homeless addicted individuals who have completed detoxing from substances, providing additional engagement and stability to enhance outcomes of continued treatment.

Program Summary

The detoxification and stabilization program supports capacity for withdrawal management services to be provided 24 hours/day, 7 days/week under medical oversight. Clients receive prescribed medication to safely manage withdrawal symptoms and acupuncture to reduce physiological stress so they are more likely to complete the process. Services are also provided in an integrated medical clinic with primary care and dual-diagnosis capability and include culturally specific considerations for African American and Latino populations. Stabilization services include counseling; case management; referrals related to housing, food and transportation, and such economic independence resources as job training, employment referrals, benefits eligibility screening; and discharge linkage to continuing care treatment.

Supportive Housing greatly increases post-detoxification treatment engagement rates. For people who are homeless, addicted, and newly sober, it can be a vital resource in the work towards long-term recovery. Supportive Housing addresses two interwoven challenges: without housing, clients lack the stability necessary to address the problems that lead to homelessness, and without attached supportive services, the client is likely to remain homeless due to unaddressed addiction issues.

Supportive housing (\$29/day) is an evidence-based, lower-cost resource when compared to either Level 3.7 Medically Monitored Inpatient Withdrawal Management (\$945/ day) or Level 3.2 A&D Residential treatment (\$120/day), and we can provide less restrictive/expensive outpatient treatment while the individual is in supportive housing. 58 supportive housing units can each house two to three clients per year (3-4 month stays). Clients are helped by Housing Support Specialists to access key services that promote health, recovery, stability, and self-sufficiency.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of admissions annually to detoxification ¹	2,523	2,600	2,444	2,444
Outcome	Percentage of supportive housing unit utilization ²	95%	94%	95%	95%
Output	Number of individuals receiving supportive housing ²	274	168	200	168

Performance Measures Descriptions

¹ An admission is a person completing the admission process. There can be multiple admissions per individual.

² Average length of stay in supportive housing is 14-15 weeks. Our outcome measures reflect the annual utilization rate (Measure 2) and estimated annual number of individuals housed (Measure 3).

Legal / Contractual Obligation

Contractual obligation: This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA) Addictions and Mental Health Division (AMH) contract. Program planning is developed based on State Mental Health Grant Award requirements and submitted in the "Biennial Implementation Plan." Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with State service elements. Also, Local 2145 Beer & Wine Tax Revenues are provided to counties on a dedicated formula basis and are restricted to alcohol & drug services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,515,276	\$671,461	\$1,344,448	\$696,259
Total GF/non-GF	\$1,515,276	\$671,461	\$1,344,448	\$696,259
Program Total:	\$2,186,737		\$2,040,707	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$671,461	\$0	\$522,461
Beginning Working Capital	\$0	\$0	\$0	\$173,798
Total Revenue	\$0	\$671,461	\$0	\$696,259

Explanation of Revenues

- \$ 366,193 - State Mental Health Grant: A&D Detoxification Housing Block Grant based on IGA with State of Oregon.
- \$ 156,268 - State Mental Health Grant: A&D Detoxification Treatment based on IGA with State of Oregon.
- \$ 173,798 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40089-20 Addictions Detoxification & Post Detoxification Housing

Department: Health Department **Program Contact:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides a continuum of services for youth in outpatient, residential, early recovery, and culturally-specific outpatient addiction treatment services. Additionally, this program provides alcohol/drug-free supportive housing resources for families of adult parent(s) who are in addictions treatment. Annually, approximately 90 families receive housing supports in family-focused recovery housing communities.

Program Summary

A 2015 report from the Center for Behavioral Health Statistics and Quality cites the fact that around 37,000 adolescents in Oregon (almost 13% of the total adolescents) per year report using illicit drugs. Youth alcohol and drug treatment focuses on the developmental issues of youth, to mitigate the immediate and long-term consequences of substance abuse. Our youth treatment continuum reflects collaboration with schools, juvenile justice, and a network of community-based treatment and recovery support providers. This collaborative network provides outreach/engagement services, outpatient treatment, residential treatment, and recovery support services for youth and families with an income at or less than 200% of Federal Poverty Level. The Family Alcohol and Drug-Free Network (FAN) is a collaboration of community providers supporting families in 89 units of Central City Concern long-term transitional housing. FAN provides a clean, safe and sober living environment in which parents can raise their children while in a recovery supported environment. FAN offers families an array of services, including: rent assistance, family mentoring, and housing case management. Goals focus on supporting the sobriety and recovery of the parent(s); family reunification in cases of child welfare involvement; supports to enhance family stability, economic self-sufficiency, pro-social/ drug-free relationships and community involvement; and placement in permanent housing. The FAN Housing Coordination program helps those families in early recovery as they transition from residential treatment to locate suitable Alcohol and Drug Free Communities (ADFC) recovery-focused housing, as well as providing assistance with housing maintenance and referrals to other supportive resources. Access to this supportive ADFC housing in turn lays a foundation for families' future self-sufficiency and ability to obtain permanent housing. FAN Rent Assistance provides payment of rent and associated expenses inclusive of deposits, move-in costs, and utilities.

Altogether, the services embedded within the family and youth addictions treatment continuum are vital to serving youth and families, many of whom struggle with a myriad of challenges such as trauma histories, dual diagnoses, generational cycles of poverty, incarceration, and fragmented family structures among other difficulties.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households that received rent assistance	102	85	102	102
Outcome	Exiting families that move into long-term permanent housing	75%	73%	75%	75%
Output	Number of families that received housing coordination services	109	90	104	104
Output	Number of unique Youth served in outpatient services	80	45	77	77

Performance Measures Descriptions

The performance measures shown above are consistent with measures attached to these funds by the State, and based on provider quarterly reports submitted to the State via the County. State funds to staff housing coordination were reduced in the current biennium, impacting support to families seeking employment and affordable permanent housing. Measures 1 & 3 were adjusted for FY21 to accurately reflect expectations.

Legal / Contractual Obligation

This program is funded with federal substance abuse prevention and treatment resources and state general funds through the State Oregon Health Authority (OHA). Because Multnomah County accepts the State Mental Health Grant, we are obligated to spend funds in accordance with regulations regarding State Service Elements. Additionally, Local 2145 Beer & Wine tax revenues are provided to counties on a dedicated formula basis and are restricted to use for alcohol & drug services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$128,073	\$459,216	\$113,635	\$440,245
Total GF/non-GF	\$128,073	\$459,216	\$113,635	\$440,245
Program Total:	\$587,289		\$553,880	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$459,216	\$0	\$440,245
Total Revenue	\$0	\$459,216	\$0	\$440,245

Explanation of Revenues

\$ 65,200 - Local 2145 Beer & Wine Tax
\$ 291,483 - SAPT Block Grant
\$ 83,562 - State Mental Health Grant: A&D Community Behavioral and Substance Use Disorder Services based on 2019-2021 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2020: 40090-20 Family & Youth Addictions Treatment Continuum

Department: Health Department **Program Contact:** Anthony Jordan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Family Involvement Team (FIT) for Recovery program is a collaborative effort with Oregon Department of Human Services/Child Welfare, alcohol and drug treatment providers, social service agencies, and the Family Dependency Court. In FY19, the FIT for Recovery program connected approximately 270 unique individuals with addictions treatment and provided enhanced services to assist clients to successfully complete treatment and maintain recovery.

Program Summary

The FIT for Recovery Core Team, housed at the Family Dependency Court, works with parents involved with DHS Child Welfare who may have a substance use disorder and be in need of treatment services. Volunteers of America outreach workers, located at Multnomah County DHS offices, begin working with the families by screening parent/s for an addictive disorder and referring to a treatment program.

Once in treatment, FIT case managers at the treatment agencies provide the family with supportive services including case management, family therapy, and family recovery services to assist the parent/family in being successful and in developing a recovery plan. DHS Child Welfare caseworkers assist and collaborate with parent skill building, ensuring child visitation and reunification while in treatment. Peer and parent mentors are also available through the FIT collaborative before, during, and after treatment.

FIT partners include: DHS Child Welfare, Family Dependency Court, Cascadia Behavioral Healthcare, CODA, Inc., Lifeworks NW, Central City Concern, Volunteers of America, NARA, Inc., Bridges to Change, Raphael House and Morrison Center.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of FIT Triage starts per year	797	800	757	750
Outcome	% of FIT screened clients who enter treatment	95%	81%	81%	81%

Performance Measures Descriptions

Output: FIT Triage starts are the number of individuals referred from DHS to FIT Outreach Workers. Outcome: A target outcome of the collaborative efforts between DHS Child Welfare, FIT Outreach Workers/Screeners, and agency Case Managers is to engage individuals with child-welfare involvement in substance use disorder treatment, increasing the likelihood of parent/child reunification.

Legal / Contractual Obligation

Multnomah County accepts the State Mental Health Grant, and we are obligated to spend funds in accordance with State Service Elements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$440,442	\$0	\$440,442
Total GF/non-GF	\$0	\$440,442	\$0	\$440,442
Program Total:	\$440,442		\$440,442	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$440,442	\$0	\$440,442
Total Revenue	\$0	\$440,442	\$0	\$440,442

Explanation of Revenues

\$ 440,442 - State Mental Health Grant - Community Behavioral and Substance Use Disorder based on 20197-2021 IGA with the State.

Significant Program Changes

Last Year this program was: FY 2020: 40091-20 Family Involvement Team

Department: Health Department **Program Contact:** Jessica Jacobsen
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 170,000 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).

Also, this program oversees the administration of all directly-contracted, Medicaid-funded mental health services including (but not limited to) Assertive Community Treatment, Intensive Case Management, and Culturally-Specific services.

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 170,000 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Penetration rate - percentage of members who receive mental health or addictions services ¹	15.37%	13.5%	NA	NA
Outcome	Percent of members who receive outpatient service within 7 days of being discharged from hospitalization ¹	74%	72%	NA	NA

Performance Measures Descriptions

¹ Both of these measures are discontinued, MHASD no longer operates as the Medicaid Plan Administration for Health Share of Oregon as of 12/31/2019.

Legal / Contractual Obligation

Risk Accepting Entity contract with Health Share of Oregon CCO.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,567,066	\$0	\$1,546,919
Contractual Services	\$0	\$71,600	\$0	\$0
Materials & Supplies	\$0	\$8,608	\$0	\$11,123
Internal Services	\$0	\$1,090,694	\$0	\$815,016
Total GF/non-GF	\$0	\$5,737,968	\$0	\$2,373,058
Program Total:	\$5,737,968		\$2,373,058	
Program FTE	0.00	38.10	0.00	12.00

Program Revenues				
Intergovernmental	\$0	\$5,737,968	\$0	\$2,373,058
Total Revenue	\$0	\$5,737,968	\$0	\$2,373,058

Explanation of Revenues

This program generates \$179,624 in indirect revenues.

\$ 1,573,384 - Healthshare of Oregon (Medicaid): Based on FY20 Medicaid Rates

\$ 786,756 - Unrestricted Medicaid fund through CareOregon

\$ 12,918 - State Mental Health Grant Special Projects based on 2019-2021 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2020: 40094-20 Medicaid Insurance Plan Administration and Operations

Department: Health Department **Program Contact:** Rachael Banks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40048, 40001
Program Characteristics:

Executive Summary

The Public Health Director provides leadership as the local public health authority (LPHA). The LPHA has the statutory responsibility to lead the public health system and report to the Board of Health who oversees the local public health agreement with the State. The LPHA also plays a unique and required governmental public health role by being responsible for guiding policies, systems, and programs that promote and protect the health of, and prevent disease for, all residents and diverse communities within Multnomah County. Equity-focused strategies include direct services, policy interventions, public education, and communications, community partnerships, planning, assessment, research, and evaluation.

Program Summary

The Office of the Director supports the Multnomah County Board of Health (BOH) in its authority and responsibility to set health policy for the county by identifying pressing public health issues through data, community wisdom, and promising practices. This coordination results in policy and systems level changes that reduce health disparities in the leading causes of preventable death. The current focus is chronic disease and injury prevention policy and systems interventions.

Leadership and Policy: Assessment and implementation of public health system reform; leadership on the Coalition of Local Health Officials, the Governor-appointed State Public Health Advisory Board, and convening the Multnomah County Public Health Advisory Board. Key activities include implementing public health education and communication campaigns.

Program Design and Evaluation Services (PDES): This program is a shared unit between local public health authority and the Oregon Health Authority. PDES provides Public Health Modernization evaluation and support; program and policy evaluation support; conducts applied public health research on key emerging issues to inform policy strategies; and collaborates with partners to improve community health, shape public policy, and reduce health inequities.

Community Partnerships & Capacity Building: Community Health Improvement Plan contracts with community partners/coalitions, identifies and implements community-driven recommendations addressing longstanding and persistent health inequities through aligning public health activities with community needs and priorities and shifting public health practice and organizational culture toward the elimination of health disparities.

Partnership Coordination: Coordinates division-level health equity work, community engagement, and partnerships to decrease health disparities. Strategies include: partnering with Pacific Islander, Latinx, Native American, and Alaska Native communities to support identification of priorities; working with Pacific Islander and Latinx communities; supporting cultural specific Community Health Worker certification training; and building and maintaining a culturally responsive workforce.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of Multnomah County Public Health Advisory Board meetings	12	12	12	12
Outcome	# of policy and/or service system strategy presentations to the BOH	2	5	5	5
Output	# internal/external partners provided TA in applying culturally responsive partnership/equity strategies	15	20	25	20

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,660,043	\$1,131,006	\$1,900,488	\$1,814,333
Contractual Services	\$975,109	\$385,000	\$452,433	\$960,500
Materials & Supplies	\$153,519	\$31,987	\$185,321	\$52,063
Internal Services	\$257,536	\$129,952	\$203,611	\$224,539
Total GF/non-GF	\$3,046,207	\$1,677,945	\$2,741,853	\$3,051,435
Program Total:	\$4,724,152		\$5,793,288	
Program FTE	11.49	6.77	12.07	10.68

Program Revenues				
Intergovernmental	\$0	\$1,677,945	\$0	\$2,851,435
Other / Miscellaneous	\$0	\$0	\$0	\$200,000
Total Revenue	\$0	\$1,677,945	\$0	\$3,051,435

Explanation of Revenues

This program generates \$212,275 in indirect revenues.
 \$ 719,500 - State grant: MCH Child and Adoles, PDES Morbidity Monitoring Project and Behavioral Risk Factor Survey System
 \$ 305,000 - Alaska Tobacco Prevention
 \$ 316,900 - DHS Multicultural HS
 \$ 197,000 - Alaska Obesity EAP
 \$ 545,000 - NIH Marijuana Legalization
 \$ 114,000 - Alaska Marijuana Program Evaluation
 \$ 130,765 - Public Health Modernization Local \$ 200,000 - HSO County Based Services - 404708

Significant Program Changes

Last Year this program was: FY 2020: 40001-20 Public Health Administration and Quality Management

For FY 2021, County General Fund was added to support staff and contracts to plan and implement culturally specific Latinx strategies. In addition, as part of divisional and program offer reorganizations, PDES is being consolidated into PHA-QM from FY 2020: 40048-20 Community Epidemiology. The Office of the Director will also have State Public Health Modernization funding (\$379,933) to support regional communicable disease datasharing and local strategies focused on Board of Health work; and Health Share of Oregon funding (\$200,000) to support Community Powered Change (Community Health Improvement Plan) strategies.

Department: Health Department **Program Contact:** Rachael Banks
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Public Health Office of the Director, as the local public health authority (LPHA), has the statutory responsibility to lead the public health system and report to the Board of Health (BOH). The LPHA and BOH collaborate with the local mental health authority (LMHA) to ensure policies, systems, and programs promote and protect the health of, and prevent disease for, all residents and diverse communities. The addition of a Suicide Prevention Coordinator will enhance efforts to the collect and analyze suicide data and perform psychological autopsies across the lifespan of Multnomah County residents. This work will support the LPHA, LMHA, and BOH in betterer understanding what is driving suicides and the best policies and practices to prevent them from happening.

Program Summary

The Public Health Office of the Director (LPHA) works closely with the Mental Health and Addictions Services Division (LMHA) to support the Multnomah County Board of Health (BOH) in its authority and responsibility to set health policy for the county by identifying pressing public health issues through data, community wisdom, and promising practices. This coordination results in policy and systems level changes that reduce health disparities in the leading causes of preventable death. A current priority under the BOH's injury prevention focus is suicide prevention. To support this priority area, a Suicide Prevention Coordinator will track and understand trends to better understand the scope and depth of completed suicides and inform prevention, intervention, and postvention efforts. The work will include:

- 1) Partnering with the Medical Examiner's office, law enforcement agencies within Multnomah County, and other healthcare entities, including clinics, hospitals, and emergency rooms, to collect and analyze data.
- 2) Performing psychological autopsies to better understand stressors/factors and commonalities/themes that contribute to a completed suicide. Psychological autopsies will be completed in partnership with Mental Health and Addictions Services Division Trauma Intervention Program (TIP) and the Medical Examiner's office to connect with families and significant friends to perform psychological autopsies. They will also work to identify systems that have not met the needs of individuals who have completed suicide and address some of the gaps that cause these issues. Washington County is nationally recognized for its psychological autopsies tool and the Coordinator will work closely with them to develop one for Multnomah County.
- 3) Working closely with the Mental Health and Addictions Services Division Behavioral Health Prevention Coordinator and the Public Health Office of the Director to inform BOH strategy, intervention, and policy options focused on preventing suicides. The Health Department is also requesting funding from the State to supplement the overall scope of work with a specific focus on individuals under 24.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of psychological autopsies	NA	NA	NA	25
Outcome	# of suicide prevention policy and/or strategy presentations to the BOH	NA	NA	NA	2

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$62,143	\$0
Contractual Services	\$0	\$0	\$32,000	\$0
Materials & Supplies	\$0	\$0	\$5,857	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$105,202	\$0
Materials & Supplies	\$0	\$0	\$5,000	\$0
Total GF/non-GF	\$0	\$0	\$110,202	\$0
Program Total:	\$0		\$110,202	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40056, 40055, 40058, 40054
Program Characteristics:

Executive Summary

Maternal, Child, and Family Health (MCFH) Administration provides leadership, compliance, quality, and program data oversight and support to MCFH programs within the Public Health Division. MCFH Administration sets a health equity-focused strategic direction and assures compliance to program and fiscal standards for all MCFH programs.

Program Summary

MCFH Administration supports the following programs: Healthy Birth Initiatives; Nurse Family Partnerships; Healthy Families, Healthy Homes Asthma Home Visiting, and Community Based Health Consulting. MCFH Administration ensures that service delivery is focused on improving health outcomes before, during, and after pregnancy to reduce racial/ethnic disparities in perinatal and birth outcomes. To implement and sustain this approach, MCFH Administration provides administrative and leadership functions to its programs.

Administrative functions include fiscal and programmatic compliance; health information technology management; and quality assurance. These functions support assessing and evaluating partner, client, and service delivery needs based on program outcomes; overseeing contracts, billing, health information technology systems, and compliance with Local, State, and Federal guidelines; and implementing quality and process improvements.

Leadership functions include program management, partnership engagement, and health equity-focused strategic planning. These functions support working with clients, program leadership, community-based service-delivery partners, and other County programs to set the strategic direction for MCFH programs. Examples include working to shift the MCFH workforce culture toward the elimination of racial/ethnic disparities by implementing culturally specific and responsive programs and meaningful community partnerships.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of billable visits that meet targeted case management (TCM) requirements	4,715	1,320	3,756	4,896
Outcome	Percent of partnership contracts in compliance	100%	100%	100%	100%
Quality	Number of monthly chart audits completed	222	200	581	513

Performance Measures Descriptions

FY20 budgeted output and quality measures excluded NFP visits. 1) Billing requirements meeting Medicaid provision for reimbursement for specific case management services. 2) Contracts created and executed in compliance with County rules and practice. 3) Provider charts audited for compliance of HIPAA, nursing charting standards, and TCM requirements. TCM visits and chart audits increase due to HBI HRSA grant requirements to serve an increase in clients. Clients served shorter period of time (from 24 months to 18 months of child's age) allowing more clients to be seen.

Legal / Contractual Obligation

MCFH Administration ensures that all MCFH programs comply with a number of legal/contractual guidelines related to model fidelity, Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, MCM OAR 410-130-0595, TCM OAR 410-138-0000 through 410-138-0420, Title V/Maternal Child Health. Targeted Case Management requires matching local funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$978,014	\$20,806	\$997,470	\$21,604
Contractual Services	\$49,300	\$100,000	\$49,000	\$100,000
Materials & Supplies	\$61,095	\$1,921	\$102,108	\$1,124
Internal Services	\$246,865	\$2,273	\$217,585	\$2,272
Total GF/non-GF	\$1,335,274	\$125,000	\$1,366,163	\$125,000
Program Total:	\$1,460,274		\$1,491,163	
Program FTE	8.00	0.13	8.00	0.13

Program Revenues				
Intergovernmental	\$0	\$125,000	\$0	\$125,000
Total Revenue	\$0	\$125,000	\$0	\$125,000

Explanation of Revenues

This program generates \$2,272 in indirect revenues.
\$ 100,000 - State: MCH Child and Adoles Grant
\$ 25,000 - Early Home Visit Grant

Significant Program Changes

Last Year this program was: FY 2020: 40097-20 Maternal Child Family Health Management

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

This program offer is the nucleus of a new division that will collect, organize, analyze and report population health data and business information for the Health Department. They will provide the data to support our services, promote healthy policy change, and address whole-person health. This division will help support organizational decision making, manage organizational performance, inform policy and pursue grant opportunities based on our strategic priorities.

Program Summary

Initially, the division will include Community Epidemiology Services, a unit of epidemiologists, previously housed in the Public Health Division, who identify the magnitude of disease, disorder, and injury burden among population groups. Their data and analysis guides our decisions, our policy and service choices and our areas of focus. The grants team researches, procures and manages the grants that allow us to continue to provide services. Department-wide data planning, data quality, data access and overall business intelligence will give us the information the Department needs to monitor and evaluate our performance. Policy Administration will also become part of this new division, this small team develops, monitors and manages the department's administrative policies through the C360 platform.

The aggregation and alignment of activities and services under a division which will serve the whole department strengthens our approach to data collection, analytics and performance management. The creation of this division aligns with the Department Director's vision to consolidate resources in support of the entire organization and whole-person health

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	# of data-related community collaborations that involve all partners and combine data with action	15	13	13	10
Outcome	# of reports, briefs, and assessments	9	12	11	9

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
- (c) Collection and reporting of health statistics

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,819,103	\$41,916	\$2,040,086	\$211,306
Contractual Services	\$23,350	\$66,524	\$7,919	\$0
Materials & Supplies	\$79,295	\$3,226	\$72,710	\$0
Internal Services	\$200,714	\$4,858	\$207,400	\$37,937
Total GF/non-GF	\$2,122,462	\$116,524	\$2,328,115	\$249,243
Program Total:	\$2,238,986		\$2,577,358	
Program FTE	10.90	0.30	12.46	1.49

Program Revenues				
Intergovernmental	\$0	\$116,524	\$0	\$249,243
Total Revenue	\$0	\$116,524	\$0	\$249,243

Explanation of Revenues

This program generates \$24,410 in indirect revenues.
\$ 249,243 - Public Health Modernization Local and Regional

Significant Program Changes

Last Year this program was: FY 2020: 40048-20 Community Epidemiology

This is a new division with additional responsibilities and personnel from the Finance and Business Management division and Organizational Development division combined with the Community Epidemiology program.

Department: Health Department **Program Contact:** Tracy Garell
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program focuses on the healthy emotional development of children from birth to age six through prevention and culturally specific treatment services. These evidence based services include: child mental health consultation, child and family mental health treatment services, parent groups, and care coordination services to culturally relevant community supports. These services have proven vital in contributing to retention of children in pre-school educational settings.

Program Summary

Early Childhood Mental Health Consultants provide a comprehensive continuum of culturally competent mental health services to 3,600 at-risk children and their families to promote social/emotional development and school readiness. Services include early childhood classroom consultation with early childhood educators, child mental health assessment and family centered treatment, case management services, crisis triage, referral to community support, and parent support and education. This program works in close collaboration with Early Childhood Community Partners and Early Learning Multnomah to ensure coordinated services occur for Multnomah County's at risk children and families. A hallmark of this program is Spanish-speaking counseling and parent support services provided to Latinx families at Albina Head Start, Portland Public Schools Head Start, Migrant Head Start, and Mt. Hood Community College Head Start.

Community based culturally specific treatment services are provided for Latinx and African American children to increase success at home and reduce the likelihood of expulsion from Head Start.

The prevention, treatment and early intervention services provided to these young children and their families address mental health and developmental needs before they become acute and require more intensive and costly care. A critical goal of this program is to ensure children are ready to learn once they enter Kindergarten.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total children receiving prevention services.	3,590	NEW	3,600	3,600
Outcome	Overall social/emotional supports in place in Head Start classrooms based on TPOT data ¹	81%	NEW	75%	75%
Output	Total children receiving culturally specific treatment services ²	62	NEW	48	48

Performance Measures Descriptions

¹Teaching Pyramid Observation Tool (TPOT) Is an evidence based instrument used to measure how well teachers are implementing the 3-tiered Pyramid Model of practices that support children's social competence and prevents challenging behaviors. 75% is the recommended fidelity measure for this tool.

² Treatment=Enrolled clients

Legal / Contractual Obligation

Head Start Revenue Contracts

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,301,679	\$324,132	\$1,393,499	\$336,679
Contractual Services	\$104,591	\$103,091	\$44,625	\$166,299
Materials & Supplies	\$20,647	\$519	\$21,760	\$572
Internal Services	\$128,198	\$88,343	\$61,504	\$114,481
Total GF/non-GF	\$1,555,115	\$516,085	\$1,521,388	\$618,031
Program Total:	\$2,071,200		\$2,139,419	
Program FTE	9.88	2.46	9.93	2.46

Program Revenues				
Intergovernmental	\$0	\$344,900	\$0	\$344,900
Beginning Working Capital	\$0	\$82,323	\$0	\$158,131
Service Charges	\$166,918	\$88,862	\$105,000	\$115,000
Total Revenue	\$166,918	\$516,085	\$105,000	\$618,031

Explanation of Revenues

This program generates \$5,727 in indirect revenues.

\$ 105,000 - Federally Qualified Health Centers Medicaid Wraparound Funds

\$ 115,000 - Fee For Services Insurance Receipt

\$ 260,346 - Care NorthWest Family contracts

\$ 344,900 - State Mental Health Grant: MHS 20 Non-Residential Mental Health Services based on 2019-2021 IGA with State of Oregon

\$ 158,131 - Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2020: 40080-20 Community Based MH Services for Children & Families

This program used to be part of 40080 Community Based MH Services for Children & Families but is now a stand alone program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$50,000	\$0
Program Total:	\$0		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department Overview

Multnomah County Library’s mission: Empowering our community to learn and create

Multnomah County Library uses three-year priorities to shape what we do and explain how we do it. In a world that changes quickly, we build those priorities on four pillars that will not change.

Our pillars:

Free access for all

A trusted guide for learning

The leading advocate for reading

A champion for equity and inclusion

Our priorities:

Making connections for a stronger community

We help people learn, create, have fun and understand their world.

We connect people to help solve shared problems.

We help people build trust and work toward common goals.

Removing barriers

We help people better understand each other and respect differences.

We invest in people who face the greatest barriers in life.

We use public resources in ways that make the greatest impact.

Helping meet basic needs

We work to provide safe, welcoming and clean spaces that serve many different needs.

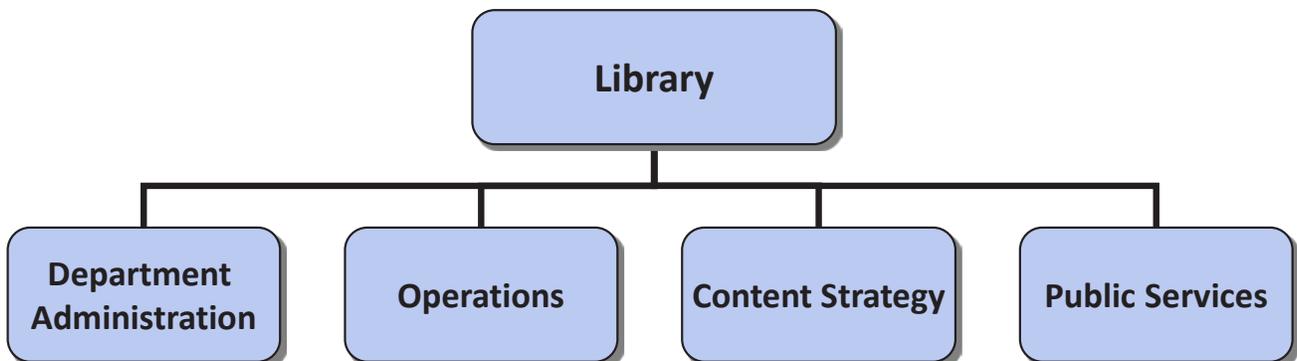
We create services and partnerships that increase personal safety, food security, health and access to shelter.

Honoring the past and embracing the future

We have books and materials people want.

We protect freedom of thought and expression.

We use research and community input to shape our services and spaces.



Budget Overview

The Library FY 2021 Proposed budget is \$91,285,506, a \$2.3 million increase from the FY 2020 Adopted budget. Library operations were funded exclusively through the independent Multnomah County Library District, which was enacted by voters in 2012. Changes from FY 2020 include the elimination of 3.00 FTE of vacant positions to meet a 1% constraint and a proposed increase in the Library District property tax rate.

The Library’s FY 2021 proposed expenditures of \$91.3 million represent a 3.6% increase over FY 2020. There are no major programmatic changes in this budget. Notable budgetary changes include:

- The Library applied a 1% constraint to current service level. The constraint was met by eliminating 3.00 FTE of vacant positions and reducing the supplies and materials budget across the department.
- The Non-Represented COLA freeze and Merit freeze for Non-Represented employees making over \$100,000 will yield the Library \$366,424 in savings in Other Funds.
- The budget includes the year two of the Library’s Automated Materials Handling (AMH) pilot. Before the COVID-19 outbreak, the Library planned to start the AMH pilot at the Midland Branch in April 2020.

As of April 2020, all Library branches are closed in response to the Covid-19 outbreak. The majority of Library staff are currently on paid administrative leave, while a significant number have volunteered to be reassigned to work in the expanded shelter system and elections.

In the eighth year of the Library District, the Library proposes to levy a rate of \$1.22 per \$1,000 of assessed value. This rate is an increase from the \$1.21 per \$1,000 of assessed value levied in FY 2020, but is in line with with the District’s original financial plan and below the voter approved maximum of \$1.24 per \$1,000 of assessed value. According to the most recent economic forecast for the Library, expenses will begin to grow faster than revenues in the near future, but small annual budget surpluses are still forecast for the next six years.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	542.45	533.04	534.00	528.50	(5.50)
Personnel Services	\$52,442,506	\$53,967,072	\$56,260,369	\$58,606,436	\$2,346,067
Contractual Services	1,486,514	1,599,767	1,689,609	1,562,380	(127,229)
Materials & Supplies	10,766,779	11,658,213	11,863,623	11,763,486	(100,137)
Internal Services	15,971,568	17,677,697	18,290,756	19,353,204	1,062,448
Capital Outlay	0	20,047	20,000	0	(20,000)
Total Costs	\$80,667,367	\$84,922,796	\$88,124,357	\$91,285,506	\$3,161,149

Does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Successes and Challenges

Multnomah County Library looks to Fiscal Year 2021 with a focus on fiscal discipline and evolving library spaces and services to meet the needs of future generations.

Long term space planning was a key priority for the library in FY 2020. The library completed the due diligence process of developing models for costs, funding, timelines and staging of projects to achieve the recommendations of the Framework for Future Library Spaces, approved by the Board in 2017. The library brought forth a proposal that would expand library space by nearly 70%. The proposal builds, rebuilds or renovates seven public library locations; adds automation to increase efficiency and speed up delivery times; and increases broadband speeds across the system. Should voters approve a measure in FY 2021, the library will begin a phase of intensive community input and design, centering community voices in the process to ensure that any future library spaces are reflective of and relevant to the lives of the people the library serves.

Also in FY 2020, along with Portland Community College, the library was proud to welcome U.S. Supreme Court Justice Sonia Sotomayor to Portland to celebrate the release of her new children's book, *Just Ask! Be Different, Be Brave, Be You*. At the event, Justice Sotomayor spent time after her talk fielding questions from children in the audience and responding with heartfelt sentiments.

During FY 2020, the library took a new step in partnering with Ooligan Press to publish past Library Writers Project selection *The Gifts We Keep* by Katie Grindeland and *Iditarod Nights* by Cindy Hiday in print format, bringing the talents of local authors to new audiences.

Also in FY 2020, the library undertook an effort to automate some materials handling at Midland Library, which is one of the few existing facilities that can accommodate automation equipment without major renovation or rebuilding. By reducing the amount of manual materials handling, the library can focus more resources on direct service to patrons. As the library automates more material handling in the future, the organization can mitigate increasing personnel costs and create better working conditions for staff.

Looking to FY 2021, the library faces continuing challenges. After imposing a one percent constraint on current service level spending in FY 2020, the library will continue that practice, achieving savings by realigning staff roles, eliminating vacant positions and reducing supply expenditures.

The budget proposal includes sustained investment in safety and security, maintaining safety and security staff levels and continuing to make facility investments, aligning staff roles and providing staff training to help maintain safe and welcoming environments.

Diversity, Equity and Inclusion

Multnomah County Library is working to create a system that equitably nurtures, empowers and lifts staff, patrons and the community to their highest potential. Libraries are uniquely positioned to address barriers to opportunity and access that disproportionately affect families in poverty and communities of color.

Fiscal Year 2021 will be the fifth year of the library’s equity and inclusion (E&I) program. Ongoing efforts include a continuing focus for the library’s Executive Management Team, with a planned conversation series and trainings within the group. The library completed formation of its Safety, Trust and Belonging committee and is now participating in the countywide Workforce Equity Strategic Plan committee and as part of the countywide equity core team. In FY 2020, the library completed its Racial Equity Toolkit, which includes three all-staff workbooks and launched a two-part training series for managers on “Whiteness at Work.”

The library continued its effort to recruit from a diverse pool of potential applicants in FY 2020, including in-person recruitment efforts at ALA 2020 Annual conference and attendance at local job fairs and community events including, Diversity Employment Job Fair, Urban League Job Fair, Pride, JobsNow.org Job Fair, PSU Job Fair and Good in the Hood event.

New recruitments in FY 2020 include bilingual Spanish, Russian, and Black cultural competency positions. New hires in FY 2020 include nine people of color in managerial positions and people with cultural competencies in two librarian positions, four library assistant positions and six access services assistant positions.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$1,746,988	\$1,746,988	8.00
Operations	0	10,249,104	10,249,104	50.00
Content Strategy	0	23,787,579	23,787,579	44.25
Public Services	0	55,501,835	55,501,835	426.25
Total Library	\$0	\$91,285,506	\$91,285,506	528.50

Department Administration

Department Administration provides executive leadership and strategic vision for the library system; connects the community with library materials and services; and develops and leads proactive equity and inclusion initiatives.

The Director's Office works with elected leaders, stakeholders, residents and staff to ensure that library services meet the needs of Multnomah County residents; provides timely and helpful communication about the library to the public and library staff; develops policies and procedures to help people use library services; and ensures that the library provides relevant information and exceptional customer service to patrons.

The library director also serves as the library's budget officer in the annual public budgeting process, offering transparency to detail the library's expenditures.

Equity and Inclusion leads the library's work to equitably nurture, empower and lift staff, patrons and the community to their highest potential.

Significant Changes

There are no significant changes.

Operations

Operations provides leadership and strategic vision for the operational support of the library system; manages the library's finance and budget operations; ensures accurate and timely delivery of library materials; coordinates building maintenance; promotes the resource management of highly qualified staff; and provides opportunities for people to contribute their time and talents to Multnomah County Library.

Division Management works with stakeholders to ensure the efficient operation of Multnomah County libraries; Business Services manages the library's finance and budget operations; Facilities and Logistics coordinates the movement of books and materials among all 22 locations and coordinates buildings and grounds maintenance; Human Resources/ Learning + Organizational Development provides assistance with all aspects of the employment cycle and coordinates training for staff and patrons; and Volunteer Services oversees the recruitment and placement of volunteers for all libraries, outreach programs and The Title Wave Used Bookstore.

Significant Changes

The Operations Division Management program offer is now Project Management and Evaluation (80012).

Content Strategy

Content Strategy aligns Collections & Technical Services, Marketing + Online Engagement, and IT Services for selection, curation and development of physical and digital library materials; web, print and social media content; and technology to engage patrons in meaningful ways.

Collections & Technical Services buys, catalogs, digitizes, curates and processes print and electronic/digital resources. It manages interlibrary loan, around 2,500 periodical subscriptions, more than 120 databases and online resources such as OverDrive and Hoopla.

Marketing + Online Engagement connects patrons to library services, programs and collections, through the website, mobile accessibility, social media and email marketing. This group develops brand identity, digital strategy, and patron feedback channels to provide guidance for strategic organizational decisions.

IT Services leads development and support for the library's technology strategy, ensuring robust and sustainable IT for progressive service to a diverse community. IT Services supports staff computing and over 1,000 computers and mobile devices for public use. Wired and wireless networking provides public access to the library catalog, databases, downloadable books/media and websites for job hunting, continuing education and government services.

Significant Changes

There are no significant changes.

Public Services

Public Services includes 19 neighborhood libraries, which are hubs of community engagement, learning and creativity; the contact center, which serves patrons via phone, email, text and chat; security, which provides support for a welcoming library atmosphere; and programming and outreach, which provides services both in libraries and throughout the county.

Public libraries are welcoming spaces with friendly staff that provide access to books, computers with internet access, free programs and meeting spaces. Patrons visited Multnomah County Libraries more than 3.6 million times last year. These libraries provide patrons with access to over two million physical and digital materials and host storytimes in English, Spanish, Russian, Vietnamese, Mandarin, Cantonese and Somali. Dedicated volunteers contributed more than 65,000 hours of service last year.

Programming and outreach provides support for programming, community outreach, public training, creative learning, reader services and partnership initiatives. This includes the Every Child Initiative, which supports kindergarten readiness; the Youth Services Management team, which works with school districts and afterschool programs to improve student success; and the Summer Reading program, which served more than 110,000 youth in 2019. Adult outreach provides programs and services to older adults, new immigrants, adult learners, people with disabilities and people who are institutionalized or experiencing homelessness.

Significant Changes

The Programming & Outreach Management program offer (80021) has been merged into the Public Services Division Management program offer (80022). The stacks services cost center (802120) and circulation services cost center (802110) are combined into the access services cost center (802110) in the Central Library program offer (80001).

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 2021 General Fund	Other Funds	Total Cost	FTE
Department Administration					
80010	Library Director's Office	\$0	\$1,746,988	\$1,746,988	8.00
Operations					
80012	Project Management & Evaluation	0	957,802	957,802	6.00
80013	Business Services	0	1,341,959	1,341,959	6.75
80014	Facilities & Logistics	0	4,521,063	4,521,063	15.25
80016	Volunteer Services	0	695,979	695,979	4.75
80017	Human Resources	0	2,732,301	2,732,301	17.25
Content Strategy					
80018	IT Services	0	8,929,682	8,929,682	1.00
80019	Marketing + Online Engagement	0	1,737,028	1,737,028	9.50
80020	Collections & Technical Services	0	13,120,869	13,120,869	33.75
Public Services					
80001	Central Library	0	14,473,331	14,473,331	111.00
80002	North County Libraries	0	5,389,236	5,389,236	42.50
80003	Inner & South County Libraries	0	12,424,000	12,424,000	101.75
80004	Mid & East County Libraries	0	12,933,329	12,933,329	101.75
80005	Contact Center	0	1,390,713	1,390,713	13.50
80006	Youth Services Management	0	1,412,162	1,412,162	9.00
80007	Every Child Initiative	0	1,044,947	1,044,947	6.75
80008	Programming & Community Outreach	0	1,764,903	1,764,903	8.00
80009	Adult Outreach	0	1,127,376	1,127,376	8.25
80015	Security	0	1,723,091	1,723,091	15.00
80022	Public Services Division Management	0	1,818,747	1,818,747	8.75
All Divisions					
	Non-Represented Wage Freeze*	0	0	0	0.00
Total Library		\$0	\$91,285,506	\$91,285,506	528.50

* The non-represented wage freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$366,424. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds is unchanged.

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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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$10,748,437	\$0	\$11,125,375
Contractual Services	\$0	\$191,700	\$0	\$190,500
Materials & Supplies	\$0	\$139,394	\$0	\$105,399
Internal Services	\$0	\$2,939,465	\$0	\$3,052,057
Total GF/non-GF	\$0	\$14,018,996	\$0	\$14,473,331
Program Total:	\$14,018,996		\$14,473,331	
Program FTE	0.00	113.75	0.00	111.00

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

Explanation of Revenues

This program generates \$281,472 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80001-20 Central Library

The Central Circulation Services cost center (802110) will be merged into the Central Stacks Services cost center (802120) and renamed Access Services. The Central Access Services cost center (802120) staffing will be reduced by 2.25 FTE. The Central Information Services cost center (802300) staffing will be reduced by .50 FTE due to hours being reallocated to the Youth Services Management program offer (80006).

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$4,177,999	\$0	\$4,338,034
Contractual Services	\$0	\$3,000	\$0	\$3,800
Materials & Supplies	\$0	\$53,375	\$0	\$48,752
Internal Services	\$0	\$930,216	\$0	\$998,650
Total GF/non-GF	\$0	\$5,164,590	\$0	\$5,389,236
Program Total:	\$5,164,590		\$5,389,236	
Program FTE	0.00	42.75	0.00	42.50

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

Explanation of Revenues

This program generates \$109,752 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80002-20 North County Libraries

The staffing for this program offer will be reduced by 0.25 FTE. This includes a reduction to the staffing at North Portland Library (805320).

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$10,092,913	\$0	\$10,409,914
Contractual Services	\$0	\$7,000	\$0	\$8,100
Materials & Supplies	\$0	\$112,075	\$0	\$125,577
Internal Services	\$0	\$1,781,726	\$0	\$1,880,409
Total GF/non-GF	\$0	\$11,993,714	\$0	\$12,424,000
Program Total:	\$11,993,714		\$12,424,000	
Program FTE	0.00	102.50	0.00	101.75

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

Explanation of Revenues

This program generates \$263,370 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80003-20 Inner/South County Libraries

The staffing for this program offer will be reduced by 0.75 FTE. This includes reductions to the staffing at Albina Library (805210) and Hillsdale Library (805280) along with a reallocation of 0.25 FTE from Sellwood Library (805370) from a budget modification.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$10,004,417	\$0	\$10,542,989
Contractual Services	\$0	\$14,500	\$0	\$10,600
Materials & Supplies	\$0	\$111,890	\$0	\$156,914
Internal Services	\$0	\$2,050,709	\$0	\$2,222,826
Total GF/non-GF	\$0	\$12,181,516	\$0	\$12,933,329
Program Total:	\$12,181,516		\$12,933,329	
Program FTE	0.00	102.00	0.00	101.75

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

Explanation of Revenues

This program generates \$266,738 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80004-20 Mid/East County Libraries

The staffing for this program offer will be reduced by 0.25 FTE. This includes a reduction to the staffing at Troutdale Library (805371) as part of a FY20 budget modification.

Department: Library
Program Offer Type: Support

Program Contact: Dave Ratliff
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Contact Center serves patrons who want to connect with library services via phone and email. A team of virtual service experts helps patrons manage their library accounts, register for programs and classes, check out library e-content, provides answers to basic questions and makes referrals for more complex questions.

Program Summary

The Contact Center answered more than 150,000 questions via phone related to library accounts, service information and quick fact checks. Contact Center staff also responded to more than 5,000 information requests received via email. Contact Center staff answer more than 90% of all incoming questions at the first point of contact, referring questions that need specialized assistance to appropriate staff for follow-up. Contact Center staff serve patrons in both English and Spanish, while using IRCO phone interpretation services to assist patrons in other languages. This service simplifies access for the public by providing a single phone number for all Multnomah County Library users. The Contact Center allows staff in public service locations to concentrate on serving the patrons at those locations. This program will improve the automated phone system's Spanish language usability in order to improve access for patrons.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of contacts (phone, email, chat, text) answered by contact center staff	156,517	150,000	150,000	150,000
Outcome	% of patron questions answered by contact center staff without the need for a referral	94%	90%	90%	90%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,260,927	\$0	\$1,341,721
Materials & Supplies	\$0	\$13,150	\$0	\$8,390
Internal Services	\$0	\$40,695	\$0	\$40,602
Total GF/non-GF	\$0	\$1,314,772	\$0	\$1,390,713
Program Total:	\$1,314,772		\$1,390,713	
Program FTE	0.00	13.50	0.00	13.50

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

Explanation of Revenues

This program generates \$33,946 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80005-20 Contact Center

No significant changes.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,076,782	\$0	\$1,159,604
Contractual Services	\$0	\$36,300	\$0	\$7,000
Materials & Supplies	\$0	\$304,136	\$0	\$210,640
Internal Services	\$0	\$43,404	\$0	\$34,918
Total GF/non-GF	\$0	\$1,460,622	\$0	\$1,412,162
Program Total:	\$1,460,622		\$1,412,162	
Program FTE	0.00	8.75	0.00	9.00

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

Explanation of Revenues

This program generates \$29,338 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80006-20 School-Age Services

This program offer has a staffing increase of .25 FTE reflecting a reallocation of .50 FTE to support library services in the Juvenile Detention Center and a .25 FTE reduction from a FY20 budget modification.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,002,066	\$0	\$837,217
Contractual Services	\$0	\$49,900	\$0	\$26,000
Materials & Supplies	\$0	\$323,557	\$0	\$155,869
Internal Services	\$0	\$46,270	\$0	\$25,861
Total GF/non-GF	\$0	\$1,421,793	\$0	\$1,044,947
Program Total:	\$1,421,793		\$1,044,947	
Program FTE	0.00	8.25	0.00	6.75

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

Explanation of Revenues

This program generates \$21,182 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80007-20 Every Child Initiative

No significant changes.

Department: Library **Program Contact:** June Bass
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Programming and Community Outreach (PCO) leads the library's public programming and training, community outreach, reader services and Summer Reading programs. 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 of programs. Responsibilities include program development, scheduling, grant writing, curation, volunteer coordination, staff and public training, event/project management, program coordination, website content, and fiscal oversight.

Program Summary

Programming and Community Outreach meets the needs of library users by providing in-person and virtual activities, experiences, and learning opportunities from the library. Programs include arts and cultural programming for all ages, author and literature programs, book discussions, and creative learning activities for all ages. PCO staff provided the expertise to make nearly 12,000 programs possible that served more than 200,000 people.

Community outreach extends library services and programs to more people by taking services and programs to community members who have barriers to using the library. This work ranges from outreach programs and services for new immigrants and marginalized populations to promoting the library and providing information services, community events and presentations to local organizations. Reader Services is responsible for guiding services related to reading and the library's content offerings. Staff lead systemwide training, program and service initiatives in this area and work with other divisions to engage the community and generate excitement around reading.

Summer Reading oversees Oregon's largest annual youth reading incentive program. More than 112,200 babies, kids and teens participated in the 2019 program, representing 73% of all youth in Multnomah County. The library partners with school districts, businesses, community organizations and The Library Foundation to encourage youth to build their habit of reading during the summer months. By reading during the summer, youth retain or even improve their reading skills gained during the school year. Summer Reading also engages more than 800 youth volunteers who give approximately 17,000 hours of time to support this program at all 19 library locations.

This program will develop a new model for events, classes and performances to shift from an equality to an equity model to increase access to library programming. PCO will also look to implement recommendations from a Library Science and Technology Access grant focused on equitable outreach aligning library outreach work to meet the needs of patrons facing the greatest barriers to library service.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of programs offered	12,200	12,250	12,300	12,300
Outcome	% of attendees who say library programs connect them to their community	49%	43%	49%	49%
Outcome	% of attendees who say they learned something new at a library program	78%	79%	78%	78%
Quality	% of attendees of library programs who rate them as good or excellent	98%	97%	98%	98%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,048,758	\$0	\$1,113,818
Contractual Services	\$0	\$328,000	\$0	\$305,500
Materials & Supplies	\$0	\$394,407	\$0	\$312,275
Internal Services	\$0	\$33,887	\$0	\$33,310
Total GF/non-GF	\$0	\$1,805,052	\$0	\$1,764,903
Program Total:	\$1,805,052		\$1,764,903	
Program FTE	0.00	8.00	0.00	8.00

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

Explanation of Revenues

This program generates \$28,180 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80008-20 Programming & Community Outreach

No significant changes

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,029,367	\$0	\$1,043,766
Contractual Services	\$0	\$4,900	\$0	\$0
Materials & Supplies	\$0	\$81,088	\$0	\$51,100
Internal Services	\$0	\$45,106	\$0	\$32,510
Total GF/non-GF	\$0	\$1,160,461	\$0	\$1,127,376
Program Total:	\$1,160,461		\$1,127,376	
Program FTE	0.00	8.25	0.00	8.25

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

Explanation of Revenues

This program generates \$26,407 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80009-20 Adult Outreach

No significant changes.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,729,654	\$0	\$1,430,238
Contractual Services	\$0	\$248,659	\$0	\$186,500
Materials & Supplies	\$0	\$95,001	\$0	\$78,607
Internal Services	\$0	\$61,645	\$0	\$51,643
Total GF/non-GF	\$0	\$2,134,959	\$0	\$1,746,988
Program Total:	\$2,134,959		\$1,746,988	
Program FTE	0.00	10.00	0.00	8.00

Program Revenues				
Intergovernmental	\$0	\$88,089,357	\$0	\$91,250,506
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$0	\$88,124,357	\$0	\$91,285,506

Explanation of Revenues

This program generates \$36,185 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80010-20 Library Director's Office

This program offer reduces staffing by 2 FTE due to a transfer of positions to the Project Management and Evaluation program offer (80012).

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$566,167	\$0	\$923,047
Contractual Services	\$0	\$20,000	\$0	\$0
Materials & Supplies	\$0	\$4,500	\$0	\$7,900
Internal Services	\$0	\$19,147	\$0	\$26,855
Total GF/non-GF	\$0	\$609,814	\$0	\$957,802
Program Total:	\$609,814		\$957,802	
Program FTE	0.00	4.00	0.00	6.00

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

Explanation of Revenues

This program generates \$23,353 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80012-20 Operations Division Management

This program offer has a staffing increase of 2 FTE due to positions being transferred from the Director's Office program offer (80000).

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,070,316	\$0	\$1,208,121
Contractual Services	\$0	\$14,000	\$0	\$14,000
Materials & Supplies	\$0	\$62,769	\$0	\$58,723
Internal Services	\$0	\$48,834	\$0	\$61,115
Total GF/non-GF	\$0	\$1,195,919	\$0	\$1,341,959
Program Total:	\$1,195,919		\$1,341,959	
Program FTE	0.00	6.75	0.00	6.75

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

Explanation of Revenues

This program generates \$30,565 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80013-20 Business Services

No significant changes.

Department: Library

Program Contact: Alene Davis

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, Isom Operations Center 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 37 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; assists the Security Manager and provides support for security policy development and implementation. This program manages risk and safety for the library in coordination with the security program.

This program will support diversity, equity and inclusion by budgeting to upgrade facilities to better meet universal design standards to support equitable access for all in the coming fiscal year. The universal design funds are in addition to the Americans with Disabilities Act (ADA) improvement funds in the Library Capital Improvement Program (CIP) budget managed by County Facilities. ADA represents minimum requirements and Universal Design represents best practices.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Crates of books, mail and supplies moved annually	233,741	230,000	232,000	232,000
Outcome	Staff satisfaction with delivery system	94%	95%	94%	95%
Outcome	% of patrons who agree library spaces are safe and welcoming	94%	N/A	90%	90%

Performance Measures Descriptions

New outcome measure FY 2021: % of patrons who agree library spaces are safe and welcoming.

Output: A crate is the library's unit of measurement for transporting library materials, mail, supplies and other items.

Legal / Contractual Obligation

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Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,425,612	\$0	\$1,557,276
Contractual Services	\$0	\$4,500	\$0	\$11,500
Materials & Supplies	\$0	\$55,000	\$0	\$79,482
Internal Services	\$0	\$2,396,893	\$0	\$2,872,805
Capital Outlay	\$0	\$20,000	\$0	\$0
Total GF/non-GF	\$0	\$3,902,005	\$0	\$4,521,063
Program Total:	\$3,902,005		\$4,521,063	
Program FTE	0.00	15.25	0.00	15.25

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

Explanation of Revenues

This program generates \$39,399 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80014-20 Facilities & Logistics

Department: Library
Program Offer Type: Support

Program Contact: Chris Linn
Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Library Security facilitates and supports the library's efforts to create safe and welcoming environments for patrons and staff at 22 locations. Priorities include security staffing; safety and security training; and related facilities resources, IT resources, and supplies. Security develops and implements related policies and procedures in collaboration with library executive leadership.

Program Summary

Security coordinates the staffing of Library Safety Officers at multiple library locations. Security personnel support library operations by monitoring library facilities, preventing and resolving safety and security concerns, fostering compliance with the library's behavior rules, issuing and enforcing exclusions, coordinating efforts with law enforcement and other support agencies, and providing security training.

Security coordinates related training for library and security personnel. General and role-specific training programs are designed to aid personnel in their efforts to ensure library resources are used safely and appropriately. Within these programs, personal safety is a priority.

Security helps coordinate the acquisition, development, and use of safety and security related material and resources including security cameras, inventory control systems, building access systems, Library Safety Officer uniforms and equipment, and security reporting resources.

During the coming fiscal year, this program will develop and convene a Security Equity Team in order to ensure that library security rules and processes are reviewed to help support inclusive spaces and more equitable results.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of security training trainings offered	41	38	50	40
Outcome	Library manager satisfaction with support from the security team	84%	90%	90%	90%

Performance Measures Descriptions

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,462,988	\$0	\$1,554,781
Contractual Services	\$0	\$8,000	\$0	\$600
Materials & Supplies	\$0	\$19,400	\$0	\$16,400
Internal Services	\$0	\$150,649	\$0	\$151,310
Total GF/non-GF	\$0	\$1,641,037	\$0	\$1,723,091
Program Total:	\$1,641,037		\$1,723,091	
Program FTE	0.00	15.00	0.00	15.00

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

Explanation of Revenues

This program generates \$39,336 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80015-20 Security

This program offer is being moved from the Operations Division to the Public Services Division.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$600,241	\$0	\$630,419
Contractual Services	\$0	\$12,900	\$0	\$10,300
Materials & Supplies	\$0	\$44,595	\$0	\$35,256
Internal Services	\$0	\$19,624	\$0	\$20,004
Total GF/non-GF	\$0	\$677,360	\$0	\$695,979
Program Total:	\$677,360		\$695,979	
Program FTE	0.00	4.75	0.00	4.75

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

Explanation of Revenues

This program generates \$15,950 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80016-20 Volunteer Svcs/Title Wave Bookstore

No significant changes.

Department: Library **Program Contact:** Johnette Easter
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Human Resources promotes resource management of highly qualified staff through the employment life cycle, including recruiting, hiring and retaining. This program consults with employees and managers; provides technical assistance, time entry and staff training/development; and plans for future workforce needs.

Program Summary

Human Resources supports the library's mission and goals by ensuring HR systems are collaboratively implemented; assisting and consulting with approximately 600 regular and 100 on-call/temporary employees and supervisors; and assessing, developing and coordinating employee training needs and learning opportunities. This program provides internal consultation to managers and employees on a wide range of HR, employee and labor relations issues, including performance management to ensure a highly functioning workforce; recruitment to attract highly qualified, diverse applicants to serve the changing needs of county residents; legal, contractual and policy compliance to reduce liability and the costs of unlawful employment actions; and accurate time entry to ensure that employees are paid correctly for hours worked.

Human Resources work with staff and managers to assess organizational needs; provide strategic direction, succession and workforce planning; and provide learning opportunities to ensure highly qualified and competent staff who have the requisite skills to serve their customers. This program partners with Central HR/Labor Relations to develop and implement integrated HR initiatives and solutions.

Human Resources includes the Learning + Organizational Development work group. This work group coordinates library training throughout the system, supports organizational growth through targeted development programs, and supports work groups with planning and team-building.

This program will support the library's focus on equity and inclusion by developing new tools and trainings in order to meet the library's Workforce Equity Strategic Plan (WESP) objectives.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	% of library staff who agree that they receive sufficient training and education to do their jobs effectively	84%	89%	84%	84%
Outcome	% of library staff who agree that they can make a difference by working here	87%	92%	87%	87%
Outcome	% of incoming staff participating in New Employee Orientation equity training	100%	95%	95%	95%

Performance Measures Descriptions

Output measure and first outcome measure: Results from library respondents to the biennial Countywide Employee Survey. Previous Year Actual represents the latest available survey results.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$2,265,851	\$0	\$2,358,563
Contractual Services	\$0	\$26,500	\$0	\$28,500
Materials & Supplies	\$0	\$228,403	\$0	\$273,931
Internal Services	\$0	\$73,126	\$0	\$71,307
Total GF/non-GF	\$0	\$2,593,880	\$0	\$2,732,301
Program Total:	\$2,593,880		\$2,732,301	
Program FTE	0.00	17.50	0.00	17.25

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

Explanation of Revenues

This program generates \$59,672 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80017-20 Human Resources

The staffing for this program offer will be reduced by 0.25 FTE due to a FY20 budget modification.

Department: Library

Program Contact: Jon Worona

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

IT Services provides leadership and development resources for the library's technology vision and digital strategy, ensuring that the library has robust and sustainable information technology that supports innovative and progressive service to Multnomah County's diverse community. IT Services maintains computers, mobile devices, and equipment for public and staff use; wired and wireless networks across all library locations; and applications integration, development, security, and support for patron learning, creation and staff productivity.

Program Summary

IT Services works with partners inside and outside the library to plan, define and develop leading edge technology solutions that align with patron and staff needs and support library priorities.

IT Services maintains more than 1,000 public computers and mobile devices, related software and servers, high-speed internet access and a wireless network in library facilities. 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 for use in the libraries. Many public computer users have no access to a computer or high speed internet at home, so the library is their only window to the world of 21st century technology, communication and information.

IT Services also maintains more than 600 computers, related equipment and software for library staff, supporting general office computing and library systems such as the library catalog, patron database, circulation system, materials acquisition system, website, provision of electronic resources and other internal operations.

This program supports the digital inclusion work of the Digital Equity & Learning Librarian and provides leadership with the regional Digital Inclusion Network (DIN). IT Services will work to expand the Welcome To Computers program that provides digital literacy training and free computer grants to approximately 200 patrons who need these resources each year.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of public computers	939	1,036	1,036	1,000
Outcome	Patron satisfaction with availability of public computers and wi-fi	95%	92%	92%	92%
Output	Number of free computer and wi-fi sessions	2,440,760	2,300,000	2,208,000	2,200,000

Performance Measures Descriptions

Performance Measure 3: The library's public wireless 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$220,288	\$0	\$235,209
Contractual Services	\$0	\$300	\$0	\$75,000
Materials & Supplies	\$0	\$925,388	\$0	\$1,038,993
Internal Services	\$0	\$7,207,629	\$0	\$7,580,480
Total GF/non-GF	\$0	\$8,353,605	\$0	\$8,929,682
Program Total:	\$8,353,605		\$8,929,682	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

This program generates \$5,951 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80018-20 IT Services

No significant changes

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 communication strategies; and developing and leveraging the library's brand into more powerful connections with the community.

Program Summary

Marketing + Online Engagement provides essential services to the library and the thousands of patrons who use it each day, either online or in person. The section employs integrated strategies to create lasting, meaningful relationships with the community; oversees the library's public website, online presence in social media, email marketing and other channels to create rewarding and beneficial online experiences and value; oversees the library's brand and identity; develops strategies to promote library use; creates mechanisms to gather patron feedback and input; maintains the library's mobile experience; and provides critical guidance and input into systemwide strategic decisions.

Marketing + Online Engagement will conduct usability and accessibility testing that will improve website accessibility for patrons with disabilities. Patrons with visual barriers, deaf/hard of hearing, motor barriers, and cognitive barriers will test the website for usability that will inform a redesign of the library's website in the next fiscal year. This program designs the annual equity report and seeks ways to make that report more inclusive and accessible.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Active cardholders	260,664	260,000	261,400	260,000
Outcome	Market penetration (active cardholder households as a percentage of all households in the service area)	46%	44%	46%	46%

Performance Measures Descriptions

Active cardholders are those who have used their library card to check out materials or use the library's computers in the past 12 months.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,373,604	\$0	\$1,435,423
Contractual Services	\$0	\$94,500	\$0	\$104,700
Materials & Supplies	\$0	\$125,760	\$0	\$156,360
Internal Services	\$0	\$41,964	\$0	\$40,545
Total GF/non-GF	\$0	\$1,635,828	\$0	\$1,737,028
Program Total:	\$1,635,828		\$1,737,028	
Program FTE	0.00	9.50	0.00	9.50

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

Explanation of Revenues

This program generates \$36,316 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80019-20 Marketing + Online Engagement

No significant changes

Department: Library

Program Contact: Terry Roskoski

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

The Collections & Technical Services program offer includes materials selection and acquisition, library cataloging, and materials processing work that provides library patrons access to a wide array of physical and digital materials.

Selection staff decide what materials to buy using professional reviews, patron suggestions, staff input and established criteria. Their purchasing decisions aim to 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 program provides materials for children, teens and adults in Multnomah County. This includes materials in five "We Speak Your Language" collections (Spanish, Chinese, Vietnamese, Russian and Somali). Library materials include books, magazines, media (DVDs, music and audiobook CDs), and electronic resources (e-books, downloadable audiobooks, streaming music and video, online periodicals, full-text databases and electronic reference sources). Effective management of the library materials collection allows library patrons to enjoy recreational reading, research specific topics, stay current on local, national and global events, and continue to learn at any stage of life.

This program will evaluate and increase equity and inclusion in library collections in the coming fiscal year by facilitating connections between Collections and Technical Services We Speak Your Language staff, Black Cultural Library Advocates staff, and staff in all neighborhood library locations to develop collection plans to be more relevant to local communities.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of items in the collection, physical & digital	2,394,894	2,300,000	2,400,00	2,400,000
Outcome	% of patrons who found books and items they wanted	93%	90%	90%	90%
Output	Number of checkouts and renewals, physical & digital	18,349,763	18,500,000	18,300,000	18,300,000
Outcome	Turnover rate, physical & digital content	7.4	8.0	7.4	7.4

Performance Measures Descriptions

Turnover rate is a measure of how heavily the library collection is used (defined as circulation divided by holdings).

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$3,628,338	\$0	\$3,805,431
Contractual Services	\$0	\$587,850	\$0	\$492,500
Materials & Supplies	\$0	\$8,565,990	\$0	\$8,714,098
Internal Services	\$0	\$108,931	\$0	\$108,840
Total GF/non-GF	\$0	\$12,891,109	\$0	\$13,120,869
Program Total:	\$12,891,109		\$13,120,869	
Program FTE	0.00	33.75	0.00	33.75

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

Explanation of Revenues

This program generates \$96,277 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80020-20 Collections & Technical Services

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,475,644	\$0	\$1,555,490
Contractual Services	\$0	\$37,100	\$0	\$87,280
Materials & Supplies	\$0	\$203,745	\$0	\$128,820
Internal Services	\$0	\$250,836	\$0	\$47,157
Total GF/non-GF	\$0	\$1,967,325	\$0	\$1,818,747
Program Total:	\$1,967,325		\$1,818,747	
Program FTE	0.00	8.75	0.00	8.75

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

Explanation of Revenues

This program generates \$39,354 in indirect 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 (98.03%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.97%).

Significant Program Changes

Last Year this program was: FY 2020: 80022-20 Public Services Division Management

Department Overview

The Nondepartmental budget accounts for programs and countywide functions that do not belong to particular departments. Programs include the Board of County Commissioners and its Chair; the Auditor's Office; the County Attorney's Office; the Communications Office; the offices of Emergency Management, Sustainability, Diversity and Equity, and the Joint Office of Homeless Services; independent County organizations such as the Local Public Safety Coordinating Council and the Community 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 Community Involvement Committee involves the community 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 monitors funds issued by the U.S. 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, the community has come together in unprecedented ways to respond. A Home for Everyone, a multi-jurisdictional collaboration, is helping an unprecedented number of people prevent and end their homelessness.

In FY 2017, the City of Portland and the County consolidated resources and services under the Joint Office, guided by the shared values and common agenda of the A Home for Everyone partners, to maximize the impact from a systems perspective. The Office receives funding and policy direction from the County and the City of Portland, and policy guidance from the City of Gresham and Home Forward, providing a platform of mutual responsibility and accountability for all partners, with the added benefit of integrated staffing for enhanced operational coordination and effectiveness. Due to the size of the budget and the extensive scope of programming, the Joint Office budget is broken out from the rest of Nondepartmental on the following pages.

Budget Overview

Nondepartmental contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to County departments. The FY 2021 Nondepartmental Proposed budget is \$189.7 million, which is an increase of \$9.6 million over the FY 2020 Adopted budget. These figures exclude the Joint Office of Homeless Services, which is detailed on the following page.

The General Fund (including Video Lottery) has decreased by approximately \$700,000. The proposed budget includes:

- A reduction of \$1,034,095 to the Youth Opportunity and Workforce Development Program (10029)
- A reduction of \$113,000 in the Complaints Investigation Unit
- Restorations of budget reductions to the Office of Diversity and Equity (10017B) and the Auditor’s Office (10005B), totaling just over \$44,000
- Addition of \$125,000 in ongoing funding for a 1.00 FTE training position in the Emergency Management office (10012B)
- Move the \$130,154 for the College to County Program (10017C) to the Department of County Management

The following item is funded one-time-only:

- \$600,000 for the Neighborhood Prosperity Initiative (10027)

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	107.38	116.19	117.39	113.59	(3.80)
Personnel Services	\$16,349,023	\$18,993,201	\$19,380,817	\$19,680,286	\$299,469
Contractual Services	89,170,583	86,578,742	88,345,655	77,619,507	(10,726,148)
Materials & Supplies	844,611	1,583,141	1,615,450	21,910,401	20,294,951
Internal Services	12,647,025	13,014,801	13,280,409	15,283,892	2,003,483
Debt Service	54,178,435	56,349,771	57,499,766	55,218,811	(2,280,955)
Capital Outlay	<u>5,247</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$237,873,487	\$176,519,655	\$180,122,097	\$189,712,897	\$9,590,800

*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Budget Overview - Joint Office of Homeless Services

The FY 2021 Joint Office of Homeless Services (JOHS) Proposed budget is \$79.4 million, a \$9.2 million increase from the FY 2020 Adopted budget. The FY 2021 budget is comprised of \$32.7 million of County discretionary funds (General Fund, Tax Title, Video Lottery, and Supportive Housing funds), or 41.2% of the total. The remaining \$46.7 million, or 58.8%, of the budget comes from Other Funds.

JOHS's \$46.7 million in Federal, State, and local revenue is a \$7.0 million increase over the FY 2020 budget. This increase is largely attributable to:

- a \$4.1 million increase in funding through the City of Portland, including \$2.2 million capital funds to develop shelter capacity,
- a \$1.6 million grant from the Metro/Kaiser 300 Regional Housing Initiative For Seniors, and
- a \$1.0 million increase in HUD Continuum of Care funding.

The FY 2021 budget funds 32.00 full time equivalent positions (FTE). The increase of 5.00 FTE is due to transfers of existing FTE and increased other funding, i.e.:

- 1.80 FTE of data staff transferred from the Department of County Human Services (brought to 2.00 FTE through increased grant funding),
- 1.00 FTE transferred from the Portland Housing Bureau,
- 1.00 FTE new HUD Continuum of Care Coordinated Access staff, and
- 1.00 FTE for Supportive Housing.

The FY 2021 County General Fund allocation includes \$1.3 million in ongoing funding for new programs:

- Adult System Redesign – Culturally Specific Services (10051B): \$1,000,000
- Safety off the Streets – Trans Specific Services (10052J): \$250,000

The FY 2021 County allocation also includes a \$3.6 million increase in the Supportive Housing Fund primarily due to an updated Visitor Facilities Intergovernmental Agreement and carryover from a FY 2019 property sale.

\$2.2 million of County capital funds (of \$5.0 million appropriated in FY 2019) are carried into FY 2021 because the planned shelter projects are still in progress.

In addition, restricted Tax Title Housing funds total \$2.3 million (a \$1.7 million decrease from FY 2020), some of which is one-time-only. A list of programs funded as one-time-only can be found in the Budget Director's message.

Budget Trends	FY 2019	FY 2020	FY 2020	FY 2021	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	21.00	27.00	27.00	32.00	5.00
Personnel Services	\$2,121,099	\$3,486,607	\$3,562,512	\$4,227,602	\$665,090
Contractual Services	57,474,754	67,078,248	61,663,858	69,098,599	7,434,741
Materials & Supplies	172,256	241,143	241,314	281,848	40,534
Internal Services	4,765,453	1,209,138	1,233,814	1,385,697	151,883
Capital Outlay	<u>45,000</u>	<u>1,274,000</u>	<u>3,500,000</u>	<u>4,400,000</u>	<u>900,000</u>
Total Costs	\$64,578,562	\$73,289,135	\$70,201,498	\$79,393,746	\$9,192,248

The table does not include cash transfers, contingencies or unappropriated balances. Due to the transition to a new ERP system, some services that were budgeted in Contractual Services or Materials & Supplies before FY 2020 are now in Internal Services.

Nondepartmental

fy2021 proposed budget

Nondepartmental

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

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	1,823,430	0	1,823,430	9.15
10001	BCC District 1	725,000	0	725,000	4.00
10002	BCC District 2	725,000	0	725,000	4.00
10003	BCC District 3	725,000	0	725,000	4.00
10004	BCC District 4	725,000	0	725,000	4.00
10005A	Auditor's Office	1,875,100	0	1,875,100	8.51
10005B	Auditor's Office - Restoration	15,700	0	15,700	0.08
10006	Tax Supervising and Conservation Commission	424,200	0	424,200	2.00
10007	Communications Office	\$1,766,900	\$0	\$1,766,900	10.50
10008	County Attorney's Office	0	6,716,700	6,716,700	26.00
10009A	Local Public Safety Coordinating Council	769,000	889,560	1,658,560	2.30
10009B	HB3194 Justice Reinvestment	0	598,830	598,830	0.70
10010	Office of Community Involvement	309,000	0	309,000	2.00
10011	Office of the Board Clerk	988,520	0	988,520	2.35
10012A	Office of Emergency Management	1,959,060	1,039,500	2,998,560	9.00
10012B	Emergency Management - Training Position	125,000	0	125,000	1.00
10016A	Government Relations Office	1,133,750	0	1,133,750	5.00
10017A	Office of Diversity and Equity	1,388,680	0	1,388,680	7.00
10017B	Multnomah Youth Commission Support	159,300	0	159,300	1.00
10017D	ODE Restoration	28,620	0	28,620	0.00
10018A	Office of Sustainability	781,900	95,000	876,900	5.00
10018B	Multnomah County's Fossil Fuel Infrastructure Study - Phase I	40,000	50,000	90,000	0.00
10020	Regional Arts & Culture Council	300,000	0	300,000	0.00
10021	State Mandated Expenses	11,163,025	1,763,475	12,926,500	0.00
10022	Pass-Through Payments to East County Cities	8,050,691	0	8,050,691	0.00
10023	OHS Local Option Levy	0	3,410,591	3,410,591	0.00
10024	County School Fund	0	80,300	80,300	0.00
10025	Convention Center Fund	0	51,234,050	51,234,050	0.00
10026	Capital Debt Retirement Fund	0	34,859,548	34,859,548	0.00
10027	Neighborhood Prosperity Initiative	600,000	0	600,000	0.00

Nondepartmental

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Nondepartmental (cont.)					
10028	PERS Pension Bond Sinking Fund	0	53,392,433	53,392,433	0.00
10029	Youth Opportunity and Workforce Development Program	0	670,660	670,660	1.00
10040	Complaints Investigation Unit	1,271,556	0	1,271,556	5.00
10090	CARES Act Local Funding	0	20,000,000	20,000,000	0.00
	Non-Represented Wage Freeze*	(392,462)	0	(392,462)	0.00
Total Nondepartmental		\$37,741,248	\$159,175,194	\$196,916,442	113.59

*The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$280,244. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

Joint Office of Homeless Services

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

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Administration and System Support					
10050A	Joint Office of Homeless Services Administration and Operations	\$2,207,495	\$345,350	\$2,552,845	13.00
10051A	System Support, Access, & Coordination	794,300	1,968,330	2,762,630	10.00
10051B	Adult System Redesign - Culturally Specific Services	1,000,000	0	1,000,000	0.00
10057	Tax Title Affordable Housing Fund	565,000	0	565,000	0.00
Safety off the Streets					
10052A	Safety off the Streets - Adult Shelter	88,795	9,674,590	9,763,385	2.00
10052B	Safety off the Streets - Women's Shelter	80,000	2,515,640	2,595,640	0.00
10052C	Safety off the Streets - Alternative Shelter for Adults	0	847,470	847,470	0.00
10052D	Safety off the Streets - Family Shelter	1,169,190	1,494,280	2,663,470	0.50
10052F	Safety off the Streets - Domestic Violence Shelter	1,038,600	527,340	1,565,940	0.50
10052G	Safety off the Streets - Youth Shelter	1,618,540	252,820	1,871,360	0.50
10052H	Safety off the Streets - Domestic Violence Emergency Motel Voucher Restoration	71,100	0	71,100	0.00
10052I	Safety off the Streets - Winter Shelter & Severe Weather	545,000	1,635,540	2,180,540	0.00
10052J	Safety off the Streets - Trans Specific Services	250,000	250,000	500,000	0.00
10058	Emergency Shelter Strategic Investment	2,200,000	2,200,000	4,400,000	0.00

Nondepartmental

fy2021 proposed budget

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Housing Placement and Retention					
10053A	Housing Placement & Retention - Adults & Women Households	88,720	4,262,860	4,351,580	1.00
10053C	Housing Placement & Retention - Homeless Families	3,390,240	1,294,850	4,685,090	0.50
10053D	Housing Placement & Retention - Placement out of Adult Shelter	69,750	2,375,630	2,445,380	0.00
10053E	Housing Placement & Retention - Domestic Violence	1,821,130	1,551,620	3,372,750	1.50
10053F	Housing Placement & Retention - Metro/Kaiser 300 Regional Housing Initiative for Seniors	0	1,600,000	1,600,000	0.00
10053G	Housing Placement & Retention - Medical/Aging	0	626,350	626,350	0.00
10053H	Housing Placement & Retention - Youth Services	2,860,460	2,074,470	4,934,930	0.50
10053J	Housing Placement & Retention - Veterans	174,930	621,150	796,080	0.00
10053K	Housing Placement & Retention - Family System Rent Assistance Restoration	181,600	0	181,600	0.00
10053L	Housing Placement & Retention - Family System OTO Rent Assistance Restoration	435,000	0	435,000	0.00
10053M	Housing Placement & Retention - Adult System Rent Assistance Restoration	129,950	0	129,950	0.00
Supportive Housing					
10054A	Supportive Housing	1,500,210	6,566,625	8,066,835	1.00
10054B	Supportive Housing - Mental Health/Medical Housing	0	4,396,210	4,396,210	0.00
10054C	Supportive Housing - Local Long Term Rental Vouchers	387,690	142,250	529,940	0.00
10054D	Supportive Housing - Families	642,000	0	642,000	0.00
10059	Visitor Development Funds	0	4,300,000	4,300,000	1.00
Diversion					
10055	Diversion Services	1,393,380	1,604,200	2,997,580	0.00
Employment					
10056A	Employment Programs	0	1,482,050	1,482,050	0.00
10056B	Gresham Community Volunteer Corp. Restoration	25,137	101,333	126,470	0.00
All Divisions					
	Non-Represented Wage Freeze*	(45,429)	0	(45,429)	0.00
	Total Joint Office of Homeless Services	\$24,682,788	\$54,710,958	\$79,393,746	32.00

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$12,843. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds is unchanged.

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 2021 General Fund	Other Funds	Total Cost	FTE
95000	Fund Level Transactions	\$88,690,772	\$98,007,064	\$186,697,836	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95001	General Fund Revenues	\$559,456,532	\$0	\$559,456,532	0.00
	<i>This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.</i>				

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Department: Nondepartmental **Program Contact:** County Chair, Deborah Kafoury
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Chair is the Chief Executive Officer of Multnomah County. With both legislative and executive responsibilities, the Chair works closely with the Board of County Commissioners to set the policy direction of Multnomah County and implement that direction as mandated by the Home Rule Charter. All departments and non-departmental offices report to the Chair, including the Office of Diversity and Equity, Office of Sustainability, Communications, Government Relations, the Local Public Safety Coordinating Council, and the Office of the Board Clerk.

Program Summary

The Chair oversees a \$2.0 billion budget and more than 6,000 employees. The Chair has broad responsibilities that include: developing an executive budget, appointing department directors, overseeing contracts and financial instruments, presiding over the Board of County Commission meetings, executing policies and ordinances adopted by the Board, and serving as the Chief Personnel Officer of Multnomah County.

Chair Kafoury has long championed programs supporting the most vulnerable in our community such as preventing and ending homelessness, expanding after school programs for kids, creating stability for families, and providing healthcare to under served populations. She has worked to reduce the use of incarceration for low-level offenders and instead expanded diversion programs. She has also led successful plans to replace unsafe buildings and crumbling bridges.

In FY 2021, Chair Kafoury will focus on the following priorities:

- Identifying stable revenue sources to address projected funding gaps that threaten essential services and the well-being of the people who depend on those services.
- Marshaling financial support, best practices, political will and partnerships that will better serve those struggling with homelessness, mental illness, and interaction with the public safety system.
- Continuing implementation of Workforce Equity Strategic Plan initiatives within Multnomah County.
- Protecting the health of our community and built environment through a continued focus on climate, reducing air pollution, strengthening tribal government partnerships and setting a health policy agenda for the Board of Health.
- Continuing investments in programs that promote youth success and family stability.
- Continuing investments in and support for culturally responsive and culturally specific services that help meet community needs and reduce inequities across Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Ensure broad community input by conducting community listening sessions and budget hearings.	15	15	15	18
Outcome	Respond to constituent emails, phone calls and meeting requests in a timely manner.	95%	100%	90%	95%
Outcome	Proactively communicate with residents through a regular community newsletter.	11	10	11	12
Outcome	Meet Fiscal Year countywide Workforce Equity implementation deadlines.	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.

Legal / Contractual Obligation

The Multnomah County Chair and Commissioner offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,468,552	\$0	\$1,544,409	\$0
Contractual Services	\$19,670	\$0	\$15,280	\$0
Materials & Supplies	\$60,700	\$0	\$57,897	\$0
Internal Services	\$253,578	\$0	\$205,844	\$0
Total GF/non-GF	\$1,802,500	\$0	\$1,823,430	\$0
Program Total:	\$1,802,500		\$1,823,430	
Program FTE	9.45	0.00	9.15	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10000-20 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 and advancing policy priorities, and responding to the needs and concerns of her district. She works to make Multnomah County a place where everyone can thrive by supporting programs and policies that allow residents to be safe, healthy, and live with dignity.

Program Summary

Commissioner Meieran is working on issues such as: increasing affordable housing and reducing homelessness; improving access to quality behavioral health services; supporting public safety system innovations to reduce recidivism and promote alternatives to costly incarceration; conducting a study of the feasibility of municipal broadband in Multnomah County; and advocating for policies that decrease the risk of climate change and a major earthquake. She prioritizes programs that provide meaningful and effective services to Multnomah County residents and have clear and measurable goals. She is also a strong advocate for effective policies and adequate state and federal funding for local programs.

During the FY 2021 budget process, Commissioner Meieran will prioritize the needs of our most vulnerable residents and focus on the intersection of housing and homelessness, health care, and public safety. She will continue to spearhead efforts to improve behavioral health services, focusing on effective, evidence-based strategies, peer support, integration with housing, and connection to health care and other supportive wrap-around services. She will look for opportunities to continue to address the needs of veterans, older adults, and people with disabilities, and she will focus on reproductive health equity as well as public health interventions that improve the health and wellbeing of the whole community. She will actively seek opportunities to improve our resilience in an emergency, including through partnerships with others in the region. Through all of this work, she will center the need to enact policies that address the disparities and racial injustices disproportionately faced by people of color.

As a Board liaison to the Association of Oregon Counties (AOC) and Co-Chair of AOC's Health and Human Services Steering Committee, she will advocate for Multnomah County's interests to be reflected in AOC's legislative agenda and other work.

Finally, Commissioner Meieran will oversee and collaborate with her colleagues on major construction projects in her district, including the Burnside Bridge Lifeline Feasibility Study and other transportation projects.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Respond to constituent emails, phone calls and meeting requests timely and resolve constituent concerns.	80%	94%	90%	94%
Outcome	Provide testimony and meet directly with state and federal legislators for priority issues.	15 Meetings	13 Meetings	13 Meetings	13 Meetings
Output	Conduct or partner on twice quarterly outreach events.	15 Events	15 Events	15 Events	15 Events
Output	Hours spent proactively connecting with District 1 constituents by meeting them where they are.	N/A	52 Hours	52 Hours	52 Hours

Performance Measures Descriptions

1) Timely response is within 10 business days. 2) Priorities for legislative testimony are issues on the County's legislative agenda, including housing and homelessness, health care, mental health care, public health, eliminating domestic violence and reproductive rights and justice. 3) At least four events focusing on mental health care in Multnomah County. 4) Connecting with constituents by meeting them where they are includes knocking on doors and attending community events.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$541,905	\$0	\$599,441	\$0
Contractual Services	\$20,240	\$0	\$0	\$0
Materials & Supplies	\$52,603	\$0	\$41,712	\$0
Internal Services	\$101,252	\$0	\$83,847	\$0
Total GF/non-GF	\$716,000	\$0	\$725,000	\$0
Program Total:	\$716,000		\$725,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10001-20 BCC District 1

Department: Nondepartmental **Program Contact:** Susheela Jayapal
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Susheela Jayapal serves as one of five elected officials tasked with developing policy, coordinating the development of Multnomah County's annual budget, and ensuring that policy and budget support the work of County Departments. She serves District 2, which includes North, Northeast, and parts of East Portland. Commissioner Jayapal is committed to ensuring racial equity, promoting effective evidence-driven programs and services, and engaging in community-driven policy. To learn more about Commissioner Jayapal's office visit the website at <https://multco.us/commissioner-jayapal>.

Program Summary

Our regional economy is booming, but the rising tide is not lifting all boats. On the contrary: too many people in Multnomah County are struggling to survive, much less thrive. District 2 exemplifies this dichotomy, with communities of color and immigrant and refugee communities experiencing severe income inequality and displacement.

Commissioner Jayapal continues to focus on homelessness and affordable housing, workforce development, and public safety. During the 2021 budget process, she will prioritize programs and strategies that address racial inequities, focus on proven prevention, protect our most vulnerable residents, and deliver results. The commissioner is committed to monitoring and supporting the progress of the Workforce Equity Strategic Plan. Additionally, she will oversee and collaborate with her colleagues on major construction projects in her district, including Walnut Park.

Commissioner Jayapal chairs the Multnomah Sex Trafficking Collaborative and co-chairs The Gateway Center for Domestic Violence Council as well as the Domestic Violence Fatality Review Committee. She is the liaison to the Regional Arts and Culture Council (RACC), and chairs the Metro Advisory Policy Committee (MPAC), the Workforce Development Board (Worksystems), Walnut Park Redevelopment Project, and Multnomah County's Audit Committee.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Community engagement and constituent outreach via meetings and events.	N/A	12	18	12
Outcome	Ongoing responsiveness to all County departments.	N/A	100%	100%	100%
Output	Respond to constituent emails, phone calls and meeting requests timely.	N/A	100%	100%	100%

Performance Measures Descriptions

1) Measured by the number of constituent coffees, neighborhood meetings and community events hosted, attended or led by Commissioner Jayapal. 2) Measured by the percentage of department meetings, briefings and communication requested and completed. 3) A timely response is within 10 days.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$547,391	\$0	\$573,652	\$0
Contractual Services	\$13,383	\$0	\$13,800	\$0
Materials & Supplies	\$51,280	\$0	\$51,376	\$0
Internal Services	\$103,946	\$0	\$86,172	\$0
Total GF/non-GF	\$716,000	\$0	\$725,000	\$0
Program Total:	\$716,000		\$725,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10002-20 BCC District 2

Department: Nondepartmental **Program Contact:** Jessica Vega Pederson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Commissioner Jessica Vega Pederson is one of five elected officials who form the governing body of Multnomah County. She represents District 3, comprising most of SE Portland. Commissioner Vega Pederson focuses on serving her constituents and the needs of East Portland while embracing the county's mission, vision and values of equity, sustainability, inclusivity, social justice, health, public safety, integrity and innovation. To learn more please visit <https://multco.us/commissioner-vega-pederson>.

Program Summary

As the lone locally elected official designated with representing East Portland, Commissioner Jessica Vega Pederson takes her responsibilities to serve this marginalized part of our region very seriously. The Commissioner's top priorities include finding solutions to the disparities and inequities affecting District 3, as well as low income and communities of color generally, such as: the lack of transportation options, including transit and sidewalks; accessible and affordable early childhood education; mitigating the impacts of climate change and pollution on front line communities; and affordable housing. To best work on these priorities, Commissioner Vega Pederson serves as the County's representative at various regional transportation tables, chair's the County's Preschool for All task force, and has championed the County's efforts to combat climate change and pollution.

The Commissioner represents the County on several transportation committees, including the Joint Policy Advisory Committee on Transportation. She also serves as the co-chair of the Metro Transportation Funding task force, which advises the Metro Council on a potential 2020 transportation bond measure. She also co-chairs the Earthquake Ready Burnside Bridge feasibility project, which aims to create a resilient lifeline crossing over the Willamette River in the event of a major earthquake.

Knowing the importance of early learning, Commissioner Vega Pederson convened the County's Preschool For All task force, and continues to work with partners and advocates on expanding preschool access across Multnomah County for the thousands of children in our community who are not currently being served. The Commissioner also serves on the Portland Children's Levy allocation committee, which awards nearly \$19 million annually in programs touching on early childhood, hunger relief, mentorship, after school activities, child abuse prevention and supports for foster kids.

Lastly, Commissioner Vega Pederson is the County's liaison to the Advisory Committee on Sustainability and Innovation, which provides guidance to the County on sustainability and environmental issues affecting our community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	State/Federal advocacy for transportation, homelessness, housing, and environmental protection.	8	8	16	8
Outcome	Respond to all constituent emails, phone calls, and meeting requests in a timely manner.	100%	100%	100%	100%
Outcome	Produce monthly constituent newsletters to update community on the Commissioner's work.	N/A	N/A	N/A	12
Output	Community engagement and constituent outreach via neighborhood meetings and community events.	12	12	17	12

Performance Measures Descriptions

1) Advocate for County priorities before State and Federal lawmakers. 2) Respond to constituents in a timely and accurate manner. 3) Speak with school boards, interest groups, community organizations and the general public about the results from the Preschool For All task force. 4) Attend community events in her district to inform policy and budgetary priorities.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$583,485	\$0	\$613,686	\$0
Contractual Services	\$3,620	\$0	\$0	\$0
Materials & Supplies	\$25,970	\$0	\$25,983	\$0
Internal Services	\$102,925	\$0	\$85,331	\$0
Total GF/non-GF	\$716,000	\$0	\$725,000	\$0
Program Total:	\$716,000		\$725,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

This is a General Fund Program.

Significant Program Changes

Last Year this program was: FY 2020: 10003-20 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 2021, Commissioner Stegmann continues to prioritize place-based efforts to reduce the impacts of poverty and negative systemic interactions for all residents of East Multnomah County. Specific policy areas include: housing stability and affordability, economic mobility, increased access to health and human services provided through the County, disparities for communities of color and residents involved in the justice system, and effective, ongoing conversations with East County communities.

Commissioner Stegmann is chair of the East Multnomah County Transportation Committee, co-chair of the jail population subcommittee of the Local Public Safety Coordinating Council, and Multnomah County's lead convener of the East County Caring Community. She represents Multnomah County through leadership with Greater Portland, Inc., East Metro Economic Alliance, Visitor's Development Fund, the Library Advisory Board, the Commission on Economic Dignity and the NE Multnomah County Community Association. Appointed to the Association of Oregon Counties board and the Governor's Metro Regional Solutions leadership team, Commissioner Stegmann continues to bring East County needs to regional and state resource discussions.

This year Commissioner Stegmann concludes her work with Multnomah County's Census 2020 efforts and her appointment to the Governor's Complete Count Committee of Oregon. She continues her national leadership on the National Association of Counties Economic Mobility leadership cohort examining best practices and policies to address inequities in counties across the United States and bringing those efforts home to East Multnomah County.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of East County community partners engaged.	2,500	2,500	2,500	2,500
Outcome	Increase in awareness of East County issues (reported by attendees of monthly forums).	75%	75%	75%	75%
Output	Number of meetings convened in East County.	30	30	30	30
Outcome	Increase in knowledge of East County resources (reported by attendees of monthly forums).	75%	75%	75%	75%

Performance Measures Descriptions

1) Measured by number of individuals involved in topic-specific meetings, gathered through mailing lists and sign in sheets. 2) Measured by survey administered at monthly issue forums. 3) Measured by number of publicized and completed meetings hosted or led by Commissioner Stegmann and her staff. 4) Measured by survey administered at monthly issue forums.

Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III,3.10(3).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$553,056	\$0	\$611,634	\$0
Contractual Services	\$5,500	\$0	\$3,000	\$0
Materials & Supplies	\$56,318	\$0	\$26,452	\$0
Internal Services	\$101,126	\$0	\$83,914	\$0
Total GF/non-GF	\$716,000	\$0	\$725,000	\$0
Program Total:	\$716,000		\$725,000	
Program FTE	4.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10004-20 BCC District 4

Department: Nondepartmental **Program Contact:** Jennifer McGuirk
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Auditor is elected by voters countywide and answers to the people who live in Multnomah County. The mission of the Auditor's Office is to ensure that County government is efficient, effective, equitable, transparent, and fully accountable to all who live in our county. To meet this mission, we conduct performance audits and special studies that provide accountability to the public and help to improve Multnomah County programs, services, and operations.

Program Summary

County Charter requires the County Auditor to perform duties including conducting performance audits of all county operations and financial affairs, as well as studies intended to measure or improve the performance of county efforts. This is a significant task, as the county includes a wide range of programs and services.

The Auditor prioritizes auditing county programs that directly impact people's health and safety. Audits involve hundreds of hours of work, including research, interviews, onsite observations, and data analysis. Audit work includes a comprehensive fact-checking process. Based on sufficient, appropriate evidence, we arrive at logical conclusions. We acknowledge the good work taking place in county programs and identify impediments to achieving the County's mission to help people. We provide meaningful recommendations to county leaders so they can take actions to improve government for the benefit of their constituents, including county employees and the vulnerable people who receive county services.

In FY 2021, we will begin work required by County Charter 3.15 to apportion County Commissioner Districts based on a population distribution specified in the Charter. We can begin this work after the official release of each Federal decennial census for Multnomah County, which is usually in February, and our work needs to be completed by August 1, 2021.

Since 2007, the Office has operated the Good Government Hotline for employees and the public to report potential fraud, waste or abuse. Per County Code, the Auditor's Office provides technical and clerical support to the Audit Committee, which is a liaison to the Board of County Commissioners, management, and the external auditor for the external financial audits required under Oregon law. Also per Code, the Auditor's Office, in consultation with the Audit Committee, procures the request for proposals for the external auditor. In FY 2021, our office will assist in procuring the next contract.

All of our reports and audit schedule are at: <https://multco.us/auditor>.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of audit reports and special studies issued.	7	7	7	6
Outcome	Recommendations in progress or implemented within five years.	97%	92%	95%	92%

Performance Measures Descriptions

The output measure includes reports on audits, special studies, and annual reports on the Good Government Hotline and the Auditor's Office's work. The outcome measure reports the percentage of audit recommendations that auditees state are implemented or in progress over a rolling five-year period.

Legal / Contractual Obligation

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards. The auditor may also conduct studies intended to measure or improve the performance of county efforts." Charter requires the Auditor to adhere to generally accepted government auditing standards including ongoing education requirements & an external review every 3 years. Charter requires the Auditor to appoint the Salary Commission & apportion Commission districts. County Code established the Auditor's role to support the Audit Committee.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,456,988	\$0	\$1,512,455	\$0
Contractual Services	\$168,000	\$0	\$173,040	\$0
Materials & Supplies	\$36,144	\$0	\$37,205	\$0
Internal Services	\$197,338	\$0	\$152,400	\$0
Total GF/non-GF	\$1,858,470	\$0	\$1,875,100	\$0
Program Total:	\$1,858,470		\$1,875,100	
Program FTE	8.59	0.00	8.51	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10005A-20 Auditor's Office

Approximately 98% of the budget is essentially fixed (Personnel; External Audit Contract; Internal Services), which makes it difficult to reach targeted budget decreases.

Department: Nondepartmental **Program Contact:** Jennifer McGuirk
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

County Charter creates several duties for the County Auditor, including that “the auditor shall conduct performance audits of all county operations and financial affairs.” This is a significant task given the County’s numerous departments, offices, and programs. The County Auditor directs an office including seven staff auditors, whose experience and dedication are essential for the Auditor to meet Charter requirements.

Program Summary

This program offer restores 0.04 FTE to two staff auditor positions, moving them from 0.96 FTE back to 1.00 FTE each. It also restores \$2,000 to the Auditor’s Office’s travel and training budget.

While the FTE change is seemingly minor, it amounts to about 100 more work hours per position per year. This restoration of hours will reduce the length of time it takes to complete the audits that these two professionals work on. For example, one of these people is assigned to our audit of county jail conditions, while the other is on the team for our audit of accessing housing and homeless services. By restoring the FTE, the anticipated benefit to the county is that these audits will be completed in calendar year 2020, as promised to the public. In turn, this helps assure that audits planned to begin later in FY21 will not get bumped to a later time.

The travel and training restoration will enable the Auditor’s Office to maintain compliance with the County Charter, which directs the Auditor to adhere to generally accepted government auditing standards. These standards include that each auditor in the office earn 80 continuing professional education (CPE) credits every two years. We take seriously our responsibility to be good stewards of public dollars, and always strives to earn CPE through no cost, in-county methods. But it can be difficult to find CPE that meet auditing standards at no cost, and high-quality training in government performance auditing is not always available within Multnomah County.

This program offer will help keep critical audits on schedule and help the office maintain compliance with Charter-mandated auditing standards.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Audits are completed on time, per annual schedule.	N/A	N/A	N/A	2
Outcome	Adherence with Charter-mandated auditing standards.	100%	100%	100%	100%

Performance Measures Descriptions

Legal / Contractual Obligation

County Charter 8.10 states, "The auditor shall conduct performance audits of all county operations and financial affairs and make reports thereof to the board of county commissioners according to generally accepted government auditing standards. The auditor may also conduct studies intended to measure or improve the performance of county efforts." Charter requires the Auditor to adhere to generally accepted government auditing standards including ongoing education requirements & an external review every 3 years. Charter requires the Auditor to appoint the Salary Commission & apportion Commission districts. County Code established the Auditor's role to support the Audit Committee.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$15,657	\$0
Materials & Supplies	\$0	\$0	\$43	\$0
Total GF/non-GF	\$0	\$0	\$15,700	\$0
Program Total:	\$0		\$15,700	
Program FTE	0.00	0.00	0.08	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Craig Gibons
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Tax Supervising and Conservation Commission (TSCC) carries out statutory mandates to oversee budget, debt, and property tax issues of local governments in Multnomah County. In carrying out these mandates, the TSCC protects and represents public interest, ensures local government compliance with Local Budget Law, promotes economy and efficiency within those local governments, and provides budgetary advice and assistance.

Program Summary

The Tax Supervising and Conservation Commission (TSCC), established by the Oregon Legislature in 1919, is an independent and impartial panel of five governor-appointed citizen volunteers that review and monitor the financial affairs of local governments in Multnomah County. The TSCC reviews the budgets of all 42 local governments to ensure compliance with local budget law and is responsible for oversight of its 28 member districts.

The review and oversight includes checking to see that budgets are balanced, property tax revenue projections are reasonable, and that the budget processes comply with state and local budget laws. TSCC staff works closely with the county assessor's office as a double check that property tax levies are requested and calculated accurately. These efforts reduce violations of local budget law, especially if the error results in a property tax levy that exceeds authority.

In addition to its legally mandated oversight role, the TSCC offers training and consulting services to member jurisdictions. Recent examples include: two annual budget training workshops, budget law training at state conferences, 11 annual budget hearings, and three to five property tax measure hearings annually. TSCC staff is also active state-wide on budget and property tax issues in both a practitioner role and as legislative advisory role.

The Commission considers the citizens to be its primary customers and seeks to make the financial affairs of local governments more transparent and accountable to those citizens. Funding for the TSCC comes from two sources: member districts, the share of which is calculated by statutory formula, and the state's County Assessment Function Funding Assistance (CAFFA) Grant.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Provide training and advisory services to member jurisdictions	97	80	80	80
Outcome	Reduce number of objections and recommendations in certification letters	4	10	6	6
Output	Public Hearings Conducted	15	15	14	13

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 294.625 (1) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations exceeding 200,000 and are subject to local budget law. (12 Districts)

ORS 294.625 (2) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations not exceeding 200,000 that are subject to local budget law and have not formally opted out of TSCC's jurisdiction. (29 Districts of which 12 have opted out). The number of non-members has declined recently as three districts have rejoined TSCC in the last three years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$340,930	\$0	\$398,710	\$0
Contractual Services	\$3,800	\$0	\$4,400	\$0
Materials & Supplies	\$16,620	\$0	\$17,100	\$0
Internal Services	\$3,990	\$0	\$3,990	\$0
Total GF/non-GF	\$365,340	\$0	\$424,200	\$0
Program Total:	\$365,340		\$424,200	
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 2020: 10006-20 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 links people in Multnomah County to their government and County employees to one another. We do this by providing accurate, timely and responsive information on County services, employees and news. Staff chronicle, curate and disseminate the work of the Board of County Commissioners and County departments. The Office enables community members to express their needs by conducting public engagement, providing public records and working effectively with media. We support County employees through an internal weekly newsletter, media training and coverage, and strategic planning. We provide all emergency and crisis communications.

Program Summary

Communications staff create accessible, inclusive materials to engage and inform the public through writing, photography, video, audio recordings and graphic design. We strive to create credibility and trust in Multnomah County leadership, initiatives and services by providing thoroughly researched, fact-checked information in timely, accessible ways. We strive to provide content that is sensitive and respectfully represents our diverse community and workforce. All content is designed to reach as many people as possible through language translation, font and video format. We work to spotlight the expertise of County staff, the experiences of our clients and the extensive partnerships the County holds. To accomplish this, staff create and maintain more than 20 websites and rapidly stand up webpages on emerging issues such as disease outbreaks; new initiatives, such as wood smoke regulation; and new projects, such as the Earthquake Ready Burnside Bridge. The Office amplifies all information on the County's main social media accounts: Facebook, Twitter and Instagram. The Office works closely with reporters and news producers and shares staff-created photos, videos and news stories with news organizations ranging from culturally specific newspapers to national and international television networks. The Office works 24/7 to monitor and develop emergency health and safety communications for the public and employees. Staff support County leadership by developing position statements, op-eds, news releases and conducting media training. Using strategic communications, the Communications staff proactively anticipate issues and advise elected and department leaders and staff on critical concerns. The Office develops public education advertising campaigns and convenes public meetings. The staff receive and complete public records requests. The Office also connects all County employees to one another through the weekly Wednesday Wire newsletter. Staff develops a cohesive voice, style and brand for the organization and maintains those through constant interaction across departments. Key objectives for 2021:

- Communicate the County's broad and diverse Workforce Equity efforts through a comprehensive website, news stories, photos and videos documenting the employees and their initiatives, experiences and outcomes.
- Heighten the efforts of the Elections Division to expand ballot access to voters and conduct accurate, credible elections.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of news stories generated by the office in all media -- TV, print, radio, County website and blogs	1,722	1,700	1,520	1,500
Outcome	Number of multi-media videos/projects produced by the office	44	52	60	60
Output	Number of Twitter users for the County	27,594	28,000	32,500	32,700
Output	Number of Facebook followers	3,613	3,800	6,100	6,100

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,513,764	\$0	\$1,559,965	\$0
Contractual Services	\$11,310	\$0	\$11,650	\$0
Materials & Supplies	\$28,948	\$0	\$42,700	\$0
Internal Services	\$167,778	\$0	\$152,585	\$0
Total GF/non-GF	\$1,721,800	\$0	\$1,766,900	\$0
Program Total:	\$1,721,800		\$1,766,900	
Program FTE	11.00	0.00	10.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10007-20 Communications Office

Legal / Contractual Obligation

Multnomah County Code Chapter 25 established the Office of County Attorney and charges the County Attorney to be the Chief Legal Officer of the County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$5,327,780	\$0	\$5,637,340
Contractual Services	\$0	\$272,401	\$0	\$280,580
Materials & Supplies	\$0	\$225,310	\$0	\$245,931
Internal Services	\$0	\$677,039	\$0	\$552,849
Total GF/non-GF	\$0	\$6,502,530	\$0	\$6,716,700
Program Total:	\$6,502,530		\$6,716,700	
Program FTE	0.00	26.00	0.00	26.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,502,530	\$0	\$6,716,700
Total Revenue	\$0	\$6,502,530	\$0	\$6,716,700

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 2020: 10008-20 County Attorney's Office

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate the public safety plans, policies, operations, and strategies of local government agencies to improve the local public safety system's cost-effectiveness and responsiveness to the needs of the community. Since 1995, LPSCC has convened leaders from local governments; public safety, social service and education agencies; private service providers and local communities throughout the County to collaborate on and improve public safety system outcomes.

Program Summary

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). To carry out this mission, LPSCC's Executive Committee meets monthly to share information, identify issues and problems affecting public safety, and oversee development of new plans, policies, and strategies. The Executive Committee is co-chaired by Multnomah County Chair Deborah Kafoury and City of Portland Mayor Ted Wheeler.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system. Examples include: the Youth and Gang Violence Steering Committee, coordination between the public safety and mental health systems, decreasing Racial and Ethnic Disparities, and overseeing the Justice Reinvestment Program (House Bill 3194 from 2013) and MacArthur Foundation's Safety + Justice Challenge. It also oversees the operation of Decision Support System-Justice (DSS-J), the County's public safety data warehouse, which is a repository for public safety related data.

In FY 2021, LPSCC will fund the following staff: a full-time Executive Director, who directs and coordinates inter-agency public safety policy discussions; a full-time temporary Project Manager (grant funded and noted in 10009B); and a full-time Executive Assistant, who provides organizational and communications support. In addition, to support implementation of the MacArthur Foundation's Safety + Justice Challenge (SJC), LPSCC funds three Limited-Duration Assignment staff; a data analyst, a project manager, and a community engagement specialist.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of LPSCC Executive Committee and Subcommittee Meetings	240	170	170	190
Outcome	Average percentage of statutorily mandated LPSCC representatives present at Executive Committee meeting	59	65	65	70
Output	Number of policy recommendations made to County Commissioners	7	10	10	10

Performance Measures Descriptions

Legal / Contractual Obligation

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). In FY 2010, Multnomah County's Board of Commissioners transferred responsibility for the administration of DSS-J to the County's LPSCC, which agreed to oversee the development and maintenance of DSS-J and ensure data accuracy and security through a Policy Committee.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$695,847	\$0	\$747,986
Contractual Services	\$0	\$38,500	\$0	\$70,000
Materials & Supplies	\$0	\$126,639	\$0	\$22,377
Internal Services	\$743,880	\$57,494	\$769,000	\$49,197
Total GF/non-GF	\$743,880	\$918,480	\$769,000	\$889,560
Program Total:	\$1,662,360		\$1,658,560	
Program FTE	0.00	3.00	0.00	2.30

Program Revenues				
Intergovernmental	\$0	\$584,480	\$0	\$496,360
Other / Miscellaneous	\$0	\$304,000	\$0	\$393,200
Beginning Working Capital	\$0	\$30,000	\$0	\$0
Total Revenue	\$0	\$918,480	\$0	\$889,560

Explanation of Revenues

This program generates \$18,924 in indirect revenues.
 State Department of Corrections through SB 1145 - \$496,360
 MacArthur Foundation - \$393,200

Significant Program Changes

Last Year this program was: FY 2020: 10009A-20 Local Public Safety Coordinating Council

LPSCC received additional funds through the MacArthur Foundation for the Safety + Justice Challenge. This grant cycle will focus on pretrial system improvements. Funds will be allocated to limited duration staff throughout the criminal justice system to complete pretrial system changes. Due to reductions in SB1145 and HB 3194 funds (10009B) and the need for strategic planning costs in FY 2021, a 1.00 FTE LPSCC Research Project Manager position is eliminated across the two offers.

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate the public safety plans, policies, operations, and strategies of local government agencies to improve the local public safety system's cost-effectiveness and responsiveness to the needs of the community. This program offer is specifically for the justice reinvestment funds allocated from HB 3194 (2013) and HB 3078 (2015).

Program Summary

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities" (ORS 423.560). To carry out this mission, LPSCC's Executive Committee meets monthly to share information, identify issues and problems affecting public safety and oversee development of new plans, policies, and strategies. The Executive Committee is co-chaired by Multnomah County Chair Deborah Kafoury and City of Portland Mayor Ted Wheeler.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety system, (b) coordinated policies to improve that system and (c) evidence-based strategies that address issues important to community safety. The Council directs the work of several subcommittees and smaller working groups that focus on the most critical issues within the justice system, including implementation of HB 3194/3078 (Multnomah County Justice Reinvestment Program and services to victims of crime, as directed by 3194/3078 and the Criminal Justice Commission).

This program offer houses the funding for victim's services contracts, part of HB 3194/HB 3078. House Bill 3194 established the Justice Reinvestment Grant Program, which requires 10% of funds be spent on victims services. House Bill 3078 added additional funds to be used for the same victims services programs. The 10% is administered by LPSCC to contract with community-based victims services agencies. The funds must be allocated to underserved populations. As indicated in the rules developed by the Criminal Justice Commission, County LPSCCs are responsible for choosing and contracting with victim's services agencies.

This funding also supports a LPSCC Project Manger for the Multnomah County Justice Reinvestment Program.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 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.	595	500	500	450

Performance Measures Descriptions

*Contracts result in services for previously underserved victim populations.

Legal / Contractual Obligation

Senate Bill 1145 (1995) established LPSCCs in each of Oregon's 36 counties to "coordinate local criminal justice policy among affected criminal justice entities (ORS 423.560). As part of House bill 3194, counties apply for justice reinvestment grant funds. The State Criminal Justice Commission, which oversees statewide implementation of House Bill 3194, stated these applications "must be submitted by a local public safety coordinating council." Via HB3194, the LPSCC is also charge by the CJC to contract with and allocate funds to victim's services agencies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$171,166	\$0	\$127,902
Contractual Services	\$0	\$458,194	\$0	\$470,928
Total GF/non-GF	\$0	\$629,360	\$0	\$598,830
Program Total:	\$629,360		\$598,830	
Program FTE	0.00	1.00	0.00	0.70

Program Revenues				
Intergovernmental	\$0	\$629,360	\$0	\$598,830
Total Revenue	\$0	\$629,360	\$0	\$598,830

Explanation of Revenues

State HB 3194 Criminal Justice Commission (CJC) - \$598,830

Significant Program Changes

Last Year this program was: FY 2020: 10009B-20 HB3194 Justice Reinvestment

Due to reductions in SB1145 and HB 3194 funds (10009B) and the need for strategic planning costs in FY 2021, a 1.00 FTE LPSCC Research Project Manager position is eliminated across the two offers.

Department: Nondepartmental **Program Contact:** Dani Bernstein
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Community Involvement (OCI) was established by County Charter to develop and maintain community involvement programs and procedures for the purpose of facilitating direct communication between the people of Multnomah County and the Board of County Commissioners.

Program Summary

The OCI coordinates programs and activities designed to engage people from Multnomah County’s diverse communities and support the County’s community involvement programs. Programming includes community outreach, supporting county advisory groups, trainings and volunteer recognition. The OCI conducts continual outreach and recruitment to inform communities about opportunities to engage with Multnomah County by attending community events, fostering relationships with community partners and civic leadership programs, and through communications including social media and email.

The OCI maintains a community contact list for communications and sends out a quarterly e-newsletter with opportunities to volunteer on County advisory groups and participate in public input processes. The OCI provides a single point of contact for community members interested in volunteering through information and resources at its physical office, by maintaining lists of committees and other volunteer opportunities, managing inquiry and application processes, referring inquiries from the public to appropriate opportunities and resources, maintaining a database of active and potential volunteers, and facilitating board appointments to the Community Involvement Committee (CIC) and Community Budget Advisory Committees (CBACs). The OCI also hosts an annual volunteer recognition event for all county departments.

The OCI staffs the volunteer members of the CIC, including providing support, training and coordination for CIC meetings. The CIC serves as Multnomah County’s advisory body on community engagement and involvement. CIC members engage in an ongoing review of the County's community involvement policies and programs, bring community concerns to County leadership, and assist in facilitating communication between the County and the community.

The OCI manages the CBAC program by leading recruitment to fill vacancies, coordinating CBAC orientation and report submission deadlines, and serving as a resource for county employees who staff CBACs. The OCI also provides staffing and technical and clerical assistance to the County’s Central and Nondepartmental CBACs.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of CIC meetings and subcommittee meetings	4	15	30	25
Outcome	Percentage of participants in activities who felt time was well spent	88%	90%	90%	90%
Output	Number of community events attended	14	12	12	12
Outcome	Percentage of volunteer positions on CIC and CBACs filled	96%	85%	90%	85%

Performance Measures Descriptions

These measures reflect key activities and outcomes for the OCI according to its primary functions.

For performance measure 1, the CIC was on hiatus beginning June 2018 and resumed meetings in March 2019.

Legal / Contractual Obligation

Multnomah County Home Rule Charter Chapter 3.75; Resolution 95-245; Multnomah County Code 3.250-3.253, 3.300-3.306, 25.810-25.830. The County Charter states that the commission “shall appropriate sufficient funds for the operation of the office and the committee.”

Multnomah County Home Rule Charter Chapter 12.40. The County Charter states that the Office of Community Involvement will accept applications for electors and convene the meetings of the Charter Review Committee, and that the commission “shall appropriate sufficient funds for the Office of Citizen Involvement to carry out its duties herein.”

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$216,327	\$0	\$235,575	\$0
Contractual Services	\$6,080	\$0	\$6,270	\$0
Materials & Supplies	\$15,530	\$0	\$24,931	\$0
Internal Services	\$48,713	\$0	\$42,224	\$0
Total GF/non-GF	\$286,650	\$0	\$309,000	\$0
Program Total:	\$286,650		\$309,000	
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 2020: 10010-20 Office of Community Involvement

In 2016, voters approved Measure 26-185, amending Section 12.40 of Multnomah County Charter regarding the appointment of Charter Review Committee members. County Charter now specifies that beginning “January 1, 2021, the Office of Citizen Involvement shall begin accepting applications for electors” and the Charter Review Committee “shall convene its’ first meeting September 2021, and every six years thereafter.”

The OCI has a three-year work plan for convening the 2022 Charter Review Committee, spanning FY 2021, FY 2022, and FY 2023. The FY 2021 budget includes funds for conducting community education and outreach for Charter Review Committee applications.

Department: Nondepartmental **Program Contact:** Marina Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of the Board Clerk accounts for all functions and expenditures necessary for efficient operation of the Board of County Commissioners, who work on behalf of residents individually and as members of the Board. The Office of the Board Clerk supports the Board as a body by providing those things necessary for the Board to function effectively and collectively and provides information on items brought before the Board and public.

Program Summary

The Office of the Board Clerk manages all Board meetings, agendas, records, indices and schedules. It maintains and disseminates information pertaining to adopted resolutions, orders, ordinances and proclamations.

Board Clerks act to maintain the integrity of all Multnomah County processes and procedures pertaining to the Board of County Commissioners. They uphold the Board of Commissioners' vision and support its mission in their work.

Board Clerks serve as parliamentarians at all meetings, take minutes, prepare meeting records and notices and provide internal and external customer service, information and referral. They perform responsible clerical and research work associated with the proceedings of the meetings and the Board's actions and records. Board Clerks provide information on upcoming board items, post public notices and schedule the use of meetings space and equipment.

Board Clerks are responsible for: notifying internal and external customers of scheduled meetings and cancellations, processing, posting and distributing all agenda submissions and official documents that result from board action, and directives, and ensuring access for future internal and external inquiries. Board clerks provide members of the public with agendas, notices of public hearings, and access to public records. They provide custody of the records, books and documents of the Board and protect and preserve the official County records both electronically and on paper for perpetuity.

The Office pays for the County's memberships in advocacy organizations including the National Association of Counties, Association of Oregon Counties, and Leader's Round Table.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Total number of Board related documents processed.	3,744	5,000	4,500	5,000
Outcome	Board Meeting Minutes uploaded and available to the public within two weeks.	91%	90%	90%	90%
Outcome	Board adopted resolutions, proclamations, orders and ordinances available to the public within 1 week.	86%	90%	90%	90%

Performance Measures Descriptions

Board related documents are digital files and include board packets, proclamations, resolutions, orders, ordinances and other related documents. Output of documents processed is lower than previous years due to increased efficiency of documents saved electronically.

Legal / Contractual Obligation

Commissioners affirm to support the Constitutions of the United States, the State of Oregon, the Multnomah County Home Rule Charter, and Multnomah County Laws. The Board adopts and publishes rules for the conduct of Board meetings, they serve as the governing body for Dunthorpe-Riverdale Sanitary and Service District No. 1; Mid-County Street Lighting Service District No. 14; sit as the County Budget Committee; The Hospital Facilities Authority; Public Contract Review Board; Multnomah County Board of Health and Multnomah County Library District Board.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$290,493	\$0	\$306,940	\$0
Contractual Services	\$32,300	\$0	\$33,270	\$0
Materials & Supplies	\$323,628	\$0	\$332,230	\$0
Internal Services	\$456,047	\$0	\$316,080	\$0
Total GF/non-GF	\$1,102,468	\$0	\$988,520	\$0
Program Total:	\$1,102,468		\$988,520	
Program FTE	2.35	0.00	2.35	0.00

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

Explanation of Revenues

\$37,768 one-time-only General Fund

Significant Program Changes

Last Year this program was: FY 2020: 10011-20 Office of the Board Clerk

The 0.35 FTE reflects increased time spent by the Constituent Relations Coordinator on backup Board Clerk training and monthly duties including supporting board meetings, scheduling meeting space and serving as an initial point of contact for the Board's offices. \$37,768 of one-time-only funds for the second of four annual payments toward the full Association of Oregon Counties (AOC) assessment of \$147,070 to repay funds the AOC inappropriately borrowed from the Road Fund.

Department: Nondepartmental **Program Contact:** Christopher Voss
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Management (MCEM) coordinates disaster preparedness activities in Multnomah County. This includes planning, training, exercise and equipment procurement for staff and departments and coordination with cities, special districts and nongovernmental organizations. MCEM maintains a 24/7 call number to respond to requests from county and city public safety partners and can quickly set up an operations center to respond to county emergencies. MCEM also authors and updates several plans including the County Mitigation Plan and County Emergency Operations.

Program Summary

The MCEM program focus includes: 1) County general and departmental preparedness, 2) Intergovernmental and regional preparedness, 3) Citizen and community preparedness and resilience and 4) the County's ability to continue critical operations in an emergency situation. MCEM regularly collaborates with local jurisdictions, districts and agencies engaged in emergency planning.

MCEM understands that a resilient community can potentially reduce the burden on limited emergency response capacity in a severe emergency. For that reason, MCEM works with businesses, non-governmental organizations, faith based groups, volunteer organizations and directly with community members to encourage disaster resilience and create a coordinated response to disasters. MCEM fosters citizen preparedness and community resilience through working relationships with a diverse group of community partner organizations.

Program activity is informed by the Emergency Management Performance Grant (EMPG) work agreement, which includes staff training plans, a rigorous disaster exercise schedule, disaster plan management and coordination with volunteer, State and Federal partners.

During an emergency, MCEM activates and manages the County Emergency Operations Center (EOC) 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Annual exercise performance objectives successfully tested.	100%	100%	100%	100%
Outcome	Oregon Emergency Management requirements met for annual performance grant.	100%	100%	100%	100%

Performance Measures Descriptions

Output: Annual exercise of Emergency Coordination Center and evaluation of performance of established objectives in an After Action Report (AAR). Outcome: There are 8 eligible funding areas, each with multiple planning activities, in the Emergency Performance Grant (EMPG). This annual measurement covers activities for a competent emergency management program.

Legal / Contractual Obligation

ORS 401.305 requires Multnomah County to establish an emergency management program and Multnomah County Code Chapter 25.410 establishes the County's Office of Emergency Management.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$726,572	\$10,000	\$1,182,466	\$309,875
Contractual Services	\$134,900	\$290,000	\$138,950	\$305,150
Materials & Supplies	\$102,557	\$103,612	\$121,076	\$416,625
Internal Services	\$515,119	\$51,301	\$516,568	\$7,850
Total GF/non-GF	\$1,479,148	\$454,913	\$1,959,060	\$1,039,500
Program Total:	\$1,934,061		\$2,998,560	
Program FTE	5.00	0.00	7.00	2.00

Program Revenues				
Intergovernmental	\$0	\$728,370	\$0	\$1,039,500
Total Revenue	\$0	\$728,370	\$0	\$1,039,500

Explanation of Revenues

This program generates \$7,850 in indirect revenues.
Emergency Management Performance Grant - \$317,850
Urban Areas Security Initiative Grants - \$296,650
State Homeland Security Program - \$385,000
Hazard Mitigation Grant Program - \$40,000

The total of grants revenue (\$1,039,500) represents an increased effort over the last several years to pursue competitive grants. These efforts have been made possible through active committee participation, participation in grant review committees and incorporation of recent assessments into our grant applications, which have quantified and qualified the need for program improvements.

Significant Program Changes

Last Year this program was: FY 2020: 10012A-20 Office of Emergency Management

Department: Nondepartmental **Program Contact:** Chris Voss
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Management (MCEM) provides planning, training and exercise support across county departments, and for our jurisdictions and community partners. As the number and intensity of hazard events increases, our community needs additional support from the county. The addition of 1.00 FTE allows MCEM to provide additional support to our most vulnerable communities through additional training and exercises and the expansion of the Emergency Management Visualization Tool (EMVT) (formerly known as DataMart).

Program Summary

A changing climate and growing community are altering the way hazard events impact Multnomah County. For this part of the country, climate models project an increase in hotter, drier summers with more high-heat days; an increase in drought and wildfire, and wildfire smoke; and more heavy rain events that can lead to an increase in landslides and flooding. As our population and built environment grow, we can expect greater exposure to these changing risks and their associated costs.

This new position will allow the county to focus on training (0.40 FTE), exercises (0.30 FTE) and EMVT coordination (0.30 FTE) to support many of the county's vulnerable communities that are disproportionately impacted in emergencies, and may bear the greater burden as our overall risk rises. Additional training and exercise capabilities would include: 2 additional joint exercises with county partners, including an annual East County fire response exercise, 3 additional workshops annually focusing on a different discipline and promoting county coordination, such as schools, healthcare facilities, utility partners, and shelters, 4 additional countywide training courses, and improved training course tacking.

The EMVT focus of this position is expansion and coordination of the EMVT developed by DCHS, to make it a more powerful enterprise-wide system. This tool allows the County to identify within minutes all DCHS clients and their proximity to each emergency. During the Eagle Creek Fire, the Emergency Operations Center (EOC) was able to identify and then make contact with all DCHS clients with evacuation zones to ensure situational awareness, identify personal safety needs, and discuss protective actions and emergency resources using the EMVT. However, the current EMVT model provides only part of the picture. Many others in the County, who are not DCHS clients, also experience barriers to emergency services and are not captured in the EMVT, such as clients of the Health Department. The EMVT has potential to include data from these departments, making it a powerful life-safety decision-making tool during emergencies. Managing a tool that spans multiple departments stretches beyond DCHS scope, but fits well within the mission of the MCEM to provide emergency management services countywide and across all departments. This position will coordinate with DCHS, other departments, and other MCEM partners to build out this tool so it can provide a comprehensive picture of who and where the most vulnerable populations are located as well as each person's unique situation and potential life safety needs during emergencies.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Annual workshop performance objectives successfully completed.	N/A	N/A	N/A	100%
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$121,445	\$0
Materials & Supplies	\$0	\$0	\$3,555	\$0
Total GF/non-GF	\$0	\$0	\$125,000	\$0
Program Total:	\$0		\$125,000	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$871,599	\$0	\$910,102	\$0
Contractual Services	\$122,700	\$0	\$121,390	\$0
Materials & Supplies	\$38,531	\$0	\$34,637	\$0
Internal Services	\$74,460	\$0	\$67,621	\$0
Total GF/non-GF	\$1,107,290	\$0	\$1,133,750	\$0
Program Total:	\$1,107,290		\$1,133,750	
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 2020: 10016-20 Government Relations Office

Department: Nondepartmental **Program Contact:** Ben Duncan
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Diversity and Equity (ODE) is a team of professional resource experts and a partner in advancing equity by designing and delivering tangible resources, expertise, best and promising practices, technical support, data and data analysis. ODE works to advance transformational change at the county and develops empowering tools for internal and external communities.

Program Summary

ODE provides leadership and resources for advancing organizational equity and inclusion change efforts that support the business of the county.

ODE works with and within departments to lead, support and complement equity and social justice work throughout the County. Projects and resources include: Civil Rights policy development and compliance, Workforce Equity Strategic Plan implementation, policy analysis, Equity and Empowerment Lens technical assistance and consultation, research and best practices for data collection and analysis, training on equity practice and issues, and participates in regional and national networks. ODE is represented as a Steering Committee jurisdiction for the National Governing Alliance for Racial Equity, and planning partner for the NW Public Employee Diversity Conference.

This offer funds FTE for the coordination and implementation of the Workforce Equity Strategic Plan, application of the Equity and Empowerment Lens with a Racial Justice focus; technical assistance, training, research, development and guidance on policy advancing equity; staffing and leadership development support for the Multnomah Youth Commission; and coordination of Employee Resource Groups

This offer reflects the additional FTE created in the Civil Rights Policy Unit in FY 2020. This unit is responsible for advancing equity by developing, implementing and monitoring federally required Affirmative Action and Equal Employment requirements, working collaboratively with Human Resources, Department Directors, Executives and Managers to support and ensure best practices in recruitment, hiring, promotion and termination decisions, and ADA accommodation quality improvement.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Employee Resource Groups managed and coordinated	9	9	9	9
Outcome	Percentage of Workforce Equity Strategic Plan performance measures met	100%	100%	100%	100%
Output	Number of compliance reports completed	1	1	1	3

Performance Measures Descriptions

For performance measure 3, ODE is reflecting new resources in the Civil Rights Policy Unit focused on equity and accommodations for employees with disabilities and our continued obligation to ensure we are meeting federal compliance requirements.

Legal / Contractual Obligation

Title II, Title VI administration for the County
Affirmative Action, Equal Employment Opportunity
Administers discrimination complaint/grievance processes

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,046,255	\$0	\$1,181,073	\$0
Contractual Services	\$30,530	\$0	\$15,000	\$0
Materials & Supplies	\$75,918	\$0	\$56,345	\$0
Internal Services	\$201,579	\$0	\$136,262	\$0
Total GF/non-GF	\$1,354,282	\$0	\$1,388,680	\$0
Program Total:	\$1,354,282		\$1,388,680	
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 2020: 10017A-20 Office of Diversity and Equity

Includes the Civil Rights Policy Unit which was an out of target add in FY 2020.
Separates College to County in its own program offer as ODE is engaging in a process to update the County Code relative to ODE responsibilities, and coordination of the program in Organizational Learning winter/spring of 2020.

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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Youth Commission Meetings held	22	22	22	22
Outcome	Youth-led policies impacted and/or advocated for	9	12	10	12
Output	Number of partnerships established	7	10	8	10

Performance Measures Descriptions

The outcome measure has shifted to reflect the primary role and responsibility of the Multnomah Youth Commission as the official youth policy body for Multnomah County and the City of Portland. This includes both the role of building partnerships and the impact on policies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$130,827	\$0	\$139,297	\$0
Materials & Supplies	\$10,003	\$0	\$20,003	\$0
Total GF/non-GF	\$140,830	\$0	\$159,300	\$0
Program Total:	\$140,830		\$159,300	
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 2020: 10017B-20 Multnomah Youth Commission Support

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$8,450	\$0
Materials & Supplies	\$0	\$0	\$20,170	\$0
Total GF/non-GF	\$0	\$0	\$28,620	\$0
Program Total:	\$0		\$28,620	
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 2020: 10017A-20 Office of Diversity and Equity

Department: Nondepartmental **Program Contact:** John Wasiutynski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County Office of Sustainability was established in 2010 to help plan, implement and coordinate the County's environmental sustainability programs. The Office of Sustainability's mission is to work with County Departments and the community to promote programs and policies that lead to a more equitable, prosperous, and environmentally sound Multnomah County. We envision a Multnomah County that is: Equitable, Livable, Healthy, Resilient, and Low-Carbon.

Program Summary

The Office of Sustainability works with the community and County departments to develop unique partnerships that help make Multnomah County a better place to live, work, and do business. The Office of Sustainability is not only committed to a healthy planet but also firmly roots our work in Multnomah County's mission to protect the most vulnerable in our community. This value shapes the way we approach sustainability, an approach based on achieving social, economic, and environmental justice.

Major focus areas for FY 2021 include implementing a governance structure for the 2020 Climate Action Plan update, implementation of the Commercial Building Property Assessed Clean Energy program (PropertyFit), planting trees in low-income low tree canopy neighborhoods in Gresham, advancing the County's ability to engage in Environmental Justice work through the development of the Board adopted Environmental Justice Snapshot, begin work on the 2020 Climate Action Plan update and supporting a culture of resource-conservation in County operations. The Office of Sustainability will accomplish these goals by working with the County's elected leaders to develop and respond to new policies; by providing technical support to County departments and community organizations; through direct program delivery; and through research, data analysis, and reporting.

The Office of Sustainability will lead the Climate Action Plan update in a new direction, one that is fully rooted in a community vision of a just transition and that center frontline community voices. The governance structure will help to facilitate the development of the plan and ensure ongoing accountability and adherence to the plan.

The Office of Sustainability will also work to implement the Board's commitment to 100% renewable energy by 2050 through a partnership with business and community to develop sound strategies that will decarbonize our economy and build wealth and autonomy in our communities. The Office will prioritize the decarbonization of the electric grid.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of unique County employees engaged with programming offered by the Office of Sustainability.	1080	1,200	1,100	1,000
Outcome	Decrease in community wide greenhouse gas emissions over 1990 levels based on trend line analysis.	21%	22%	15%	17%

Performance Measures Descriptions

Greenhouse gas emissions are up due to the increase in the use of transportation fuels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$643,854	\$17,000	\$665,725	\$40,000
Contractual Services	\$10,930	\$83,000	\$11,260	\$55,000
Materials & Supplies	\$35,063	\$0	\$41,362	\$0
Internal Services	\$72,683	\$0	\$63,553	\$0
Total GF/non-GF	\$762,530	\$100,000	\$781,900	\$95,000
Program Total:	\$862,530		\$876,900	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$100,000	\$0	\$95,000
Other / Miscellaneous	\$5,000	\$0	\$0	\$0
Total Revenue	\$5,000	\$100,000	\$0	\$95,000

Explanation of Revenues

East Multnomah Soil & Water Conservation District Green Gresham/Healthy Gresham Tree Planting Grant - \$70,000
 DEQ Woodsmoke Grant - \$25,000

Significant Program Changes

Last Year this program was: FY 2020: 10018-20 Office of Sustainability

The Office of Sustainability added a Program Technician position in FY 2020. The new position expands the office's ability to engage with the community to create justice-focused policies.

Department: Nondepartmental **Program Contact:** John Wasiutynski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program funds Phase I study of Multnomah County's Fossil Fuel Infrastructure. The program is funded in partnership with the City of Portland. The work will be overseen by the Multnomah County Office of Sustainability and performed by Portland State University. The overall study is expected to analyze risks associated with fossil fuels and the value to the public of risk management alternatives. Phase I will review the scope of the issue.

Program Summary

Fossil fuel infrastructure poses both benefits and risks to the residents of Multnomah County. The benefits of the infrastructure notably include the delivery of liquid and gaseous fuels needed to power homes, buildings, and transportation. The risks, however, are many-fold and poorly understood. This study, at a high level, seeks to understand those risks in more detail and to also describe mechanisms by which the public can be insulated from the cost of those risks. Risks associated with fossil fuel infrastructure include, but are not limited to, environmental and human health risks from accidents, infrastructure abandonment, and catastrophic failure due to a seismic event. Risks also include the damage to air quality and the climate system due to the combustion of these fuels.

The study funded by this request will examine typology and magnitude of public financial risks associated with fossil fuel infrastructure, typology of financial assurance mechanisms available for internalizing these risks, gap analysis of financial assurance mechanisms, recommendations for additional financial assurance mechanisms, including order of magnitude estimates for range of required bonding, trust funds, etc., and analysis of climate change costs, including the cost of adaptation, and the annualized cost estimate of fossil fuel throughput per ton of embodied CO2. The report will inform planning and potential future legislative action by the Board of County Commissioners and the Portland City Council.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Completed IGA with Portland State University for completion of study.	N/A	1	1	1
Outcome	Study is used to inform legislative decisions by the City and County.	N/A	N/A	N/A	100%
Output	Completed final report.	N/A	1	N/A	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$50,000	\$0	\$40,000	\$50,000
Total GF/non-GF	\$50,000	\$0	\$40,000	\$50,000
Program Total:	\$50,000		\$90,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$50,000
Beginning Working Capital	\$0	\$0	\$40,000	\$0
Total Revenue	\$0	\$0	\$40,000	\$50,000

Explanation of Revenues

City of Portland - \$50,000

Significant Program Changes

Last Year this program was: FY 2020: 10018B-20 Multnomah County's Fossil Fuel Infrastructure Study - Phase I

Due to the timing of initiating the intergovernmental agreement (IGA) between the City and County, the study will not begin until April 2020. This program offer re-appropriates the funding for an additional year to complete the study.

Department: Nondepartmental **Program Contact:** Madison Cario
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 & resource for arts and culture. (2) Grants provide artists & arts organizations with base financial support they need to continue serving our community. (3) Nationally acclaimed Public Art program, including the Multnomah County 2% for Art Ordinance, integrates a wide range of art into public spaces. (4) Other Community Services including workshops for artists, consulting for arts organizations, and a variety of printed and electronic resources; (5) RACC is partnering with YA to help K-8 schools integrate the arts into the standard curriculum. RACC continues to support art and music teachers funded by Portland's arts tax; and (6) RACC invests in arts-related programming that supports vulnerable populations and marginalized communities in Multnomah County, including low-income Oregonians, veterans, East County, seniors & people experiencing homelessness.

Arts and culture activities add measurable value to our region's economy and to our quality of life. Artists and arts organizations bring residents together for shared cultural experiences that stimulate creativity which in turn supports more innovative businesses and a richer educational experience for our children. A vibrant arts community serves as a magnet for young creatives, and Multnomah County's investment in the arts contributes to the competitive advantage we have over other regions competing to attract sustainable businesses and an innovative, well-educated workforce. Multnomah County is home to the vast majority of the region's artists and arts and culture organizations, which together generate more than \$294 million for the local economy and \$12.5 million for local government coffers every year.

FY 2021 program allocations for County dollars include investments in the following programs: \$250,000 for grants and technical assistance services for artists and arts organizations, \$20,000 for arts education and assessment (not including The Right Brain Initiative), \$10,000 for advocacy programs, and \$20,000 for general management and sustaining services such as accounting and information technology/web services. RACC receives separate funding from Multnomah County to fund public art projects through the County's 2%-for-art ordinance.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Dollars leveraged from other sources (in millions)	\$12	\$11	\$11.5	\$12
Outcome	Multnomah County children engaged in creative learning	9,750	9,750	9,275	15,000
Output	Number served by RACC-funded projects (total attendance in millions)	3.75	3.75	3.75	3.75
Outcome	Improvement in reading and math scores	2.5 times	2.5 times	2.5 times	2.5 times

Performance Measures Descriptions

FY 2021 engagement will be measured by an in-depth assessment of the impact of arts pathways created by sustained funding from the Arts Education Access Fund and its continued partnership with the Right Brain program through Young Audiences. RACC will continue to focus on bringing resources to historically under-served communities, artists, arts organizations and schools.

Legal / Contractual Obligation

RACC operates as a steward of Multnomah County investments in arts and culture via contract #440000704.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$300,000	\$0	\$300,000	\$0
Total GF/non-GF	\$300,000	\$0	\$300,000	\$0
Program Total:	\$300,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 10020-20 Regional Arts & Culture Council

In FY 2017, funding for RACC was increased by \$130,000 to help RACC provide significantly more grants and services for artists & arts organizations in underrepresented communities including East County, communities of color, low-income Oregonians, and other marginalized populations. This program continues those investments.

In FY 2020, RACC will complete the transfer of the Right Brain Initiative (RB) to its long-time partner, Young Audiences. This shift will enable RB to scale while also enabling RACC to provide more grants and services for artists & arts organizations in underrepresented communities including East County, communities of color, low-income Oregonians, and other marginalized populations.

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,005,000	\$0	\$1,005,000	\$0
Materials & Supplies	\$84,979	\$0	\$165,019	\$0
Internal Services	\$8,777,173	\$414,993	\$9,993,006	\$1,763,475
Total GF/non-GF	\$9,867,152	\$414,993	\$11,163,025	\$1,763,475
Program Total:	\$10,282,145		\$12,926,500	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$1,000,000	\$0	\$1,000,000	\$0
Total Revenue	\$1,000,000	\$0	\$1,000,000	\$0

Explanation of Revenues

Operating courtrooms is a General Fund obligation of the County. The Multnomah Law Library pass-through payment is fully supported by state-mandated court filing fees.

Debt service on the East County Courts is offset by a rebate received under the Build America Bonds program. Debt service costs were \$413,475 per year (net) from FY 2012 through FY 2020, and \$1.7 million per year from FY 2021 through FY 2030.

Significant Program Changes

Last Year this program was: FY 2020: 10021-20 State Mandated Expenses

Multnomah County's central courthouse was built between 1909 and 1914, when the county had only 250,000 residents and long before modern building code standards for the region's risk of earthquakes were in place. Multnomah County is committed to providing a safe and functional central courthouse. The new 17 story, 44-courtroom courthouse is scheduled to open in summer 2020.

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. Starting in FY 2021, the program offer assumes that East County Cities will receive a portion of net new revenue collections from the March 2020 adjustments.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$9,952,155	\$0	\$8,050,691	\$0
Total GF/non-GF	\$9,952,155	\$0	\$8,050,691	\$0
Program Total:	\$9,952,155		\$8,050,691	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

The BIT pass-through is 25% of the first 0.6% of BIT collections. Starting in FY 2021, the program offer assumes that East County Cities will receive a portion of net new revenue collections from the March 2020 adjustments.

Significant Program Changes

Last Year this program was: FY 2020: 10022-20 Pass-Through Payments to East County Cities

Following the Board of County Commissioner's BIT changes in March 2020, it is assumed that East County Cities will receive a portion of net new revenues.

Department: Nondepartmental **Program Contact:** Eric Arellano
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, improved collections development and care, and new and compelling exhibits and programming. OHS is committed to serving the diverse communities of Multnomah County and the State of Oregon, and it reflects that commitment in every aspect of its operations.

Four east Multnomah County historical societies-- East County Historical Organization, Gresham Historical Society, Troutdale Historical Society, and Crown Point Country Historical Society--will together receive \$160,000 annually from the levy proceeds. These funds are critical to the continued operation of these four organizations. They levy allocates the balance, estimated at \$3.2 million in FY 2019-20 to the Oregon Historical Society for its programs and operations.

In 2019, OHS opened a new 7,000 square foot permanent exhibit, Experience Oregon. The exhibit has received wide praise for how it honestly addresses all of Oregon history, including the mistreatment of minority populations. Fighting for the Right to Fight: African American Experiences in World War II exhibit displayed the story of thousands of African Americans who rushed to enlist, intent on serving the nation that treated them as second-class citizens.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Multnomah County citizens admitted free of charge	27,707	27,500	32,632	35,000
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	253	250	326	330
Quality	Care of Collections through additional curator/registrar	1	1	3	1

Performance Measures Descriptions

Due to levy funding, public programs continue to increase in number as well as attendance. The diversity of public program topics, such as Exiled to Nowhere: A Symposium on the Rohingya Crisis, a six part symposium series on genocide and gender based violence; Wild Wild History: The Rise and Fall of Rajneeshpuram; Islamophobia and White Nationalism in Oregon, are just a few of the diverse program topics that drew new audiences and increased attendance by 29%.

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.

This levy will continue through FY 2020-21.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$3,453,288	\$0	\$3,403,091
Internal Services	\$0	\$7,500	\$0	\$7,500
Total GF/non-GF	\$0	\$3,460,788	\$0	\$3,410,591
Program Total:	\$3,460,788		\$3,410,591	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$3,382,788	\$0	\$3,385,430
Interest	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$75,000	\$0	\$22,161
Total Revenue	\$0	\$3,460,788	\$0	\$3,410,591

Explanation of Revenues

This program generates \$7,500 in indirect 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 2020: 10023-20 OHS Local Option Levy

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$80,300	\$0	\$80,300
Total GF/non-GF	\$0	\$80,300	\$0	\$80,300
Program Total:	\$80,300		\$80,300	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$80,000	\$0	\$80,000
Interest	\$0	\$100	\$0	\$100
Beginning Working Capital	\$0	\$200	\$0	\$200
Total Revenue	\$0	\$80,300	\$0	\$80,300

Explanation of Revenues

The County School Fund is credited with 25% of the revenue received from the statewide assessment of railroad cars apportioned to each County. Revenues have averaged \$15,000-\$20,000 over the past several years.

Significant Program Changes

Last Year this program was: FY 2020: 10024-20 County School Fund

Department: Nondepartmental **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer budgets the revenue and expenditures associated with the County's commitment to fund the Oregon Convention Center and the Visitors Development Initiative. This program operates under intergovernmental agreements (IGAs) between Multnomah County, the City of Portland, and Metro. The program accounts for proceeds of the Transient Lodging Tax and Motor Vehicle Rental Tax that are passed through to Metro for operation of the Oregon Convention Center and other tourism related entities.

Program Summary

This program accounts for a portion of taxes collected from area hotels, motels, and vehicle rental agencies. The Transient Lodging Tax has supported the Oregon Convention Center since 1986. The tax is set at 11.5% on all hotel and motel room rentals in Multnomah County. Cities retain 5% of the tax generated within their boundaries. Another 1% supports regional tourism promotion. The remaining 5.5% supports programs associated with the Oregon Convention Center, the Regional Arts & Culture Council (RACC), and the Visitors Development Board. The Motor Vehicle Rental Tax was increased by the Board of County Commissioners in April, 2000. This 2.5% increment is entirely dedicated to support the activities noted above.

This program supports the Oregon Convention Center which hosts programs, conferences, and events that bring visitors and business groups to Portland. The tourism and travel industry is among the leading private sector employers in Oregon. Large conventions generate significant activity for local hotels, restaurants, and retail establishments. A report prepared in 2018 by Crossroads Consulting Services documents the dollar impact of the visitors facilities managed by Metro. The report estimated the total economic impact at \$773 million.

The Visitors Facilities Intergovernmental Agreement (VFIGA) was amended in FY 2020. The VFIGA supports regional visitor facilities and visitor industry development in the Portland-Multnomah County area. The agreement is between the City of Portland, Multnomah County, and Metro. The amended agreement established the Multnomah County "Livability and Safety Support Services" allocation. The funding supports services and programs for people experiencing homelessness, or who are at risk of becoming homeless, and services and programs addressing the community livability and safety concerns associated with homelessness. The fund allocates to County \$2.5 mil in FY20 and FY21, \$3.25 mil in FY22, \$3.7 mil in FY23, and \$5.25 mil in FY24 and beyond (escalated annual by CPI).

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Impact (\$ in millions) of Convention Center Visitors to County Economy	621	587	598	600
Outcome	Number of Employees in Travel/Tourism Industry (Est.)	5,900	5,355	5,540	6,000

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$44,094,044	\$0	\$51,234,050
Total GF/non-GF	\$0	\$44,094,044	\$0	\$51,234,050
Program Total:	\$44,094,044		\$51,234,050	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$44,053,663	\$0	\$51,190,913
Interest	\$0	\$3,000	\$0	\$8,000
Beginning Working Capital	\$0	\$37,381	\$0	\$35,137
Total Revenue	\$0	\$44,094,044	\$0	\$51,234,050

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 2020: 10025-20 Convention Center Fund

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$3,000	\$0	\$3,000
Debt Service	\$0	\$32,304,766	\$0	\$28,603,811
Unappropriated & Contingency	\$0	\$4,872,926	\$0	\$6,252,737
Total GF/non-GF	\$0	\$37,180,692	\$0	\$34,859,548
Program Total:	\$37,180,692		\$34,859,548	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$298,895	\$0	\$299,413
Other / Miscellaneous	\$0	\$30,856,471	\$0	\$27,475,535
Interest	\$0	\$20,000	\$0	\$136,000
Beginning Working Capital	\$0	\$6,005,326	\$0	\$6,948,600
Total Revenue	\$0	\$37,180,692	\$0	\$34,859,548

Explanation of Revenues

Debt service payments are collected from departments through internal service reimbursements and passed through to the Capital Debt Retirement Fund.

Per House Bill 4093, a District Court surcharge on certain traffic and parking fines will support the Central Courthouse capital construction project.

Significant Program Changes

Last Year this program was: FY 2020: 10026-20 Capital Debt Retirement Fund

In FY 2020 the County issued debt for the NEPA Phase of the Burnside Bridge replacement project (FFC Series 2019, Direct Bank Placement) in the amount of \$16,075,000 with a 10 year term. The debt service will be fully funded with vehicle registration fee revenue.

Legal / Contractual Obligation

Pursuant to an Intergovernmental Agreement with Prosper Portland dated July 12, 2012, the County has agreed to support the six NPI districts by paying an amount equal to revenues the County receives pursuant to ORS 457.470(4) in connection with each district. This obligation continues until 2022, or until certain funding limits have been reached.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$500,000	\$0	\$600,000	\$0
Total GF/non-GF	\$500,000	\$0	\$600,000	\$0
Program Total:	\$500,000		\$600,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

These payments made from the County's General Fund.

Significant Program Changes

Last Year this program was: FY 2020: 10027-20 Neighborhood Prosperity Initiative

Legal / Contractual Obligation

Principal and interest on the PERS Pension Obligation Bond are a binding debt obligation. The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bonds as authorized by state statute.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$25,461,450	\$0	\$10,461,450
Debt Service	\$0	\$25,195,000	\$0	\$26,615,000
Unappropriated & Contingency	\$0	\$12,869,187	\$0	\$16,315,983
Total GF/non-GF	\$0	\$63,525,637	\$0	\$53,392,433
Program Total:	\$63,525,637		\$53,392,433	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$25,257,070	\$0	\$36,463,961
Financing Sources	\$0	\$10,054,826	\$0	\$0
Interest	\$0	\$553,211	\$0	\$332,000
Beginning Working Capital	\$0	\$27,660,530	\$0	\$16,596,472
Total Revenue	\$0	\$63,525,637	\$0	\$53,392,433

Explanation of Revenues

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2021, departments will pay 8.97% of payroll costs toward the retirement of the Pension Obligation Bonds.

Significant Program Changes

Last Year this program was: FY 2020: 10028-20 PERS Pension Bond Sinking Fund

Budgeted expenses for FY 2021 also include \$450,000 to account for the County's obligations to members of the Oregon Public Service Retirement Program (OPSRP) who belong to labor unions covered by collective bargaining agreements.

Department: Nondepartmental **Program Contact:** Raffaele Timarchi
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Work experience is critical for marginalized youth to successfully transition into adulthood and toward economic self-sufficiency. This offer ensures training and job placement for youth who face barriers to employment, and supports regional workforce development efforts with public and private partnerships.

Program Summary

This program supports key interventions in the lives of low-income and disadvantaged youth to help stabilize vulnerable individuals, reduce recidivism rates, and create economic opportunities by connecting them to supported work experiences year-round. Participants receive work-readiness training, job coaching, and professional networking opportunities to assist their transition to stability and financial independence.

SummerWorks, a key component of this program, enables youth ages 16 to 24 to gain valuable work experience at Multnomah County or in partnership with external work sites that support the County's mission through flexible paid internships.

Due to COVID-19, parts of this program offer are being reduced or suspended because of uncertainty related to program timeline and ability to safely follow public health guidelines regarding social distancing.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participating youth*	564	540	485	150
Outcome	Percentage of youth who complete training and internship hours	86%	80%	75%	80%
Outcome	Percentage of participating youth experiencing barriers to employment**	N/A	N/A	N/A	90%
Outcome	Percentage of youth of color participating	N/A	N/A	N/A	70%

Performance Measures Descriptions

Performance measures 3 and 4 are new for FY 2021.

*Defined as youth completing 80% of planned worked hours and received a positive evaluation from their work site supervisor.

**Barriers to employment include, but are not limited to disability, homelessness, criminal justice involvement, immigrant/refugee status, and engagement with the foster care system.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$123,048	\$0	\$131,104
Contractual Services	\$0	\$1,503,360	\$0	\$515,000
Materials & Supplies	\$0	\$23,097	\$0	\$23,472
Internal Services	\$0	\$495	\$0	\$1,084
Total GF/non-GF	\$0	\$1,650,000	\$0	\$670,660
Program Total:	\$1,650,000		\$670,660	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

Multnomah County Video Lottery Funds - \$670,660

Significant Program Changes

Last Year this program was: FY 2020: 10029A-20 Youth Opportunity and Workforce Development Program

Due to COVID-19, parts of this program offer are being reduced or suspended because of uncertainty related to program timeline and ability to safely follow public health guidelines regarding social distancing.

Legal / Contractual Obligation

The Complaints Investigation Unit will be responsible for identifying potential violations of State and Federal employment laws, Multnomah County personnel rules and collective bargaining agreements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,096,564	\$0	\$906,309	\$0
Contractual Services	\$18,000	\$0	\$139,507	\$0
Materials & Supplies	\$72,000	\$0	\$82,200	\$0
Internal Services	\$150,000	\$0	\$143,540	\$0
Total GF/non-GF	\$1,336,564	\$0	\$1,271,556	\$0
Program Total:	\$1,336,564		\$1,271,556	
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 2020: 10040-20 Complaints Investigation Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Materials & Supplies	\$0	\$0	\$0	\$20,000,000
Total GF/non-GF	\$0	\$0	\$0	\$20,000,000
Program Total:	\$0		\$20,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$20,000,000
Total Revenue	\$0	\$0	\$0	\$20,000,000

Explanation of Revenues

The CARES Act provides \$150 billion in payments to State, Local, and Tribal governments navigating the impact of the COVID-19 outbreak. Funds will be distributed by the US Treasury to States and eligible local governments and are too be used to cover Covid-19 related expenses

Significant Program Changes

Last Year this program was:

Department: Nondepartmental

Program Contact: Marc Jolin

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This offer supports operations for the Joint City-County Office of Homeless Services (JOHS). The JOHS is the backbone agency supporting a collective impact approach to preventing and ending homelessness in the City of Portland and Multnomah County. The City and the County consolidated resources and services under the JOHS to fund community initiatives to prevent and ultimately end homelessness for tens of thousands of individuals and families each year. The JOHS is guided by the shared values and common agenda of the A Home for Everyone (AHFE) partners, and a commitment to maximizing the benefits of local public investments.

Program Summary

Homelessness is an ongoing crisis in the City of Portland and Multnomah County. In the last several years, our community has come together and responded in unprecedented ways. The JOHS represents a shared commitment between the City of Portland and Multnomah County to expand, improve, and simplify access to the range of services needed to address homelessness in our community. JOHS administers contracts for homeless services, plans and manages systems of care, oversees system reporting and evaluation, conducts homeless street counts and one night shelter counts, and writes proposals to and monitors funds issued by the U.S. Department of Housing and Urban Development's Continuum of Care program. These operations affect the lives of tens of thousands of homeless singles, youth, families, and survivors of domestic violence in our community. Through the JOHS, funds are contracted to 40+ nonprofit and public agencies to provide a comprehensive range of services to assist people experiencing homelessness or housing instability. The JOHS receives funding and policy direction from the City of Portland and Multnomah County, and policy guidance from A Home for Everyone (AHFE), our regional ending homelessness initiative, as well as the City of Gresham and Home Forward. The JOHS, by integrating staffing and funding, offers the City and County enhanced operational coordination and effectiveness in the delivery of homeless services.

The JOHS is committed to and has taken numerous steps to realize the AHFE goal of achieving racial equity in homeless services and eliminating disparate rates of homelessness on the basis of race and ethnicity. To that end, the JOHS has: (1) improved data collection and outcome reporting using inclusive racial identities; (2) created standards of practice for all contractors that include cultural responsiveness and/or culturally specific service provision; (3) included a requirement for organizational equity assessments, plans, and progress reporting in all contracts; (4) prioritized and increased funding to culturally specific organizations through local procurement processes and prioritization of culturally specific programs in competitive federal applications; and (5) prioritized staff support to the AHFE Equity Committee and the implementation of the AHFE equity lens in all AHFE planning efforts (including most recently around planning for chronic homelessness and permanent supportive housing).

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Lead community-based budget recommendation development	1	1	1	1
Outcome	Present budget recommendations to AHFE Executive Committee	1	1	1	1
Outcome	Percentage of financial reports submitted to the satisfaction of the grantor	100%	99%	99%	99%
Output	Number of AHFE System-Level Quarterly Reports presented to the AHFE Executive Committee	N/A	N/A	N/A	4

Performance Measures Descriptions

Legal / Contractual Obligation

The Joint Office of Homeless Services is authorized by a five year Intergovernmental Agreement between Multnomah County and the City of Portland executed on June 23, 2016.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,458,202	\$418,406	\$1,659,901	\$341,703
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$77,674	\$7,308	\$106,944	\$500
Internal Services	\$206,599	\$164,331	\$435,650	\$3,147
Total GF/non-GF	\$1,742,475	\$590,045	\$2,207,495	\$345,350
Program Total:	\$2,332,520		\$2,552,845	
Program FTE	9.17	3.83	10.00	3.00

Program Revenues				
Intergovernmental	\$0	\$574,945	\$0	\$345,350
Total Revenue	\$0	\$574,945	\$0	\$345,350

Explanation of Revenues

This program generates \$3,147 in indirect revenues.
City of Portland General Fund - \$217,980
HUD Continuum of Care Planning Grant (COC Planning) - \$127,370

Significant Program Changes

Last Year this program was: FY 2020: 10050A-20 Joint Office of Homeless Services Administration & Operations

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 (AHFE). This program funds an array of support services needed to make homeless services easier to access and more effective. These services include programs that work across populations as well as supports for specific sub-populations (adults, families, youth, Veterans and domestic violence (DV) survivors). These supports include training, information and referral services, coordinated entry, landlord recruitment, and other similar services.

Program Summary

The services funded through this program include:

- **Access:** Equitable & efficient access to services that includes information about services in a variety of formats to reach diverse populations & assessment to connect people to appropriate services. Programs supported in this area include telephone, online & print information & referral; & coordinated entry assessment.
- **Mobile Navigation Services:** Mobile navigation staff work in collaboration with public safety and public space management personnel to provide services that are responsive to people living in unsanctioned camps. This includes connecting individuals with information and resources to accelerate their transition to shelter or housing options, as well as other services such as transportation assistance or healthcare.
- **Partnership Development:** Ending homelessness is a community-wide effort requiring partnerships that leverage resources in other systems and in the private sector. Programs supported in this area foster such partnerships and include services to recruit and support landlords to make units available for households exiting homelessness.
- **Point-In-Time Count:** In order to receive HUD funding, communities must conduct an annual point-in-time count of people sleeping in homeless shelters and a biennial point-in-time count of people sleeping in places not meant for human habitation (i.e. tents, cars, etc.). The sheltered and unsheltered count is a community-wide effort involving more than two dozen organizations. The requested funding provides the necessary funding to implement the count.
- **System Planning, Evaluation & Support:** A key role of the Joint Office of Homeless Services (JOHS) is to conduct system planning and evaluation and to otherwise support AHFE's work to end homelessness at the community and population-specific level. This includes planning and evaluation related to Coordinated Entry, Permanent Supportive Housing expansion and cross-system alignment, as well as regular evaluation and reporting on system outcomes. This also includes staffing AHFE workgroups and coordinating systemwide and population-specific trainings for nonprofit staff. The requested funding supports staff to lead this work.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Shelter and housing service requests	72,880	35,000	70,000	70,000
Outcome	Information and Referral calls answered within 5 minutes	83%	4 minutes*	80%	75%
Outcome	Number of unsheltered people served with system navigation**	N/A	500	780	750

Performance Measures Descriptions

*In FY 2020 measure was submitted in minutes, the FY 2019 Actual, FY 2020 and FY 2021 measures have been updated to percentages which better reflect outcomes.

**This measure is connected to the newly funded Navigation Team, which started operating in February 2019.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$342,959	\$555,871	\$476,162	\$681,533
Contractual Services	\$374,600	\$1,123,699	\$313,800	\$1,265,050
Materials & Supplies	\$0	\$3,895	\$4,338	\$5,107
Internal Services	\$0	\$0	\$0	\$16,640
Total GF/non-GF	\$717,559	\$1,683,465	\$794,300	\$1,968,330
Program Total:	\$2,401,024		\$2,762,630	
Program FTE	3.35	4.45	4.20	5.80

Program Revenues				
Intergovernmental	\$0	\$1,581,065	\$0	\$1,968,330
Total Revenue	\$0	\$1,581,065	\$0	\$1,968,330

Explanation of Revenues

This program generates \$16,640 in indirect revenues.
 City of Portland General Fund - \$1,265,050
 HUD COC Planning Grant - \$474,280
 HUD COC AHFE Grant - \$69,000
 HUD Emergency Solutions Grant - \$160,000

Significant Program Changes

Last Year this program was: FY 2020: 10051-20 System Support, Access, & Coordination

As part of the ongoing initiative to consolidate City and County services for those experiencing homelessness, the Department of County Human Services transferred of 1.80 Data Staff whose primary work is supporting the Homeless Management Information System (HMIS) and homeless services data and evaluation projects. This was complimented by 0.20FTE increase in funding from the Emergency Solutions Grant (ESG) for a total of 2.00 FTE. Additionally, a 1.00 FTE was transferred from the Portland Housing Bureau (PHB).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$1,000,000	\$0
Total GF/non-GF	\$0	\$0	\$1,000,000	\$0
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$129,179	\$104,545	\$83,492	\$161,972
Contractual Services	\$459,710	\$8,128,700	\$5,250	\$9,089,626
Materials & Supplies	\$151	\$34,703	\$53	\$80,000
Internal Services	\$0	\$649,207	\$0	\$342,992
Total GF/non-GF	\$589,040	\$8,917,155	\$88,795	\$9,674,590
Program Total:	\$9,506,195		\$9,763,385	
Program FTE	1.10	0.90	0.70	1.30

Program Revenues				
Intergovernmental	\$0	\$6,039,325	\$0	\$7,959,170
Total Revenue	\$0	\$6,039,325	\$0	\$7,959,170

Explanation of Revenues

This program generates \$2,200 in indirect revenues.
 City of Portland General Fund - \$7,312,330
 Multnomah County Video Lottery Funds - \$1,715,420
 Emergency Solutions Grant (ESG) - \$540,000
 HUD Planning Grant - \$106,840

Significant Program Changes

Last Year this program was: FY 2020: 10052A-20 Safety off the Streets - Adult Shelter

In FY 2020, two new shelter sites the River District Navigation Center and Laurelwood opened to serve homeless adults, including men, women, and couples. Combined these provide 220 beds of year-round 24/7 high quality shelter. JOHS was not able to continue the contract with The Salvation Army for the Female Emergency Shelter (SAFES) for FY 2020. JOHS is committed the operational funding to supporting the expansion of quality beds for women in Multnomah County, like the women and couples' beds at the new Laurelwood Center.

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 expanding year-round shelter capacity, particularly for people who are more vulnerable on the street, including adult women. This program offer maintains essential funding for 229 beds of year-round 24/7 emergency shelter for women, including the Gresham Women's Shelter, the downtown SOS Women's Shelter, and Jean's Place, a shelter for women seeking a sober environment.

Program Summary

Emergency shelter is vital to protecting the basic health and safety of individuals while they are experiencing homelessness. This program funds 229 emergency shelter beds for women. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.

In addition to providing a safe place to stay, these shelters are essential locations for women to learn about and access the services they need to find permanent housing, acquire an income, and receive health-related services. Services are delivered through contractors that adhere to AHFE's Community Guidelines for shelter, which includes delivering services in accordance with the principles of assertive engagement and trauma-informed care.

The beds funded in this program offer include the Gresham Women's Shelter, which opened in the Fall of 2016 with 90 year-round beds that are open 24 hours a day, 7 days a week. It is the only publicly funded year-round shelter for adults in Gresham. The shelter is DV-informed and designed to alleviate the pressure points in the DV system while providing homeless women with emergency shelter options. This shelter partners with community based organizations to screen for eligibility and coordinate intake.

The SOS Women's Shelter is located in the Old Town neighborhood and provides 75 beds of year-round, 24 hour, 7 day a week shelter for women. Like Gresham Women's Shelter, this is a low-barrier shelter that welcomes women to come in as they are and offers them a range of support services upon entry that support their transition out of shelter and back into permanent housing. Jean's Place is located in inner NE Portland, and provides a more structured shelter environment for women seeking a program that offers, among other things, a clean and sober transitional living option.

One women's shelter previously funded through this program offer is no longer eligible for JOHS funding. The funds allocated to that program will be used to fund additional safety off the streets services focused on unsheltered women.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of year-round emergency shelter beds	336	336	229	229
Outcome	People served in year-round emergency shelter beds	1,568	1,750	1,412	1,750

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$2,324,100	\$0	\$2,515,640
Materials & Supplies	\$14,840	\$78,230	\$80,000	\$0
Total GF/non-GF	\$14,840	\$2,402,330	\$80,000	\$2,515,640
Program Total:	\$2,417,170		\$2,595,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,485,310	\$0	\$2,515,640
Total Revenue	\$0	\$3,485,310	\$0	\$2,515,640

Explanation of Revenues

City of Portland General Fund - \$1,731,010
 State Homeless Assistance Program (SHAP) - \$784,630

Significant Program Changes

Last Year this program was: FY 2020: 10052B-20 Safety off the Streets - Women's Shelter

JOHS was not able to continue the contract with The Salvation Army for the Female Emergency Shelter (SAFES) for FY 2020. This reduced the bed count for women-only shelters by approximately 107 beds. JOHS is committed to supporting the expansion of quality beds for women in Multnomah County, like the women and couples' beds at the new Laurelwood Center.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$387,540	\$0	\$847,470
Total GF/non-GF	\$0	\$387,540	\$0	\$847,470
Program Total:	\$387,540		\$847,470	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$387,540	\$0	\$847,470
Total Revenue	\$0	\$387,540	\$0	\$847,470

Explanation of Revenues

City of Portland General Fund - \$847,470 (includes a request for \$500,000 of new ongoing funding)

Significant Program Changes

Last Year this program was: FY 2020: 10052A-20 Safety off the Streets - Adult Shelter

This offer requests \$500,000 of new City funding for new alternative shelters serving sub-populations of the adult unsheltered community. It will provide operating support to: (1) one 20 person neighborhood based alternative shelter “village” serving adults, with limited housing transition services; (2) one 60-80 person short-term stay alternative shelter serving adults, with limited housing transition services.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10055A&B, 10054D
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) called for an expansion of emergency shelter capacity for families, and a transformation of the family shelter system. This program offer funds hundreds of beds of shelter capacity for families with minor children, all of which is community-based, year-round, open 24/7, and offers individual rooms to families. As with all shelter, the family shelters offer both basic safety off the streets and access to the critical supports needed to transition from shelter back into permanent housing.

Program Summary

This program funds three family shelters, two in East Portland and one in North. Families seeking shelter are screened and referred by the Coordinated Access Shelter Intake Line. Once a family is at shelter, they receive a range of on-site services to assist them in accessing permanent housing. Specifically, families receive housing placement assistance through the Homeless Family System of Care (HFSC) and on-site diversion resources.

The family shelter system leverages Federal, State and local resources as well as faith-based and non-profit partnerships. There is also a rich history of volunteerism in the shelters. These relationships expand activities for children living in the shelters, as well as increase culturally-specific services and neighborhood involvement.

The Homeless Family System of Care (HFSC) has two new shelters that opened in FY 2020. These shelters represent a significant improvement in the quality of the year-round shelter capacity for families with children in our community. A critical feature of both shelters is that every family has their own room. These shelters are both in east Portland/Multnomah County, where most of the families needing shelter are from and have their support networks.

School-aged children staying in shelters are provided a stable place to be and are connected with transportation to their local school. Through this offer, healthy and engaging activities will be available in the shelters and off-site for times when kids are not in school, including evenings, spring break and summer break.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Year-round emergency shelter beds	106	270	250	250
Outcome	Number of unduplicated individuals served	486	750	490	750
Output	Number of youth engaged in activities annually	58	400	250	400

Performance Measures Descriptions

Actuals were significantly lower due to longer shelter stays for families, and temporary capacity reductions due to facilities transitions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$44,308	\$0	\$63,498	\$0
Contractual Services	\$937,180	\$1,356,900	\$654,108	\$1,494,280
Materials & Supplies	\$192	\$0	\$0	\$0
Internal Services	\$0	\$0	\$451,584	\$0
Total GF/non-GF	\$981,680	\$1,356,900	\$1,169,190	\$1,494,280
Program Total:	\$2,338,580		\$2,663,470	
Program FTE	0.32	0.00	0.50	0.00

Program Revenues				
Intergovernmental	\$0	\$1,356,900	\$0	\$1,494,280
Beginning Working Capital	\$104,000	\$0	\$104,000	\$0
Total Revenue	\$104,000	\$1,356,900	\$104,000	\$1,494,280

Explanation of Revenues

State of Oregon Emergency Housing Assistance (EHA) - \$1,129,800
 State of Oregon Emergency Solutions Grant (ESG)- \$124,000
 City of Portland General Fund - \$240,480
 Multnomah County Tax Title -\$104,000

Significant Program Changes

Last Year this program was: FY 2020: 10052D-20 Safety off the Streets - Family Shelter

The Homeless Family System of Care (HFSC) has two new shelters, Lilac Meadows and the Family Village Shelter. These shelters represent a huge improvement in the quality of the year-round shelter capacity for families with children in our community. A critical feature of both shelters is that every family has their own room.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10052H
Program Characteristics:

Executive Summary

A Home for Everyone has prioritized expanding shelter for vulnerable populations. Domestic violence emergency shelters provide immediate safety and offer crisis intervention services to survivors and children fleeing domestic violence or experiencing homelessness as a result of a recent incident of intimate partner violence; these services are vital for protecting the health and safety of survivors. The DV confidential shelters in this program provide year-round beds and are accessed by hundreds of survivors annually, 75% identifying as people of color.

Program Summary

Domestic Violence (DV) is a significant contributing factor to homelessness and housing instability. Nearly four in ten women who experience domestic violence will become homeless as a result. Additionally, leaving an abusive relationship is often the most dangerous time, and survivors are frequently navigating multiple complex systems, such as child welfare, the civil legal system, and immigration. Access to a confidential emergency shelter and trauma-informed, survivor-driven services is critical for survivors seeking to establish safety for themselves and their children. Funds support shelter operation costs, staffing, limited client assistance, and wrap-around support services at four DV emergency shelters. Services include intensive DV advocacy and support, safety planning, provision of basic needs, co-advocacy within DV continuum service providers, and information and referrals to community-based services and housing programs.

This offer supports four shelters in two models: facility-based emergency shelter and master-leased units. Three facility-based confidential shelters offer 24-hour security and staff seven days a week. A fourth shelter utilizes four scattered site master-leased apartments to provide safety and wrap-around crisis intervention services for survivors. These scattered-site units allow multi-generational and/or larger families directly impacted by DV to access services. All four shelters offer a 90-day length of stay with the possibility for extension and jointly serve more than 100 individuals per night. To ensure that survivors who are at greater danger are prioritized for these confidential shelter beds, all shelters use a coordinated triage system and a common, locally-developed screening tool (Safety and Stabilization Assessment) to articulate survivors' needs and match survivors with available shelter space.

Additionally, this program supports emergency vouchers that are used to assist survivors in staying safe when shelter beds are full, act as a bridge voucher to housing when survivors are homeless and in the process of attaining a permanent housing placement, and finally as a respite for women and children who are unable to safely stay in the shelters. This funding provides 7 additional safe "year-round equivalent" beds for the DV system.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of year-round confidential emergency shelter beds + year-round equivalent emergency voucher beds	147	147	147	140
Outcome	Number of individuals receiving emergency shelter services*	414	484	450	450
Outcome	Number of individuals served with domestic violence emergency vouchers	344	350	350	220

Performance Measures Descriptions

*Measure is lower due to longer shelter stays. Next Year Offer is projected based on continued increases in lengths of stay with full system capacity.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$44,490	\$63,627	\$0
Contractual Services	\$949,720	\$586,150	\$974,973	\$527,340
Materials & Supplies	\$0	\$480	\$0	\$0
Internal Services	\$0	\$1,190	\$0	\$0
Total GF/non-GF	\$949,720	\$632,310	\$1,038,600	\$527,340
Program Total:	\$1,582,030		\$1,565,940	
Program FTE	0.00	0.40	0.50	0.00

Program Revenues				
Intergovernmental	\$0	\$632,310	\$0	\$527,340
Total Revenue	\$0	\$632,310	\$0	\$527,340

Explanation of Revenues

State of Oregon Homeless Assistance Program (SHAP) - \$480,810
 City of Portland General Fund - \$46,530

Significant Program Changes

Last Year this program was: FY 2020: 10052F-20 Safety off the Streets - Domestic Violence Shelter

When combined with 10052H, the Domestic Violence Emergency motel voucher program is fully funded.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Reinforcing the A Home for Everyone commitment to the provision of emergency shelter for vulnerable populations, this program continues funding the Homeless Youth Continuum's (HYC) Access Center that provides low-barrier, immediate access to 60 crisis and short-term shelter options, day programs, and 24 hour coordinated access to screening, crisis and basic needs services for youth in Multnomah County. Through the Access Center, shelter and day programs, linkages are provided to a continuum of services and supports for the youth population.

Program Summary

The HYC is a highly collaborative and coordinated system comprised of four nonprofit agencies, including a culturally specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnancy and parenting support, and health services to youth up to age 25.

Homeless youth are particularly vulnerable as they attempt to survive on the streets. Over 40% of homeless youth have prior involvement in Department of Human Services (DHS) or the Juvenile Justice system, and a significant number have experienced complex trauma. Ensuring a 24-hour safety net for these youth is critical to addressing basic needs and providing linkage to longer term care options within the HYC.

The Access Center is co-located with the shelter programs and provides centralized screening via mobile and stationary staff who make eligibility determinations and refer youth to HYC programs or other appropriate systems of care. Emergency shelter is provided through a downtown-located facility with capacity for 60 people, except in winter when capacity increases to 70. All youth residing in shelter have access to meals, hygiene, information/referral, and assertive engagement (case management) services.

Day Programs are available at two locations and offer meals, hygiene, access to computers, transportation, assessment for service needs, and provide opportunities for further engagement in system services. An average of 150 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, nonjudgmental 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth screened via the Access Center	520	600	600	600
Outcome	Number of youth provided with Safety Services	1,374	1,200	1,200	1,200
Output	Number of shelter bed nights	22,430	22,500	22,500	22,500
Output	Number of youth served in crisis and short-term shelter	625	650	650	650

Performance Measures Descriptions

Shelter was at a 94% average capacity over this time span. The number of youth served in shelter was slightly under-target due to longer lengths of stay in shelter (and therefore fewer youth served) caused by a lack of affordable housing options in which to place youth. Average length of stay was 43 days in crisis and short term shelter combined.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$74,187	\$0
Contractual Services	\$1,500,810	\$245,690	\$1,544,353	\$252,820
Total GF/non-GF	\$1,500,810	\$245,690	\$1,618,540	\$252,820
Program Total:	\$1,746,500		\$1,871,360	
Program FTE	0.00	0.00	0.50	0.00

Program Revenues				
Intergovernmental	\$0	\$245,690	\$0	\$252,820
Total Revenue	\$0	\$245,690	\$0	\$252,820

Explanation of Revenues

City of Portland General Fund - \$252,820

Significant Program Changes

Last Year this program was: FY 2020: 10052G-20 Safety off the Streets - Youth Shelter

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$71,100	\$0
Total GF/non-GF	\$0	\$0	\$71,100	\$0
Program Total:	\$0		\$71,100	
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 2020: 10052H-20 Safety off the Streets - Domestic Violence Emergency Motel Voucher

When combined with 10052F, the Domestic Violence Emergency motel voucher program is fully funded.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,063,490	\$1,097,980	\$545,000	\$1,502,710
Internal Services	\$0	\$0	\$0	\$132,830
Total GF/non-GF	\$1,063,490	\$1,097,980	\$545,000	\$1,635,540
Program Total:	\$2,161,470		\$2,180,540	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,097,980	\$0	\$967,050
Beginning Working Capital	\$545,000	\$0	\$545,000	\$0
Total Revenue	\$545,000	\$1,097,980	\$545,000	\$967,050

Explanation of Revenues

City of Portland General Fund - \$967,050
 Multnomah County Tax Title Funds - \$545,000
 Multnomah County Video Lottery Funds - \$668,490

Significant Program Changes

Last Year this program was: FY 2020: 10052I-20 Safety off the Streets - Winter Shelter & Severe Weather

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
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

Multnomah County General Fund - \$250,000
 City of Portland General Fund - \$250,000

Significant Program Changes

Last Year this program was:

This is a shared commitment between the City and County.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053M
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized a range of highly effective housing placement and retention strategies in order to significantly reduce homelessness among vulnerable adult households and respond to increases in racial disparities. This program supports existing programming to house and retain hundreds of people experiencing homelessness through limited duration rental assistance, mobile housing placement and retention support staffing.

Program Summary

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of limited duration, flexible rent assistance, housing placement and retention support staffing, and access to income acquisition assistance. This housing placement and retention strategy, often referred to as “rapid rehousing”, is a recognized best practice and critical element of the housing placement strategies prioritized through AHFE.

In the 2019 Multnomah County Point in Time Count, the vast majority of the people counted were in adult-only households. Additionally, the count confirmed that communities of color continue to be significantly overrepresented in the adult population. This program retains existing capacity in housing placement and retention programs that help adult-only households return to permanent housing, with an emphasis on ensuring that those strategies are also reducing racial disparities. These investments in rapid rehousing programs for adult households leverage significant federal, state and local resources to support the efforts of people experiencing homelessness to secure and retain permanent housing. Services are delivered by a range of skilled nonprofit partners and directed to communities of color, women, and other vulnerable adults experiencing homelessness. The services 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, and the countywide Short Term Rent Assistance (STRA) program that consolidates multiple Federal, State and local funding streams in a fund administered by Home Forward, which in turn contracts the funds to 19 nonprofit partners who offer prevention and rapid rehousing programs throughout the County.

Through this program offer and 10053M, 1900 households will receive the housing placement, retention, and income acquisition supports they need to obtain and/or retain permanent housing. Based on current data, 69% of the people served in the programs included in this offer are people of color.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households placed or retained in permanent housing through the STRA program	850	600*	800	785
Outcome	Percentage of households retaining housing at 6 months post-exit**	81%	80%	80%	80%
Output	Number of households placed or retained in permanent housing with sources other than STRA program	1,021	1,100	1,110	1,100

Performance Measures Descriptions

*In FY 2019, the Current Year Estimate (600) under counted the number of households served in this measure. This under count was retained in the FY 2020 Budgeted, and is being adjusted for the FY 2020 Estimate and FY 2021 Offer to better reflect accurate outputs.

**In addition to the non-STRA programs in this program offer, reported retention rate includes results for the entire STRA program. as opposed to only STRA recipients funded through JOHS.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$110,326	\$88,720	\$38,022
Contractual Services	\$22,900	\$4,026,990	\$0	\$4,220,580
Materials & Supplies	\$0	\$54	\$0	\$3,296
Internal Services	\$0	\$0	\$0	\$962
Total GF/non-GF	\$22,900	\$4,137,370	\$88,720	\$4,262,860
Program Total:	\$4,160,270		\$4,351,580	
Program FTE	0.00	1.00	0.70	0.30

Program Revenues				
Intergovernmental	\$0	\$3,482,450	\$0	\$3,557,250
Total Revenue	\$0	\$3,482,450	\$0	\$3,557,250

Explanation of Revenues

This program generates \$962 in indirect revenues.
 City of Portland General Fund - \$3,514,970
 HUD Housing Opportunities for Persons With AIDS (HOPWA) - \$42,280
 Multnomah County Video Lottery Funds - \$705,610

Significant Program Changes

Last Year this program was: FY 2020: 10053A-20 Housing Placement & Retention - Adults & Women Households

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$9,223	\$94,153	\$63,498	\$0
Contractual Services	\$4,296,870	\$1,100,270	\$3,326,742	\$1,294,850
Materials & Supplies	\$4,606	\$0	\$0	\$0
Internal Services	\$0	\$2,487	\$0	\$0
Total GF/non-GF	\$4,310,699	\$1,196,910	\$3,390,240	\$1,294,850
Program Total:	\$5,507,609		\$4,685,090	
Program FTE	0.00	0.68	0.50	0.00

Program Revenues				
Intergovernmental	\$0	\$1,196,910	\$0	\$1,294,850
Beginning Working Capital	\$364,000	\$0	\$375,000	\$0
Total Revenue	\$364,000	\$1,196,910	\$375,000	\$1,294,850

Explanation of Revenues

City of Portland General Fund - \$1,294,850
 Multnomah County Tax Title Funds - \$375,000

Significant Program Changes

Last Year this program was: FY 2020: 10053C-20 Housing Placement & Retention - Homeless Families

When combined with 10053K (\$181,600) and 10053L (\$435,000) rent assistance for the Mobile Housing Team is fully funded.

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 strategies to transition people from shelter into housing and to ensure retention of that housing. This offer supports hundreds of adult-only households to exit shelter using limited duration rental assistance, innovative multi-agency mobile housing placement and retention support staffing, as well as culturally-specific services.

Program Summary

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of limited duration, highly flexible rent assistance, housing placement and retention support staffing, as well as income assistance. This housing placement and retention strategy, often referred to as “rapid rehousing” is a recognized national best practice and is a critical housing placement strategy prioritized through AHFE to significantly decrease homelessness among those who are highly vulnerable in Multnomah County.

Prioritizing rapid rehousing resources to people in emergency shelter serves two critical purposes. First, it provides individuals in shelter the opportunity to end their homelessness by returning to permanent housing with the supports needed to retain that housing. Second, each individual who moves out of a shelter bed and into housing creates capacity in the shelter system to serve an additional individual who is still unsheltered and has not yet been able to locate a permanent housing option.

This offer will provide placement and/or retention supports to 600 people leaving shelter. Services funded through this program are delivered by highly skilled nonprofit partners and are prioritized to communities of color, women, and other vulnerable adults experiencing homelessness accessing traditional and non-traditional shelter sites. The services include flexible rent assistance, and housing placement and retention staffing accessed through emergency shelters, day centers, and multi-agency mobile "in-reach" teams that engage with people in shelters that do not have their own housing placement programs. The in-reach teams include staff from culturally-specific, domestic violence and behavioral health providers to assist adults in emergency shelter settings to more quickly exit shelter and return to housing.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people placed or retained in permanent housing*	451	407	630	600
Outcome	Percentage of households retaining housing at 6 months post-exit**	86%	80%	80%	80%

Performance Measures Descriptions

*These measures includes ongoing in-reach programs that serve homeless adults at shelters and other sites, and reflects an expansion of effort to assist adults -- particularly long-term shelter stayers -- in moving to permanent housing.

**These percentages are based on the retention rate for households who were successfully contacted via follow-up.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$67,780	\$2,329,705	\$69,750	\$2,375,630
Total GF/non-GF	\$67,780	\$2,329,705	\$69,750	\$2,375,630
Program Total:	\$2,397,485		\$2,445,380	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,429,705	\$0	\$2,375,630
Total Revenue	\$0	\$2,429,705	\$0	\$2,375,630

Explanation of Revenues

City of Portland General Fund - \$2,375,630

Significant Program Changes

Last Year this program was: FY 2020: 10053D-20 Housing Placement & Retention - Placement out of Adult Shelter

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) prioritizes addressing the intersection of homelessness and domestic and sexual violence. Many survivors must leave their home to be safe, while others face eviction due to problems caused by an abusive partner's behavior. Rapid rehousing 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 provides housing and support services to more than 650 individuals of whom 86% identify as people of color.

Program Summary

Rapid rehousing programs provide advocacy support and financial assistance to help survivors and their children quickly establish safe, permanent housing after fleeing domestic violence (DV). Providers assist survivors with safety planning, reducing barriers to safe housing, identifying housing options, advocating with landlords, providing flexible financial assistance for housing placement and retention, and connecting survivors to community resources. This program supports:

- Rapid rehousing housing placements and support services, including advocacy, case management, client assistance, rent assistance and safety planning. Additionally, participants receive support for housing retention through the provision of vocational, educational, and financial management training to help increase their economic stability.
- Domestic Violence Housing Advocacy at culturally-specific domestic violence programs, providing rapid rehousing services, as well as eviction prevention for survivors who can safely remain in their homes.
- Shared housing for survivors and their children through democratically run homes. Funding assists with move-in costs, rent assistance, and short-term needs, and participants have access to case management, economic empowerment services, and advocacy support.
- Mobile DV Community Advocacy at nontraditional DV services settings, connecting survivors in need of DV specific services with safety planning, barrier removal, flexible client assistance, and referrals to DV housing programs and other community resources.
- Shelter to Stabilization Advocacy co-located at domestic violence emergency shelters, to assist survivors with barrier removal to employment and housing, client assistance for short-term needs, and referrals to housing programs and community resources.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of participants served	662	650	650	675
Outcome	Percentage of participants who will exit to permanent housing	84%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$66,736	\$122,589	\$71,920	\$74,628
Contractual Services	\$1,699,780	\$988,726	\$1,749,210	\$1,473,490
Materials & Supplies	\$269	\$17,955	\$0	\$1,610
Internal Services	\$0	\$0	\$0	\$1,892
Total GF/non-GF	\$1,766,785	\$1,129,270	\$1,821,130	\$1,551,620
Program Total:	\$2,896,055		\$3,372,750	
Program FTE	0.60	1.00	0.60	0.90

Program Revenues				
Intergovernmental	\$0	\$1,129,270	\$0	\$1,551,620
Total Revenue	\$0	\$1,129,270	\$0	\$1,551,620

Explanation of Revenues

This program generates \$1,892 in indirect revenues.
 Department of Justice Office of Violence Against Women (OVW) - \$280,000
 HUD Horizons Domestic Violence - \$671,000
 HUD Horizons Domestic Violence Expansion Grant - \$522,620
 HUD Domestic Violence Coordinated Access Grant - \$78,000

Significant Program Changes

Last Year this program was: FY 2020: 10053E-20 Housing Placement & Retention - Domestic Violence

Through the HUD Continuum of Care Grant, the DV Continuum was awarded \$553K to serve an additional 25 households and support the Domestic Violence System of Care. The DV Continuum was also awarded \$78K for a position to enhance client access to 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 (AHFE) has prioritized a range of effective housing placement and retention strategies in order to reduce homelessness among highly vulnerable households, including seniors. In partnership with Kaiser Permanente and Health Share, this program supports and expands existing programming coordinated through AHFE, including rent assistance, housing placement and retention, and supportive services to provide stability for seniors with disabling conditions experiencing homelessness.

Program Summary

A lack of affordable housing, limited retirement incomes, and higher costs for healthcare and other necessities are pushing greater numbers of older adults into homelessness. Individuals who experience homelessness have a higher rate of hospital re-admissions and emergency room visits while also suffering from poorer health outcomes and higher mortality rates. This is especially true for medically fragile seniors. People over 55 and people with disabling conditions grew substantially as a percentage of the homeless population, according to the 2019 Point in Time County, and the trend is expected to continue.

For the majority of seniors experiencing homelessness, returning to permanent housing requires a combination of rent assistance, housing placement, retention support staffing, and benefits acquisition assistance. A recently created initiative of the health care and philanthropic sectors is poised to expand the availability of these types of services, in partnership with local government. The new Regional Supportive Housing Impact Fund (RSHIF) promises to combine philanthropic and health system funds and to deploy those in partnership with local government to increase the availability of deeply affordable housing with services for people with complex health needs.

The Metro 300 housing initiative is the first funded effort of the RSHIF. Using funds allocated to RSHIF by Kaiser Permanente, the Joint Office of Homeless Services will work with the Department of County Human Services, the Department of Community Justice, and community based service providers to create sustainable housing opportunities for 140 people experiencing homelessness who are over 50 with a disabling condition. The individuals will come from a variety of places, including the parole and probation system, local culturally specific recovery services programs, and from the aging and disability system.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of seniors placed into permanent housing	N/A	N/A	N/A	140
Outcome	Percentage of senior households retaining housing 12 months post-exit	N/A	N/A	N/A	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$0	\$1,600,000
Total GF/non-GF	\$0	\$0	\$0	\$1,600,000
Program Total:	\$0		\$1,600,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,600,000
Total Revenue	\$0	\$0	\$0	\$1,600,000

Explanation of Revenues

Kaiser Metro 300 Initiative - \$1,600,000

Significant Program Changes

Last Year this program was:

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$608,690	\$0	\$626,350
Total GF/non-GF	\$0	\$608,690	\$0	\$626,350
Program Total:	\$608,690		\$626,350	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$608,690	\$0	\$626,350
Total Revenue	\$0	\$608,690	\$0	\$626,350

Explanation of Revenues

City of Portland General Fund - \$626,350

Significant Program Changes

Last Year this program was: FY 2020: 10053G-20 Housing Placement & Retention - Medical/Aging

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10052G
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized permanent housing placement for vulnerable populations, including homeless youth. The Homeless Youth Continuum (HYC), through this program and program 10052G, maintains existing capacity to provide services essential to achieving successful housing and developmental outcomes for homeless youth, including case management, recovery-oriented services, peer mentorship, health and parenting resources, as well as housing placement/retention.

Program Summary

The HYC is a highly collaborative and coordinated system comprised of four nonprofit agencies, including a culturally-specific agency, that provides a continuum of screening, crisis intervention, safety services, shelter, assertive engagement, housing, education, employment, pregnancy and parenting support, and health services to homeless youth up to age 25. This program maintains current capacity to provide essential housing and developmental supports for youth, including Assertive Engagement (AE), Parenting Education, Recovery Oriented Supports & Engagement (ROSE), and housing placement and retention supports. Services include:

- **Assertive Engagement (AE) (case management):** These services are fundamental to moving youth into independence by providing access, assessment, transition planning and support by staff that are relationship-focused, mobile, and operate throughout Multnomah County. AE staff provide linkage to education, employment, health, mental health and addictions treatment, housing services, and provide follow up care upon exit from programs.
- **Parenting Support:** HYC has seen a 25% increase in the number of youth accessing services who are pregnant and/or parenting. With supports on-site and at mobile locations, HYC can provide both culturally appropriate services and meet the developmental needs of pregnant and parenting youth. Housing placement funds are provided to place youth in appropriate housing options.
- **Recovery Oriented Supports & Engagement (ROSE):** For the majority of youth served, access to mental health and addiction recovery support services is essential to their housing and developmental success. 93% of youth served have either addiction or mental health issues, with 53% reporting co-occurring issues. The ROSE program provides certified staff and peer mentors who engage homeless youth in recovery supports, conduct assessments, and connect youth to formal treatment programs, provide follow up care, on-going support in group settings, and healthy recreation alternatives.
- **Housing:** Programs provide a range of developmentally appropriate housing options. Housing options include onsite housing with 24 hour staffing, scattered site housing, rapid re-housing, shared, and group housing. Youth can access the options that best fit their needs and can move within the types of housing as needed. Housing navigators help youth search for best fit housing and provide retention supports.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of youth receiving recovery support services	680	700	700	700
Outcome	Youth retaining housing at 6 months post-exit	82%	75%	75%	75%
Output	Number of youth receiving pregnancy and parenting supports*	246	245	245	245
Output	Number of youth newly placed or retained in transitional or permanent housing	433	400**	400	400

Performance Measures Descriptions

*Combines the Family First Program that sites a family specialist at each of the four HYC agencies and the HomeSafe Program and provides case management and supportive housing services. **Original Current FY Purchased decreased from 460 to reflect HYC capacity.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$139,383	\$0	\$74,187	\$0
Contractual Services	\$2,713,630	\$1,731,470	\$2,786,273	\$2,074,470
Materials & Supplies	\$117	\$690	\$0	\$0
Total GF/non-GF	\$2,853,130	\$1,732,160	\$2,860,460	\$2,074,470
Program Total:	\$4,585,290		\$4,934,930	
Program FTE	1.00	0.00	0.50	0.00

Program Revenues				
Intergovernmental	\$0	\$1,732,160	\$0	\$2,074,470
Total Revenue	\$0	\$1,732,160	\$0	\$2,074,470

Explanation of Revenues

U.S. Housing & Urban Development Homesafe - \$490,790
 U.S. Housing & Urban Development Horizons Youth - \$207,320
 U.S. Housing & Urban Development Homeless Youth Transitional Housing & Rapid Rehousing - \$400,000
 State of Oregon Emergency Housing Assistance (EHA) - \$201,000
 City of Portland General Fund - \$775,360

Significant Program Changes

Last Year this program was: FY 2020: 10053H-20 Housing Placement & Retention - Youth Services

Through the HUD Continuum of Care Grant, the Homeless Youth Continuum was awarded \$400,000 to serve an additional 22 youth annually in on-site transitional housing and community-based rapid rehousing units. In addition to providing housing, this grant also funds case management staff to provide wrap-around supports.

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 (AHFE) "A Home for Every Veteran" initiative strives to ensure that every veteran has access to permanent housing. This program offer will continue leverage of U.S. Housing and Urban Development and Veterans Affairs resources, as well as State of Oregon Emergency Housing Assistance funds, to meet the short-term rent assistance and barrier mitigation needs of Veterans who become homeless in our community. This program will help more than 200 Veteran households end or prevent their homelessness.

Program Summary

In January 2015, the County Chair and Portland's Mayor joined the national "Mayors' Challenge to End Veteran Homelessness" and Portland was chosen to participate in the Federal 25 Cities Initiative to End Veteran Homelessness. In order to achieve a functional end to Veteran homelessness, our community was required to build a system that could offer permanent housing to at least as many Veterans as are expected to become homeless in Multnomah County during a single year. At the end of December 2015, 695 Veterans were successfully housed and by the end of 2016 more than 1,300 Veterans had returned to permanent housing. As a result of our efforts, Portland was the first West Coast city certified by the U.S. Interagency Council on Homelessness as having effectively ended Veteran homelessness. Nonetheless, because hundreds of Veterans continue to become homeless every year, the Point-in-Time count conducted in January 2019 identified 474 people who identified themselves as Veterans.

The capacity to house Veterans depends, to a significant extent, on Federal funding in the form of Veterans Affairs Supportive Housing (VASH) and Supportive Services for Veteran Families (SSVF). It also relies on a commitment of 50 Housing Choice Vouchers and 50 subsidized housing units by Home Forward. While we anticipate that Federal funding will remain available in FY 2021, these Federal funds are not enough to help Veterans move into housing if they have significant barriers or lack security deposit funds. The Federal funds also have limitations on eviction prevention assistance, and eligibility restrictions that limit who among homeless Veterans can be served.

The flexible rent assistance and barrier mitigation funds available through this program offer allow nonprofit organizations to assist Veterans with an array of housing services. This includes security deposits, helping with utility/past property debts, limited term rent assistance, legal fees and moving fees. Additionally, this program offer funds culturally-specific operations that support the engagement, assessment and referral of Veterans for housing services.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Veteran households placed or retained in housing	195	215	200	200
Outcome	Percentage of households retaining housing 12 months post-exit or post-subsidy*	75%	70%	70%	70%

Performance Measures Descriptions

*These percentages are based on the retention rate for households who were successfully contacted via follow-up.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$198,300	\$591,580	\$174,930	\$621,150
Total GF/non-GF	\$198,300	\$591,580	\$174,930	\$621,150
Program Total:	\$789,880		\$796,080	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$591,580	\$0	\$621,150
Total Revenue	\$0	\$591,580	\$0	\$621,150

Explanation of Revenues

State of Oregon Emergency Housing Assistance (EHA Veterans) - \$186,970
 City of Portland General Fund - \$434,180

Significant Program Changes

Last Year this program was: FY 2020: 10053J-20 Housing Placement & Retention - Veterans

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10053C, 10053L
Program Characteristics:

Executive Summary

The Homeless Family System of Care (HFSC) works collaboratively as a leadership and direct service team to address the unique needs of homeless families in Multnomah County. When combined with program 10053C and 10053L, the HFSC's Mobile Housing Team (MHT) will maintain its current capacity to provide housing placement, ongoing support and flexible rental assistance to our community's homeless families. MHT is a collaboration of Multnomah County and community partners, a majority of whom are culturally specific agencies.

Program Summary

The HFSC assists families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to assure racial and social justice and a shared belief that all homeless families should be housed. The majority of agencies in the collaborative are culturally-specific providers. Homeless families access the system through a coordinated entry process that first screens them for immediate safety and then for overall vulnerability. Because many more families are seeking housing assistance than MHT is resourced to provide, families are prioritized based on vulnerability, housing opportunity and provider capacity.

When combined with 10053C and 10053L, MHT currently has capacity to serve 800 households with housing placement/retention services per year using short-medium term flexible rental assistance (0-24 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. 66% of the families served through MHT identified as being from communities of color, achieving the system goal of improving access and outcomes for these communities. This program leverages Federal and State funding including a number of U.S. Department of Housing and Urban Development (HUD) grants.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households newly placed or retained in housing	N/A	N/A	N/A	43
Outcome	Percentage of households retaining housing at 12 months post-exit*	N/A	N/A	N/A	80%

Performance Measures Descriptions

*This percentage is based on the percentage of households who were confirmed to be successfully housed at 12 months.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$181,600	\$0
Total GF/non-GF	\$0	\$0	\$181,600	\$0
Program Total:	\$0		\$181,600	
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 2020: 10053K-20 Housing Placement & Retention - Family System Rent Assistance

When combined with programs 10053C and 10053L, the family system rent assistance is fully funded.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$435,000	\$0
Total GF/non-GF	\$0	\$0	\$435,000	\$0
Program Total:	\$0		\$435,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$435,000	\$0
Total Revenue	\$0	\$0	\$435,000	\$0

Explanation of Revenues

Multnomah County Tax Title Funds - \$435,000

Significant Program Changes

Last Year this program was: FY 2020: 10053C-20 Housing Placement & Retention - Homeless Families

This program was funded with one-time-only funding in FY 2020. When combined with programs 10053C and 10053K, the family system rent assistance is fully funded.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$129,950	\$0
Total GF/non-GF	\$0	\$0	\$129,950	\$0
Program Total:	\$0		\$129,950	
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 2020: 10053A-20 Housing Placement & Retention - Adults & Women Households

When combined with programs 10053A, the adult system rent assistance is fully funded.

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized supportive housing programs to meet the needs of adults and families experiencing homelessness who are in recovery or who have significant disabilities. This program is central to our partnership with Portland Housing Bureau to significantly expand supportive housing by 2028. The program includes highly effective limited duration housing with intensive attached services, as well as long-term rent assistance and wrap around support services. These housing strategies are nationally recognized best practices, and leverage other State, local and Federal resources.

Program Summary

The City of Portland and Multnomah County adopted a plan to create 2,000 new units of supportive housing by 2028, and the Executive Committee of A Home for Everyone (AHFE) adopted complimentary recommendations to significantly reduce: (a) unmet need for permanent housing, especially among people experiencing chronic homelessness, (b) the over-representation of people of color within the homeless population, and (c) unsheltered homelessness among women, Veterans and people with severe and persistent mental illness. Among AHFE priority populations are adults in the early stages of recovery from an alcohol or drug addiction and other adults with significant disabilities. This program offer continues and expands supportive housing in alignment with these priorities.

Supportive housing is for those who would not be successful in their housing without supportive services, and for whom services would be less effective without stable housing. Permanent supportive housing serves those with long-term disabilities, including chronic health conditions, mental illness and addictions, who have experienced long-term or cyclical homelessness. Transitional supportive housing serves those who require limited duration intensive services and are at high risk of becoming chronically homeless.

This program supports a range of supportive housing for more than 1,600 highly vulnerable people with disabling conditions. This includes funding for support services paired with federal rental assistance; funding for support services paired with deeply affordable housing financed by the Portland Housing Bond or otherwise financed by the Portland Housing Bureau; and funding for rental assistance paired with support services leveraged through the other systems such as health care. In some cases, program funding is used for both rental assistance and 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	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people newly placed into or retained in permanent housing	1,391	1,400	1,320	1,400
Outcome	Percentage of households retaining housing at 6 months post-exit	90%	85%	85%	85%
Output	Number of people served in transitional housing	238	280	305	280

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$117,310	\$0	\$134,536
Contractual Services	\$1,471,540	\$6,096,630	\$1,500,210	\$6,432,089
Total GF/non-GF	\$1,471,540	\$6,213,940	\$1,500,210	\$6,566,625
Program Total:	\$7,685,480		\$8,066,835	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$6,213,940	\$0	\$6,566,625
Total Revenue	\$0	\$6,213,940	\$0	\$6,566,625

Explanation of Revenues

City of Portland General Fund - \$6,376,625
 City of Portland Recreational Cannabis Tax - \$190,000

Significant Program Changes

Last Year this program was: FY 2020: 10054A-20 Supportive Housing

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 supportive housing programs to meet the needs of hundreds of adults experiencing homelessness who are disabled by mental illness or medical conditions including HIV/AIDS. This program offer is central to the partnership with Portland Housing Bureau to significantly expand supportive housing by 2028. The program continues highly effective long-term rent assistance and wrap around support services that will assist people to access and/or retain permanent housing. These housing strategies are nationally recognized best practices, and leverage other State, local and Federal resources.

Program Summary

The most recent Point-In-Time Count identified nearly 1,800 individuals who have been homeless for more than a year and are living with one or more severe disabilities. This program provides continued support for permanent supportive housing (PSH) for these chronically homeless adults, offering a combination of deeply affordable housing and ongoing support services proven locally and nationally to be the most effective and cost effective way to end homelessness for this population.

These targeted investments leverage other Federal, State and local resources including U.S. Department of Housing and Urban Development's (HUD) Housing Opportunities for Persons with AIDS (HOPWA) and Continuum of Care (CoC) programs, Medicaid, affordable housing units and permanent rental subsidies to support 800 vulnerable adults experiencing homelessness to secure and retain permanent housing. In some cases, the program provides match for a HUD CoC or HOPWA grant. In other cases, the program funds long-term rental subsidies and mental health focused housing placement and retention, and support services are leveraged through other systems.

Services are delivered by skilled nonprofit partners that provide housing, intensive case management and support services for chronically homeless adults who have a combination of diagnoses including chemical dependency, mental illness, cognitive and/or physical disabilities, and/or chronic medical conditions. Other specific activities include intensive street engagement, staffing of mental health and culturally-specific providers working in partnership with Portland Police to provide housing placement and retention for people with mental illnesses, and recovery-focused transitional housing.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people newly placed into or retained in permanent housing.	814	800	800	800
Outcome	Percentage of households retaining housing at 6 months post-exit.*	87%	80%	80%	80%

Performance Measures Descriptions

*This percentage is based on the percentage of households who were confirmed to be successfully housed at 6 months.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$82,000	\$4,156,815	\$0	\$4,396,210
Total GF/non-GF	\$82,000	\$4,156,815	\$0	\$4,396,210
Program Total:	\$4,238,815		\$4,396,210	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,156,815	\$0	\$4,396,210
Total Revenue	\$0	\$4,156,815	\$0	\$4,396,210

Explanation of Revenues

City of Portland General Fund - \$2,598,480
 HUD Housing for Persons Living with AIDS (HOPWA) - \$40,000
 City of Portland Housing Bureau HOPWA - \$1,757,730

Significant Program Changes

Last Year this program was: FY 2020: 10054B-20 Supportive Housing - Mental Health/Medical Housing

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

As the fixed incomes of seniors and people with disabilities fall further behind the costs of housing, including publicly subsidized tax credit rental housing, ongoing rental assistance is increasingly necessary to prevent and end homelessness for these populations. This program continues the local long-term voucher program that is narrowly tailored to households with fixed incomes, to improve housing stability and reduce rent burden, including many households who reside in tax credit or other regulated affordable housing.

Program Summary

The 2019 Point In Time Count (PIT) documented a continued rise in people over the age of 55 and people with disabilities in the homeless population. These populations commonly have fixed incomes well below 30% of the Area Median Income, putting market rate rental housing completely out of reach, and also foreclosing access to most publicly subsidized affordable housing, which rents at levels affordable for people making 60% of Area Median Income or above.

This program assists seniors and people living with disabilities who are on fixed incomes and homeless or significantly rent burdened. Program participants typically have less than \$800 per month in income, and were either homeless or paying more than 70% of that income on rent prior to program subsidy. The program provides rent subsidies to participants so that they can afford the rent in Low Income Housing Tax Credit (LIHTC) units or other regulated affordable housing. While these units have restricted rent levels, the rent amounts are not tied to tenant income and are increasingly out of reach for the target group in this program. Some assisted households also reside in moderately-priced private market units. The program makes it possible for people in the target population to afford the rent (at 30% of their income).

This program complements the federally-funded Housing Choice Voucher program and our local Short Term Rent Assistance (STRA) program. The program leverages support from Meyer Memorial Trust as well as the inventory of publicly funded affordable housing. The local long-term voucher functions more flexibly than the Federal voucher program but provides similar long-term housing stability to a highly vulnerable population. The program is administered through Home Forward.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Provide vouchers for senior and disabled households with fixed incomes seeking rent-restricted affordable housing	45	55	55	55
Outcome	Percent of households who remain housed 12 months after entry.*	100%	90%	100%	90%

Performance Measures Descriptions

*This percentage is based on the percentage of households who were confirmed to be successfully housed at 12 months

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$376,760	\$138,240	\$387,690	\$142,250
Total GF/non-GF	\$376,760	\$138,240	\$387,690	\$142,250
Program Total:	\$515,000		\$529,940	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$138,240	\$0	\$142,250
Total Revenue	\$0	\$138,240	\$0	\$142,250

Explanation of Revenues

City of Portland General Fund - \$142,250

Significant Program Changes

Last Year this program was: FY 2020: 10054C-20 Supportive Housing - Local Long Term Rental Vouchers

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has prioritized supportive housing programs to meet the needs of families with long-term experiences of homelessness and at least one family member who has a significant disability. This program creates longer-term rent assistance and wrap around support services to help move families from family shelters into permanent housing. Supportive housing strategies are nationally recognized best practices and can leverage existing market-rate and new affordable housing.

Program Summary

AHFE prioritizes housing solutions for families with children experiencing homelessness. While many families experiencing homelessness are well served by rapid rehousing strategies, there are families with long-term or recurring experiences of homelessness, very often with household members with significant disabling conditions, that require supportive housing to achieve long-term stability. These families make up an increasing percentage of the long-term stayers in our family shelter system, because they lack the supports needed to overcome their barriers to housing.

This program addresses the needs of long-term shelter families by expanding supportive housing resources for them, offering access to permanent housing to the families and thereby also freeing up scarce and expensive shelter capacity for other families. Families in this program receive up to 24 month rental assistance vouchers and wrap-around services. While not a permanent rental subsidy, the 24 month subsidy is long enough to leverage existing market-rate and newly developed or acquired affordable housing and to use progressive engagement strategies to either transition families off of subsidies altogether or, if needed, on to a more permanent subsidy program.

The program is implemented by an experienced non-profit community based organization specialized in providing shelter, housing transition, and supportive housing to families. Given the significant overrepresentation of people of color among families experiencing homelessness, this program has prioritized equitable access for families of color.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of households placed into or retained in permanent housing.	23	30	30	30
Outcome	Percentage of households retaining housing at 6 months post-exit.*	91%	90%	90%	90%

Performance Measures Descriptions

*This percentage is based on the percentage of households who were confirmed to be successfully housed at 6 months.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$624,000	\$0	\$642,000	\$0
Total GF/non-GF	\$624,000	\$0	\$642,000	\$0
Program Total:	\$624,000		\$642,000	
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 2020: 10054D-20 Supportive Housing - Families

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) has identified diversion as a critical strategy to reduce the number of people experiencing street and shelter homelessness in our community. This program funds existing capacity to divert people from homelessness who are escaping domestic violence, facing imminent housing loss, or are exiting the criminal justice and healthcare systems. This program will divert hundreds of men, women and children from street and shelter homelessness.

Program Summary

Diversion programs vary by implementation, but have in common the assessment of an individual who is facing living on the streets or in shelter to determine whether they have a housing option they could access with a modest, one-time, financial and/or staffing investment. Diversion is recognized nationally and locally as a critical tool in reducing street and shelter homelessness.

- Family Diversion has been a successful intervention for both preventing families from coming to emergency shelter and moving families out of shelter quickly. All families are surveyed to determine if they have an immediate housing option and, if so, diversion resources are used to help them capitalize on that opportunity.
- Criminal Justice Diversion resources are directed to people leaving incarceration through a partnership with the County's Department of Community Justice (DCJ) that offers access to employment, treatment, and housing assistance resources to ensure that they do not become homeless.
- DV Diversion services focus on preventing homelessness and diverting domestic violence survivors and their children from shelters through eviction prevention or housing placement. Diversion services offer flexible, rapid responses that allow survivors to avoid the trauma and safety risks of becoming homeless. These services reach hundreds of survivors annually and serve a diverse population, with 86% identifying as people of color.
- Hospital Diversion partners with the hospital system to provide essential rental assistance and care coordination resources to hospital discharge workers to allow patients to discharge to housing options and not to the streets or shelter.
- Transportation Assistance diverts individuals from the streets and shelter through one-time transportation assistance to a location where they have a verified housing option. Most commonly this program reunites individuals with family in other communities.
- Benefit Assistance serves homeless and formerly homeless individuals with assistance in securing Supplemental Security Income (SSI), Social Security Disability Income (SSDI), and/or Medicaid and Medicare benefits. These benefits provide critical financial and health care resources that allow recipients to avoid homelessness.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of people receiving diversion services	1,564	1,800	1,800	1,800
Outcome	Percentage of exits to permanent housing*	92%	95%	95%	95%
Output	Number of people receiving benefits assistance services (BEST Program)	449	400	400	400

Performance Measures Descriptions

*This measure excludes BEST, Health Connections and Peer Health Navigators

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$1,504,903	\$1,525,500	\$1,393,380	\$1,604,200
Total GF/non-GF	\$1,504,903	\$1,525,500	\$1,393,380	\$1,604,200
Program Total:	\$3,030,403		\$2,997,580	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,525,500	\$0	\$1,604,200
Beginning Working Capital	\$384,800	\$0	\$285,000	\$0
Total Revenue	\$384,800	\$1,525,500	\$285,000	\$1,604,200

Explanation of Revenues

City of Portland General Fund - \$1,604,200
 Multnomah County Tax Title Fund - \$285,000

Significant Program Changes

Last Year this program was: FY 2020: 10055A-20 Diversion Services

Department: Nondepartmental **Program Contact:** Marc Jolin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

A Home for Everyone (AHFE) partners have prioritized alignment of employment and housing resources to help people who are experiencing or at-risk of homelessness achieve long-term economic and housing stability. This highly effective program connects employment and housing resources for homeless families, youth and communities of color.

Program Summary

Following recommendations of the AHFE Workforce & Economic Opportunity Workgroup, this program sustains critical capacity employment and housing initiatives, with an emphasis on meeting the needs of families, youth, and communities of color. All programs assist households experiencing homelessness or housing instability by offering a combination of housing assistance and access to a range of workforce supports, provided in a culturally specific and responsive manner. This program together with 10056B will provide approximately 400 individuals with employment services and 125 households with rent assistance or eviction prevention. Based on current performance, it is anticipated that 75% of participants served will be from communities of color. Programs include:

- Employment Services provide capacity to an existing network of six nonprofit employment providers, referred to as the A Home for Everyone Economic Opportunity Program (EOP) to connect individuals and families to career track employment services, housing resources, and community-based support. Participants who are survivors of domestic violence and/or who are eligible for Supplemental Nutrition Assistance Program (SNAP) are prioritized.
- Youth Employment Services expand capacity provided by Homeless Youth Continuum (HYC) partners to improve employment and housing alignment through pre-readiness support, job training, day labor opportunities and work experiences/internships.
- Equitable Access to Employment, implemented by a culturally-specific provider, supports individuals and families seeking employment and experiencing homelessness to secure employment services.
- Adult Employment Services and Rent Assistance provides capacity through the EOP and its multiple culturally-specific providers to offer employment and housing support, and expanded one-stop WorkSource Portland Metro employment services. Resources are targeted to serve young adults of color, many of whom are exiting the corrections system.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Individuals receiving employment services and supports	449	400	400	350
Outcome	Number of employment placements	222	185	185	185
Output	Number of households receiving rent assistance or eviction prevention	125	100	125	125

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$150,000	\$1,340,260	\$0	\$1,482,050
Total GF/non-GF	\$150,000	\$1,340,260	\$0	\$1,482,050
Program Total:	\$1,490,260		\$1,482,050	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$925,100	\$0	\$951,950
Total Revenue	\$0	\$925,100	\$0	\$951,950

Explanation of Revenues

City of Portland General Fund - \$951,950
 Multnomah County Video Lottery Fund - \$530,100

Significant Program Changes

Last Year this program was: FY 2020: 10056A-20 Employment Programs

When combined with 10056B, the employment programs are fully funded.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$0	\$0	\$25,137	\$101,333
Total GF/non-GF	\$0	\$0	\$25,137	\$101,333
Program Total:	\$0		\$126,470	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Multnomah County Video Lottery Fund - \$101,333

Significant Program Changes

Last Year this program was: FY 2020: 10056A-20 Employment Programs

When combined with 10056A, the employment programs are fully funded.

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 the proceeds of real property sales 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Contractual Services	\$2,602,200	\$0	\$565,000	\$0
Total GF/non-GF	\$2,602,200	\$0	\$565,000	\$0
Program Total:	\$2,602,200		\$565,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$2,602,200	\$0	\$565,000	\$0
Total Revenue	\$2,602,200	\$0	\$565,000	\$0

Explanation of Revenues

Tax Title Funding is one-time-only funding

Significant Program Changes

Last Year this program was: FY 2020: 10057-20 Tax Title Affordable Housing Fund

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Capital Outlay	\$3,500,000	\$0	\$2,200,000	\$2,200,000
Total GF/non-GF	\$3,500,000	\$0	\$2,200,000	\$2,200,000
Program Total:	\$3,500,000		\$4,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$2,200,000
Beginning Working Capital	\$0	\$0	\$2,200,000	\$0
Total Revenue	\$0	\$0	\$2,200,000	\$2,200,000

Explanation of Revenues

City of Portland GF - \$2,200,000
 Multnomah County GF - \$2,200,000

Significant Program Changes

Last Year this program was: FY 2020: 10058-20 Emergency Shelter Strategic Investment

Legal / Contractual Obligation

The current version of the Second Amended and Restated VFIGA provides a significant increase in funding to the County over the 2013 VFIGA and contains modifications to the a number of provisions that improve the document's clarity, governance structures, and commits funding to programs. This funding pays for livability and supportive services, and related operations costs, supporting programs and projects funded by the proceeds of the City and Metro bonds approved by voters in 2016 and 2018, respectively, to create affordable homes for low-income individuals.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$0	\$121,445
Contractual Services	\$0	\$540,000	\$0	\$4,178,555
Internal Services	\$0	\$210,000	\$0	\$0
Total GF/non-GF	\$0	\$750,000	\$0	\$4,300,000
Program Total:	\$750,000		\$4,300,000	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$4,300,000
Total Revenue	\$0	\$0	\$0	\$4,300,000

Explanation of Revenues

Visitor Development Funds - \$2.5 million
 Proceeds from property sale - \$1.0 million
 Carryover - \$350,000 from FY 2019; \$450,000 from FY 2020

Significant Program Changes

Last Year this program was: FY 2020: 10054A-20 Supportive Housing

The 2013 IGA annually allocated \$750,000 to Multnomah County. Under the 2nd Amended and Restated VFIGA, the amount increases as follows: \$2,500,000 in FY 2019-20 & FY 2020-21, \$3,250,000 in FY 2021-22, \$3,775,000 in FY 2022-23, and \$5,250,000 for FY 2023-24 and beyond.

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 contingencv can be used are limited. in most cases. to one-time-only expenditures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Cash Transfers	\$10,510,664	\$1,729,162	\$1,248,091	\$5,492,791
Unappropriated & Contingency	\$92,218,936	\$72,287,729	\$87,442,681	\$92,514,273
Total GF/non-GF	\$102,729,600	\$74,016,891	\$88,690,772	\$98,007,064
Program Total:	\$176,746,491		\$186,697,836	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$6,982,287	\$0	\$4,629,375
Financing Sources	\$150,000	\$3,000,000	\$223,494	\$2,607,791
Interest	\$0	\$1,574,200	\$0	\$1,700,000
Beginning Working Capital	\$150,000	\$72,714,527	\$300,000	\$92,043,952
Total Revenue	\$300,000	\$84,271,014	\$523,494	\$100,981,118

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 95000-20 Fund Level Transactions

No significant changes.

Revenue/Expense Detail

	Adopted General Fund	Adopted 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	\$7,322,058	\$750,000	\$7,997,986	\$0
Taxes	\$440,960,208	\$0	\$444,049,232	\$0
Other / Miscellaneous	\$6,979,585	\$0	\$7,422,487	\$0
Financing Sources	\$0	\$0	\$950,000	\$0
Interest	\$3,500,000	\$0	\$1,250,000	\$0
Beginning Working Capital	\$102,327,596	\$0	\$97,786,827	\$0
Total Revenue	\$561,089,447	\$750,000	\$559,456,532	\$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 2020: 95001-20 General Fund Revenues

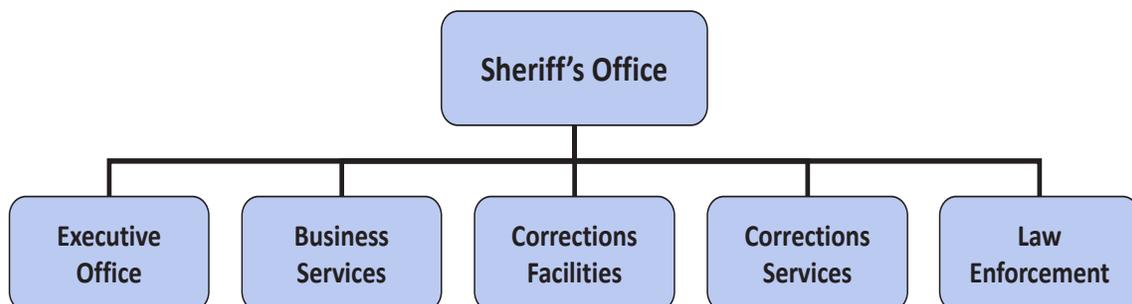
Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exceptional service to the populations it serves, underscoring its values of dignity, respect, and fairness. Whether providing services to the public, responding to public safety calls for service, or managing the jail population, the community can expect professional and respectful service regardless of one's socio-economic status, religious beliefs, personal beliefs, race, ethnicity, gender identity, sexual orientation, or immigration status.

Under the management of the Law Enforcement Division, the community depends on well-trained deputies patrolling land and waterways, enforcing laws, conducting search and rescue operations, responding to all emergencies, investigating criminal offenses, working collaboratively with the community and other agencies, and managing a civil process. The Law Enforcement Division provides services to approximately 70,000 residents within unincorporated areas and contract cities, and more than three million visitors annually to the Columbia River Gorge. MCSO's HOPE Team will continue its innovative and collaborative approaches working toward improved community livability and better outcomes for those experiencing homelessness.

The MCSO Corrections Services and Facilities Divisions oversee the operations of the Multnomah County Detention Center and Inverness Jail, as well as all corrections programs. The jail capacity is budgeted for 1,192 jail beds in FY 2021. MCSO continues to collaborate with state courts and system partners to provide incarcerated persons with mental health and addiction treatment services, court transportation services, and release transition assistance. MCSO conducts risk assessments and provides appropriate services at time of booking into MCSO facilities. The goal is to provide specific medical assistance for improved patient outcomes, shortened jail stays, and programs that provide alternatives to traditional incarceration.

The Business Services Division supports MCSO operations by directing strategic initiatives, ensuring accurate data and technology solutions, prudent management of MCSO resources, and provision of programs to serve the public.



Budget Overview

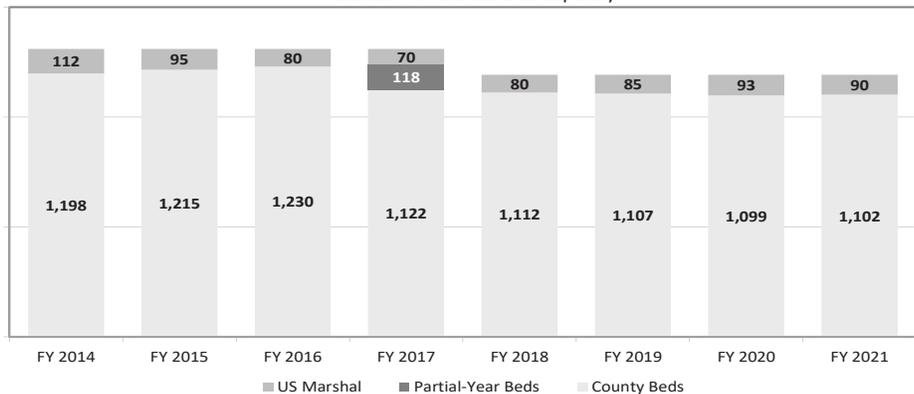
The FY 2021 Sheriff's Office Proposed budget is \$165.6 million, a \$6.4 million (4.0%) increase from the FY 2020 budget. The General Fund accounts for 89.4% of the total budget, and General Fund expenses increased by \$7.8 million (5.5%). The increase is primarily due to higher personnel costs. Other Funds decreased by \$1.4 million (-7.5%).

The proposed budget includes \$1.1 million in General Fund funding for Inverness Jail Dorm 15 (60330I) to backfill a reduction in State Community Correction Senate Bill 1145 (SB 1145) funding for the FY 2019-2021 biennium. The General Fund backfill prevents this 73-bed dorm from closing, and the budgeted jail bed capacity remains at 1,192 beds for FY 2021.

The FY 2021 General Fund allocation includes \$184,608 in new ongoing funding for East County Facility Security Officers (60415F), which were eliminated in the FY 2020 budget. The budget also funds the Gun Dispossession/VRO Detail (60555) by reducing a 1.00 FTE Lieutenant in MCDC Core Jail & 4th Floor (60310A).

The budget includes \$441,640 of one-time-only funding for MCDC Detention Electronics (60315). When combined with DCA's related program offer 78221, the FY 2021 budget for this project is \$4.9 million. Jail Radios (60302) are funded in the amount of \$577,625, of which \$500,000 is one-time-only. A list of programs funded as one-time-only can be found in the Budget Director's message.

Sheriff's Office Jail Bed Capacity



Budget Trends

	FY 2019 Actual	FY 2020 Current Estimate	FY 2020 Adopted Budget	FY 2021 Proposed Budget	Difference
Staffing FTE	815.85	809.77	808.35	809.85	1.50
Personnel Services	\$123,309,398	\$128,245,615	\$126,723,571	\$131,836,712	\$5,113,141
Contractual Services	3,417,795	4,458,732	992,246	4,501,031	3,508,785
Materials & Supplies	5,711,070	3,588,652	8,782,329	5,676,507	(3,105,822)
Internal Services	19,180,144	21,441,502	21,745,202	22,868,055	1,122,853
Capital Outlay	179,031	434,044	998,970	712,256	(286,714)
Total Costs	\$151,797,438	\$158,168,545	\$159,242,318	\$165,594,561	\$6,352,243

Due to the transition to a new ERP system, some services are now budgeted in different ledger categories.

Successes and Challenges

MCSO has achieved successes in implementation of innovative programs, process improvements, and finding new approaches to tackle chronic problems. Michael Reese became the Multnomah County Sheriff in August 2016. His vision and proven record of leadership are grounded in 28 years of Oregon law enforcement experience. His commitment to transparency, fairness, effective communication, collaboration, and sound stewardship of public resources are cornerstones of his leadership philosophy. He has redesigned MCSO's command structure by bifurcating a single Corrections Division into the Corrections Facilities and Corrections Services Divisions, each with distinct and interrelated mission and priorities, resulting in a more effective management structure.

The Sheriff's Office has implemented new approaches to hiring to meet the increasing demands of filling vacancies. Two strategies that MCSO has employed include hiring Deputy Sheriffs from other agencies as lateral transfers, as well as establishing a roadmap for Corrections Deputies to become Deputy Sheriffs. Hiring has been more challenging for Corrections Deputy vacancies with fewer qualified candidates applying for public safety jobs, which is reflective of a national trend. To overcome the difficult hiring environment, MCSO has ramped up its recruiting and hiring efforts to fill vacant positions. Employee training continues to be one of the Sheriff's highest priorities, and as such has ensured that the Training Unit continues to develop new courses, expand online training, and upholds the mandated training standards that have been established. The Sheriff's Office is preparing to meet new Department of Public Safety Standards and Training (DPSST) mandates in FY 2021 in which all sworn Corrections personnel must receive 84 hours of additional training over a three-year training plan.

MCSO's law enforcement and corrections functions are threatened by serious challenges. Specifically, MCSO continues to operate the County's jail system in a climate of decreasing resources, decreased capacity, increased demands on the system for alternative treatments and programs, inflexible facilities, and a jail population that overall has higher needs and is incarcerated for more serious crimes. Yet, the justice system partners continue to rely upon the Sheriff's Office to be able to effectively triage, house, and treat adults that come into the Multnomah County jail facilities, and with current demands placed on the system.

Other challenges facing MCSO include adjusting its law enforcement and corrections systems to successfully address the issues of homelessness, mental illness, substance use including opioid addiction, and gun violence. MCSO's HOPE Team works collaboratively with individuals experiencing homelessness, and community and governmental partners to address issues of homelessness and achieve better outcomes. MCSO has developed strategies to address the issues of mental illness and substance use experienced by the adults who come into its custody, including the Navigator Program.

Diversity, Equity, and Inclusion

Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the highest standards for ethical and professional behavior. MCSO, as an agency, is dedicated to integrating greater diversity into its hiring, promotional and staffing practices and to providing its employees with expanded opportunities for future professional growth. The Sheriff's Office remains dedicated to the core tenets of procedural justice, treating all persons with dignity, respect, and fairness, regardless of race, national origin, gender, age, religion, mental illness or physical disability, economic or any other status. During FY 2019, the Sheriff's Office had a total of 96 individuals hired and promoted, 43% of which identified as female and people of color. Of the 32 employees promoted, 34% are female and people of color. MCSO continues to evaluate ways in which it can increase the diversity of its employees, and will be relying upon the expertise of the MCSO Equity Manager to lead those efforts.

Budget by Division

Division Name	FY 2021 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$5,542,865	\$0	\$5,542,865	28.00
Business Services	18,608,064	1,123,174	19,731,238	71.17
Corrections Facilities Division	70,973,944	9,965,273	80,939,217	400.40
Corrections Services Division	28,164,988	2,352,677	30,517,665	180.43
Law Enforcement Division	25,179,262	4,171,754	29,351,016	129.85
Non-Represented Wage Freeze	(487,440)	0	(487,440)	0.00
Total Sheriff's Office	\$147,981,683	\$17,612,878	\$165,594,561	809.85

Executive Office

The Office of the Sheriff is committed to providing Multnomah County exceptional public safety services through a professional, well-trained and respectful workforce. The Sheriff and his executive team provide leadership, guidance, and direction to MCSO employees and work collaboratively with all county, city, state, federal, and private partners to ensure Multnomah County is at the forefront of best practices in public safety service. The Office prioritizes business efficiencies, improved service levels, and cost savings, which provide broad benefit to the community, MCSO, Multnomah County Government, and its allied agencies.

The Sheriff has established four basic tenets which drive the Office in providing service to the community. These tenets are 1) a commitment to public safety, 2) earning and keeping community trust, 3) creating a positive work environment, and 4) ensuring sound fiscal stewardship at all levels within MCSO. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in MCSO's operations and administration. He consistently engages public and private partners in dialogue and discussion on topics of concern. These discussions allow for collaborative problem solving with vested stakeholders and ensure all parties are informed on matters of mutual interest. Additionally, the Sheriff is dedicated to community outreach, which includes soliciting public comment prior to enacting policy, results in establishing confidence, trust and support from the communities served.

Significant Changes

There are no significant changes for the Executive Office Division.

Business Services

The Business Services Division (BSD) oversees multiple administrative units that support MCSO Operations and the Sheriff's Executive Office. BSD includes the Fiscal Unit, Logistics Unit, Training Unit, Planning and Research Unit, the CJIS (IT) Unit, Law Enforcement Support Units, and Communications Unit. In addition to the management of these units that serve as the backbone of the agency, BSD is responsible for the integration of standards and best practices in agency business processes, and agency-wide innovations and initiatives, one of which being the MCSO Employee Wellness Program. All BSD efforts will be geared toward ensuring that MCSO employees have the resources and support to optimally perform their work, and thereby be able to provide exceptional service to the public. BSD oversees the Fiscal Unit which is responsible for the professional management and utilization of all funds allocated to MCSO. The Planning and Research Unit provides accurate data to facilitate data-driven decision making. The Law Enforcement Support Unit documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort. The CJIS Unit provides innovative technology solutions to over 3,000 users across a wide range of platforms. The Training Unit prepares, delivers, and tracks training for all employees to ensure compliance and certification requirements are met, as well as provides skills training and professional development training for all MCSO members. The Logistics Unit manages the agency's fleet and property and evidence. The Communication Unit manages messaging and information sharing.

Significant Changes

There are no significant changes in the Business Services Division.

Corrections Facilities Division

The Corrections Facilities Division is comprised of 1,192 budgeted jail beds managed through two facilities; the Multnomah County Detention Center (MCDC), which is located in downtown Portland and includes booking and release operations, and the Multnomah County Inverness Jail (MCIJ) which is located in east Portland. Additionally, this division oversees the Corrections Records Unit which processes releases, transports, court orders, and approximately 31,000 new bookings annually.

The Corrections Facilities Division strives to deliver professional, compassionate services, and ensuring appropriate safety and security, when providing care and supervision of adults in custody. The foundation of a safe environment for staff and adults in custody is a comprehensive intake process for arrestees, which involves Corrections Deputies, Multnomah County Corrections Health personnel, and various other MCSO personnel. Information obtained through this process guides decisions with respect to the most appropriate housing for adults in custody. This process also allows for efficient coordination with community service providers to assist in facilitating successful re-entry into the community.

Understanding that the corrections environment presents challenges, in part due to the increase in adults experiencing addiction and mental health crisis, efficient collaboration of support staff, program staff, and medical personnel is critical in successfully connecting individuals with rehabilitation and transition services.

Significant Changes

MCSO has renegotiated the contract with the US Marshal's Office to increase the per diem rate to house and care for US Marshal prisoners. The successful outcome has increased the per diem rate from \$128 to \$185.

State Funding for Senate Bill 1145 (SB 1145) was reduced for the FY 19-21 biennium. In FY 2020, General Fund contingency was used to keep the Multnomah County Inverness Jail Dorm 15 open. The FY 2021 General Fund budget is fully backfilling the funding of Dorm 15, which houses 73 beds.

The FY 2021 budget is also funding \$577,625 for the replacement of hand held jail radios (60302) that will be used by corrections division members. The current radios have become obsolete and are no longer supported by the vendor.

A 1.00 FTE Lieutenant in MCDC Core Jail & 4th Floor (60310A) is being eliminated in the FY 2021 budget in order to fund the Gun Dispossession/VRO Detail (60555) in the Law Enforcement Division.

Corrections Services Division

The Corrections Services Division includes several specialized units focused on utilizing creative, efficient solutions to deliver quality, cost-effective service to the community. The Auxiliary Services Unit supports agency-wide operations by ensuring adequate supplies are received and distributed to multiple facilities, while also providing commissary, laundry, and property storage services for adults in custody. The Facility Security Unit provides secure access and information services to citizens, employees, and the judiciary at several Multnomah County facilities. Utilizing an objective jail classification tool, the Classification Unit determines appropriate housing for adults in custody and allows for maximum access to programs and services. The Programs Unit provides a variety of services to adults in custody, including access to education, mental health and substance use resources, and housing and employment services, which are designed to aid in a successful transition back into the community. The Close Street Supervision Unit is an intensive pre-trial supervision program that effectively manages individuals in the community while they are proceeding through the court process. The Court Services Unit provides a variety of public safety services including courtroom security, working with the judiciary to ensure adults in custody are present for court hearings, as well as managing the weekend Turn Self In program. The Transport Unit ensures that adults in custody are transported to and from court hearings, as well as to other jurisdictions. The efficient collaboration of these units directly support the daily operations of the agency, as well as the overall public safety system.

Significant Changes

The FY 2021 budget has restored 2.00 FTE Facility Security Officers at the East Count Courthouse (60415F) for which the funding was cut in the FY 2020 budget. However, the positions were not eliminated in FY 2020 as the work continues.

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 53,000 residents, and growing, in unincorporated Multnomah County and the cities of Wood Village, Maywood Park, Troutdale, and Fairview. The Patrol Unit responds to over 30,000 calls for service across more than 431 square miles of land and 110 miles of waterways in the County. Additionally, the 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 areas of the County, which include Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides countywide programs including East County Major Crimes Team, Domestic Violence/Gun Dispossession supervision, Multnomah County Justice Reinvestment Program enforcement and supervision, Homeless Outreach and Programs Engagement, East Metro Gang Enforcement Team, Special Investigations Narcotics Enforcement Team, Vehicle Crimes Team, SWAT and Rapid Response Team. Detectives are focused 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 countywide Search and Rescue services as mandated by statute.

Significant Changes

The FY 2021 budget funds the restoration of the Gun Dispossession/VRO Detail (60555). The work is critical to maintain the safety of MCSO's communities, so the Sheriff's Office is funding the program by eliminating a 1.00 FTE Lieutenant in the Corrections Facilities Division and reallocating the funds.

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 2021 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60100	Executive Office	\$1,565,835	\$0	\$1,565,835	6.00
60110	Human Resources	1,676,242	0	1,676,242	10.00
60111	Time & Attendance Unit	655,619	0	655,619	5.00
60120	Professional Standards	1,645,169	0	1,645,169	7.00
Business Services					
60200	Business Services Admin	1,557,846	0	1,557,846	1.00
60205	Criminal Justice Information Systems	7,202,763	0	7,202,763	7.00
60210	Fiscal Unit	1,301,613	0	1,301,613	8.67
60213A	Logistics Unit	728,183	0	728,183	4.00
60220	Planning & Research Unit	698,966	0	698,966	4.00
60221	Communications Unit	464,734	0	464,734	3.00
60225	Enforcement Division Support	2,989,342	0	2,989,342	27.00
60230	Alarm Program	0	236,000	236,000	1.50
60235	Concealed Handgun Permits	1,341	799,554	800,895	4.00
60250A	Training Unit	3,663,276	87,620	3,750,896	11.00
Corrections Facilities Division					
60300	Corrections Facilities Admin	920,735	0	920,735	2.00
60302	Jail Radios	577,625	0	577,625	0.00
60305A	Booking & Release	9,688,633	0	9,688,633	59.24
60305B	Gresham Temporary Hold	169,467	0	169,467	0.00
60310A	MCDC Core Jail & 4th Floor	16,665,791	0	16,665,791	61.72
60310B	MCDC 5th Floor	4,530,843	0	4,530,843	25.48
60310C	MCDC 6th Floor	2,438,237	0	2,438,237	14.04
60310D	MCDC 7th Floor	3,997,412	0	3,997,412	27.30
60310E	MCDC 8th Floor	2,320,844	0	2,320,844	16.38
60311	Clinic Escort Deputies	235,162	0	235,162	2.00
60315	MCDC Detention Electronics	441,640	0	441,640	0.00
60330A	MCIJ Dorms 10, 11 & 18	11,492,981	8,732,818	20,225,799	75.20

Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Corrections Facilities Division cont.					
60330B	MCIJ Dorms 12 & 13	3,638,167	0	3,638,167	20.02
60330C	MCIJ Dorm 14	1,172,642	0	1,172,642	5.46
60330D	MCIJ Dorms 16 & 17	662,707	0	662,707	3.64
60330E	MCIJ Dorms 6 & 7	2,483,529	0	2,483,529	14.56
60330F	MCIJ East Control Center	1,154,355	0	1,154,355	7.28
60330G	MCIJ Dorm 8	808,270	0	808,270	5.46
60330H	MCIJ Dorm 9	542,104	0	542,104	3.64
60330I	MCIJ Dorm 15 Restored	1,084,251	0	1,084,251	7.28
60340	MCIJ Work Crews	1,463,171	1,070,089	2,533,260	11.40
60345	CERT/CNT	200,613	0	200,613	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	162,366	162,366	1.30
60360	Corrections Support	4,284,765	0	4,284,765	37.00
Corrections Services Division					
60400	Corrections Services Division Admin	656,681	0	656,681	2.00
60405	Transport	3,530,574	0	3,530,574	16.00
60410A	Court Services - Courthouse	4,797,345	0	4,797,345	23.00
60410B	Court Services - Justice Center	1,198,111	0	1,198,111	7.00
60410C	Court Services - JJC	131,322	0	131,322	1.00
60410D	Turn Self In Program	291,675	0	291,675	2.00
60415A	Facility Security - Courts	1,312,361	827,272	2,139,633	14.60
60415B	Facility Security - Jails	3,011,324	0	3,011,324	22.50
60415C	Facility Security - Library	308,378	0	308,378	3.00
60415D	Facility Security - JJC	190,341	0	190,341	2.00
60415E	Domestic Violence Gateway One Stop	95,171	0	95,171	1.00
60415F	E. County FSO's Restored	184,608	0	184,608	2.00
60420	Classification	3,681,558	0	3,681,558	20.00
60425	MCDC Behavioral Health Team	336,565	0	336,565	2.00
60430	Inmate Programs	3,138,262	0	3,138,262	22.50
60435	Volunteers	131,209	0	131,209	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	183,788	183,788	1.00
60445	Close Street	1,307,893	0	1,307,893	7.00

Sheriff's Office

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Prog. #	Program Name	FY 2021 General Fund	Other Funds	Total Cost	FTE
Corrections Services Division cont.					
60450	Warehouse	1,190,981	0	1,190,981	6.60
60455	Property & Laundry	2,670,629	0	2,670,629	20.00
60460	Commissary & Inmate Welfare	0	1,341,617	1,341,617	4.23
Law Enforcement Division					
60500	Enforcement Division Admin	781,722	0	781,722	2.00
60505	Patrol	14,996,736	177,000	15,173,736	61.75
60510	Civil Process	1,655,920	0	1,655,920	8.00
60515A	River Patrol	2,124,380	835,937	2,960,317	12.50
60520	Detectives and Elder Abuse	2,438,507	44,676	2,483,183	12.15
60521	In-Jail Human Trafficking	209,909	0	209,909	1.00
60525	Special Investigations Unit	1,283,186	240,000	1,523,186	7.00
60530	TriMet Transit Police	0	1,654,747	1,654,747	9.00
60535	School & Community Resource Officer Program	1,132,713	53,900	1,186,613	7.00
60540	Homeless Outreach and Programs Engagement (HOPE) Team	338,699	0	338,699	2.00
60545	Gang Enforcement Deputy	0	544,714	544,714	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,730	0	20,730	0.00
60555	Gun Dispossession/VRO Detail Restoration	196,760	0	196,760	1.00
60565	Metro Unit	0	620,780	620,780	3.45
All Divisions					
	Non-Represented Wage Freeze*	(487,440)	0	(487,440)	0.00
	Total Sheriff's Office	\$147,981,683	\$17,612,878	\$165,594,561	809.85

* The Non-Represented Wage Freeze reflects a freeze on the Cost of Living Adjustment for all non-represented positions and a freeze on merit increases for non-represented positions earning over \$100,000. The freeze will impact Other Funds by \$18,523. However, the reduction in Other Funds will be offset by an increase in other personnel expenditures so that the total appropriations in Other Funds are unchanged.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,002,834	\$0	\$1,103,869	\$0
Contractual Services	\$36,632	\$0	\$36,632	\$0
Materials & Supplies	\$144,765	\$0	\$144,765	\$0
Internal Services	\$390,065	\$0	\$280,569	\$0
Total GF/non-GF	\$1,574,296	\$0	\$1,565,835	\$0
Program Total:	\$1,574,296		\$1,565,835	
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 2020: 60100-20 Executive Office

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,581,769	\$0	\$1,533,323	\$0
Contractual Services	\$12,124	\$0	\$12,124	\$0
Materials & Supplies	\$28,099	\$0	\$28,099	\$0
Internal Services	\$119,977	\$0	\$102,696	\$0
Total GF/non-GF	\$1,741,969	\$0	\$1,676,242	\$0
Program Total:	\$1,741,969		\$1,676,242	
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 2020: 60110-20 Human Resources

In FY 2020, 1.00 FTE was reallocated from this program offer to PO 60111.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$443,499	\$0	\$601,470	\$0
Materials & Supplies	\$14,895	\$0	\$14,895	\$0
Internal Services	\$62,251	\$0	\$39,254	\$0
Total GF/non-GF	\$520,645	\$0	\$655,619	\$0
Program Total:	\$520,645		\$655,619	
Program FTE	4.00	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 2020: 60111A-20 Time & Attendance Unit

In FY20, 1.00 FTE was reallocated from PO 60110 - MCSO HR to this Program Offer.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,396,544	\$0	\$1,448,413	\$0
Contractual Services	\$23,338	\$0	\$23,338	\$0
Materials & Supplies	\$85,643	\$0	\$85,643	\$0
Internal Services	\$124,014	\$0	\$87,775	\$0
Total GF/non-GF	\$1,629,539	\$0	\$1,645,169	\$0
Program Total:	\$1,629,539		\$1,645,169	
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 2020: 60120-20 Professional Standards

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$372,694	\$0	\$388,443	\$0
Contractual Services	\$13,233	\$0	\$13,233	\$0
Materials & Supplies	\$1,123,638	\$0	\$1,123,638	\$0
Internal Services	\$123,507	\$0	\$32,532	\$0
Total GF/non-GF	\$1,633,072	\$0	\$1,557,846	\$0
Program Total:	\$1,633,072		\$1,557,846	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,359,535	\$0	\$1,363,842	\$0
Total Revenue	\$1,359,535	\$0	\$1,363,842	\$0

Explanation of Revenues

General Fund:
\$1,363,842 - Departmental Indirect Revenue

Significant Program Changes

Last Year this program was: FY 2020: 60200-20 Business Services Admin

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,362,311	\$0	\$1,427,335	\$0
Contractual Services	\$21,693	\$0	\$21,693	\$0
Materials & Supplies	\$613,397	\$0	\$613,397	\$0
Internal Services	\$5,066,624	\$0	\$5,140,338	\$0
Total GF/non-GF	\$7,064,025	\$0	\$7,202,763	\$0
Program Total:	\$7,064,025		\$7,202,763	
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 2020: 60205-20 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,268,346	\$0	\$1,236,528	\$0
Materials & Supplies	\$16,355	\$0	\$16,355	\$0
Internal Services	\$88,757	\$0	\$48,730	\$0
Total GF/non-GF	\$1,373,458	\$0	\$1,301,613	\$0
Program Total:	\$1,373,458		\$1,301,613	
Program FTE	8.67	0.00	8.67	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60210-20 Fiscal Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$494,257	\$0	\$528,203	\$0
Materials & Supplies	\$13,420	\$0	\$13,420	\$0
Internal Services	\$135,703	\$0	\$186,560	\$0
Total GF/non-GF	\$643,380	\$0	\$728,183	\$0
Program Total:	\$643,380		\$728,183	
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 2020: 60570-20 Logistics Unit

In FY 2020 the Logistics Unit was moved from the Law Enforcement Division to the Business Services Division, which includes 4.00 FTE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$607,059	\$0	\$661,142	\$0
Materials & Supplies	\$6,370	\$0	\$6,370	\$0
Internal Services	\$49,358	\$0	\$31,454	\$0
Total GF/non-GF	\$662,787	\$0	\$698,966	\$0
Program Total:	\$662,787		\$698,966	
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 2020: 60220-20 Planning & Research Unit

In FY 2020, the Planning & Research Unit was combined with the Communications Unit under the new Strategic Services Section

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$480,122	\$0	\$434,609	\$0
Materials & Supplies	\$28,800	\$0	\$28,800	\$0
Internal Services	\$1,326	\$0	\$1,325	\$0
Total GF/non-GF	\$510,248	\$0	\$464,734	\$0
Program Total:	\$510,248		\$464,734	
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 2020: 60115-20 Communications Unit

In FY 2020, the Communications Unit was combined with the Planning & Research Unit under the new Strategic Services Section.

Department: Sheriff
Program Offer Type: Support

Program Contact: Francis Cop
Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Enforcement Support Unit plays an integral part in the success of the Law Enforcement Division. The Unit supports enforcement efforts through its Enforcement Records, Civil Support, and Word Processing components. Each component ensures that the activities of the Law Enforcement Division are documented, recorded, and processed such that gleaned information is properly managed and retrievable consistent with governing provisions.

Program Summary

Within the Enforcement Support Unit, Enforcement Records operates 24/7, throughout the year and receives, processes and maintains law enforcement, warrant, and protective order records for the County and is often the first point of contact for the public, other agencies, and other law enforcement personnel. Accurate and timely processing of requests is critical to the overall success of enforcement operations and has a direct effect on timely arrests, detention of prisoners and public and police officer safety.

Civil Support ensures that the service of court papers and enforcement of court orders such as small claims, divorce papers, subpoenas, child support, restraining orders and eviction papers are dealt with in timely manner and accurately recorded. Civil Support also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork.

Word Processing Unit is responsible for preparing accurate and well formatted reports, archiving documentation, and supporting Enforcement Command Staff and investigations. Their responsibilities are critical to the success of enforcement and investigative efforts and supportive of prosecution.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of warrants received and entered	17,882	21,000	21,974	22,000
Outcome	Number of protective orders received and entered	2,949	3,000	3,010	3,100
Output	Number of law enforcement records entered	9,927	15,000	10,574	14,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	18,256	18,000	19,500	20,000

Performance Measures Descriptions

Data generated from monthly reports which are compiled from daily tally sheets. "Warrants entered" is verified by a SWIS report. The report numbers issued performance measure is generated out of ReJIN.

Legal / Contractual Obligation

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law. (4) Support the record requirements of the cities with police services contracts through the Multnomah County Sheriff's Office. These cities include Maywood Park, Troutdale, Fairview and Wood Village. (5) Record validation is required monthly by the Oregon State Police and the FBI.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,711,656	\$0	\$2,835,840	\$0
Contractual Services	\$13,988	\$0	\$13,988	\$0
Materials & Supplies	\$77,757	\$0	\$77,757	\$0
Internal Services	\$53,846	\$0	\$61,757	\$0
Total GF/non-GF	\$2,857,247	\$0	\$2,989,342	\$0
Program Total:	\$2,857,247		\$2,989,342	
Program FTE	27.00	0.00	27.00	0.00

Program Revenues				
Fees, Permits & Charges	\$16,000	\$0	\$40,000	\$0
Other / Miscellaneous	\$50,000	\$0	\$22,500	\$0
Total Revenue	\$66,000	\$0	\$62,500	\$0

Explanation of Revenues

General Fund:
 \$40,000 - Tow Fees
 \$22,500 - Report Requests

This amount is based on what was received during the first 6 months of FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 60225-20 Enforcement Division Support

Legal / Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Fairview, Troutdale, Wood Village and Maywood Park.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$129,469	\$0	\$145,700
Contractual Services	\$0	\$97,358	\$0	\$53,586
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$29,549	\$0	\$34,090
Total GF/non-GF	\$0	\$259,000	\$0	\$236,000
Program Total:	\$259,000		\$236,000	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Fees, Permits & Charges	\$0	\$154,000	\$0	\$71,000
Other / Miscellaneous	\$0	\$65,000	\$0	\$133,000
Beginning Working Capital	\$0	\$40,000	\$0	\$32,000
Total Revenue	\$0	\$259,000	\$0	\$236,000

Explanation of Revenues

This program generates \$18,329 in indirect revenues.

Special Ops Fund:

\$32,000 - Carry-over from Fiscal Year 2020

\$26,000 - Alarms Late Fees

\$45,000 - Alarms Permits

\$133,000 - False Alarms Fines

Significant Program Changes

Last Year this program was: FY 2020: 60230-20 Alarm Program

Legal / Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$522,058	\$0	\$528,071
Contractual Services	\$0	\$43,991	\$0	\$45,893
Materials & Supplies	\$1,341	\$78,640	\$1,341	\$75,693
Internal Services	\$1,704	\$95,114	\$0	\$101,964
Capital Outlay	\$0	\$324,647	\$0	\$47,933
Total GF/non-GF	\$3,045	\$1,064,450	\$1,341	\$799,554
Program Total:	\$1,067,495		\$800,895	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Fees, Permits & Charges	\$0	\$375,350	\$0	\$422,168
Beginning Working Capital	\$0	\$585,000	\$0	\$350,000
Service Charges	\$78,880	\$104,100	\$111,157	\$27,386
Total Revenue	\$78,880	\$1,064,450	\$111,157	\$799,554

Explanation of Revenues

This program generates \$66,431 in indirect revenues.

General Fund:

\$111,157 - Facility Access ID Badges

Special Ops Fund:

\$350,000 - Carry-over from Fiscal Year 2020

\$2,194 - OLCC Fees

\$419,974 - Concealed Handgun Licenses

\$27,386 - In-Person Handgun Safety Classes and On-line Handgun Safety Course

Significant Program Changes

Last Year this program was: FY 2020: 60235-20 Concealed Handgun Permits

In FY 2020, MCSO launched its online Concealed Handgun Licensing program, in which participants can get training and obtain a permit.

Legal / Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025 (1)
Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (5) Certification requirements for enforcement and corrections middle managers - OAR 259-008-0025 (6) Law Enforcement members must maintain a certain number and type of training hours under maintenance standards for police; the same standards are now recommended for corrections officers - OAR 259-008-0065 (2) (a, b)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,934,651	\$70,421	\$3,051,634	\$77,829
Materials & Supplies	\$371,015	\$0	\$371,015	\$0
Internal Services	\$198,908	\$8,549	\$240,627	\$9,791
Total GF/non-GF	\$3,504,574	\$78,970	\$3,663,276	\$87,620
Program Total:	\$3,583,544		\$3,750,896	
Program FTE	10.50	0.50	10.50	0.50

Program Revenues				
Service Charges	\$0	\$78,970	\$0	\$87,620
Total Revenue	\$0	\$78,970	\$0	\$87,620

Explanation of Revenues

This program generates \$9,791 in indirect revenues.
\$87,620 - Reimbursement for use of Training Facility

Significant Program Changes

Last Year this program was: FY 2020: 60250-20 Training Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$486,258	\$0	\$505,409	\$0
Contractual Services	\$291,720	\$0	\$291,720	\$0
Materials & Supplies	\$62,329	\$0	\$62,329	\$0
Internal Services	\$58,931	\$0	\$61,277	\$0
Total GF/non-GF	\$899,238	\$0	\$920,735	\$0
Program Total:	\$899,238		\$920,735	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$600	\$0	\$1,200	\$0
Service Charges	\$150	\$0	\$360	\$0
Total Revenue	\$750	\$0	\$1,560	\$0

Explanation of Revenues

General Fund:
 \$360 - Marriage Fees & Room and Board
 \$1,200 - Restitution Fines

Significant Program Changes

Last Year this program was: FY 2020: 60300-20 Corrections Facilities Admin

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Materials & Supplies	\$0	\$0	\$577,625	\$0
Total GF/non-GF	\$0	\$0	\$577,625	\$0
Program Total:	\$0		\$577,625	
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:

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$9,223,846	\$0	\$9,410,254	\$0
Contractual Services	\$0	\$0	\$179,246	\$0
Materials & Supplies	\$277,954	\$0	\$98,708	\$0
Internal Services	\$0	\$0	\$425	\$0
Total GF/non-GF	\$9,501,800	\$0	\$9,688,633	\$0
Program Total:	\$9,501,800		\$9,688,633	
Program FTE	59.24	0.00	59.24	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60305A-20 Booking & Release

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$163,016	\$0	\$169,467	\$0
Total GF/non-GF	\$163,016	\$0	\$169,467	\$0
Program Total:	\$163,016		\$169,467	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$75,694	\$0	\$78,041	\$0
Total Revenue	\$75,694	\$0	\$78,041	\$0

Explanation of Revenues

General Fund:

\$78,041 - Gresham PD's portion of Gresham Temp Hold services. Increased by CPI of 3.1% from last fiscal year's amount.

Significant Program Changes

Last Year this program was: FY 2020: 60305B-20 Gresham Temporary Hold

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$10,800,614	\$0	\$11,194,419	\$0
Contractual Services	\$8,178	\$0	\$639,787	\$0
Materials & Supplies	\$698,925	\$0	\$61,785	\$0
Internal Services	\$4,444,918	\$0	\$4,769,800	\$0
Total GF/non-GF	\$15,952,635	\$0	\$16,665,791	\$0
Program Total:	\$15,952,635		\$16,665,791	
Program FTE	62.72	0.00	61.72	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60310A-20 MCDC Core Jail & 4th Floor

Additional \$50,000 for overtime and associated fringe and insurance. This funding was reallocated from various M&S lines within the Sheriff's Office budget.

A 1.00 FTE Lieutenant is being eliminated in the FY 2021 budget in order to fund the Gun Disposition/VRO Detail (60555) in the Law Enforcement Division.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,155,955	\$0	\$4,209,751	\$0
Contractual Services	\$4,089	\$0	\$242,217	\$0
Materials & Supplies	\$289,530	\$0	\$51,402	\$0
Internal Services	\$28,565	\$0	\$27,473	\$0
Total GF/non-GF	\$4,478,139	\$0	\$4,530,843	\$0
Program Total:	\$4,478,139		\$4,530,843	
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 2020: 60310B-20 MCDL 5th Floor

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,035,840	\$0	\$2,170,661	\$0
Contractual Services	\$2,045	\$0	\$180,641	\$0
Materials & Supplies	\$240,553	\$0	\$61,957	\$0
Internal Services	\$26,235	\$0	\$24,978	\$0
Total GF/non-GF	\$2,304,673	\$0	\$2,438,237	\$0
Program Total:	\$2,304,673		\$2,438,237	
Program FTE	14.04	0.00	14.04	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60310C-20 MCDL 6th Floor

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,644,774	\$0	\$3,830,972	\$0
Contractual Services	\$2,045	\$0	\$121,109	\$0
Materials & Supplies	\$136,471	\$0	\$17,407	\$0
Internal Services	\$28,096	\$0	\$27,924	\$0
Total GF/non-GF	\$3,811,386	\$0	\$3,997,412	\$0
Program Total:	\$3,811,386		\$3,997,412	
Program FTE	27.30	0.00	27.30	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60310D-20 MCDC 7th Floor

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,111,893	\$0	\$2,245,929	\$0
Contractual Services	\$0	\$0	\$59,532	\$0
Materials & Supplies	\$70,835	\$0	\$11,303	\$0
Internal Services	\$4,190	\$0	\$4,080	\$0
Total GF/non-GF	\$2,186,918	\$0	\$2,320,844	\$0
Program Total:	\$2,186,918		\$2,320,844	
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 2020: 60310E-20 MCDL 8th Floor

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$227,244	\$0	\$235,162	\$0
Total GF/non-GF	\$227,244	\$0	\$235,162	\$0
Program Total:	\$227,244		\$235,162	
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 2020: 60311-20 Clinic Escort Deputies

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$424,826	\$0	\$441,640	\$0
Total GF/non-GF	\$424,826	\$0	\$441,640	\$0
Program Total:	\$424,826		\$441,640	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$424,826	\$0	\$0	\$0
Total Revenue	\$424,826	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60315-20 MCDC Detention Electronics

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,228,221	\$8,841,327	\$5,605,648	\$7,768,869
Contractual Services	\$12,992	\$0	\$917,675	\$0
Materials & Supplies	\$1,066,880	\$0	\$162,197	\$0
Internal Services	\$4,642,309	\$1,072,462	\$4,795,280	\$963,949
Capital Outlay	\$12,181	\$0	\$12,181	\$0
Total GF/non-GF	\$9,962,583	\$9,913,789	\$11,492,981	\$8,732,818
Program Total:	\$19,876,372		\$20,225,799	
Program FTE	20.20	55.00	27.63	47.57

Program Revenues				
Intergovernmental	\$0	\$9,913,789	\$0	\$8,732,818
Service Charges	\$5,120,560	\$0	\$6,411,291	\$0
Total Revenue	\$5,120,560	\$9,913,789	\$6,411,291	\$8,732,818

Explanation of Revenues

This program generates \$963,949 in indirect revenues.

General Fund:

\$6,077,250 - US Marshal for 90 Beds (Per County Budget Office) X \$185 (new rate as of 10/01/19) X 365 Days

\$66,996 - BOP (Based on collecting \$33,498 in first 6 months of FY 2020)

\$267,045 - M73 Inmate Beds (Based on collecting \$133,522 in the first 2 quarters in FY 2020)

Fed/State Fund:

\$8,345,660 - Senate Bill 1145 State Funding (Based on FY19-21 Biennium Amount)

\$35,349 - Start Court M57 State Funding (Bases on FY19-21 Biennium Amount)

\$351,810 - DOC M57 State Funding (Based on FY19-21 Biennium Amount)

Significant Program Changes

Last Year this program was: FY 2020: 60330A-20 MCIJ Dorms 10, 11 & 18

Due to a contract renegotiation with the US Marshals, revenue for USM beds increased by \$1,324,950.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,349,996	\$0	\$3,443,715	\$0
Contractual Services	\$3,652	\$0	\$126,874	\$0
Materials & Supplies	\$182,850	\$0	\$59,628	\$0
Internal Services	\$7,442	\$0	\$7,950	\$0
Total GF/non-GF	\$3,543,940	\$0	\$3,638,167	\$0
Program Total:	\$3,543,940		\$3,638,167	
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 2020: 60330B-20 MCIJ Dorms 12 & 13

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,987,159	\$0	\$998,755	\$0
Contractual Services	\$2,324	\$0	\$115,690	\$0
Materials & Supplies	\$166,265	\$0	\$52,899	\$0
Internal Services	\$6,766	\$0	\$5,298	\$0
Total GF/non-GF	\$2,162,514	\$0	\$1,172,642	\$0
Program Total:	\$2,162,514		\$1,172,642	
Program FTE	12.74	0.00	5.46	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60330C-20 MCIJ Dorms 14 & 15

In FY 2021, Dorms 14 and 15 are split out into two separate program offers. PO 60330C is Dorm 14 with 5.46 FTE. PO 60330I is Dorm 15 with 7.28 FTE.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$522,572	\$0	\$609,140	\$0
Contractual Services	\$665	\$0	\$45,026	\$0
Materials & Supplies	\$51,008	\$0	\$6,647	\$0
Internal Services	\$1,353	\$0	\$1,894	\$0
Total GF/non-GF	\$575,598	\$0	\$662,707	\$0
Program Total:	\$575,598		\$662,707	
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 2020: 60330D-20 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,986,841	\$0	\$2,361,525	\$0
Contractual Services	\$2,656	\$0	\$99,591	\$0
Materials & Supplies	\$113,671	\$0	\$16,736	\$0
Internal Services	\$5,411	\$0	\$5,677	\$0
Total GF/non-GF	\$2,108,579	\$0	\$2,483,529	\$0
Program Total:	\$2,108,579		\$2,483,529	
Program FTE	14.56	0.00	14.56	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60330E-20 MCIJ Dorms 6 & 7

Legal / Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$990,831	\$0	\$1,137,873	\$0
Contractual Services	\$2,656	\$0	\$2,656	\$0
Materials & Supplies	\$10,801	\$0	\$10,801	\$0
Internal Services	\$5,411	\$0	\$3,025	\$0
Total GF/non-GF	\$1,009,699	\$0	\$1,154,355	\$0
Program Total:	\$1,009,699		\$1,154,355	
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 2020: 60330F-20 MCIJ East Control Center

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$682,140	\$0	\$748,863	\$0
Contractual Services	\$830	\$0	\$49,298	\$0
Materials & Supplies	\$55,925	\$0	\$7,457	\$0
Internal Services	\$1,691	\$0	\$2,652	\$0
Total GF/non-GF	\$740,586	\$0	\$808,270	\$0
Program Total:	\$740,586		\$808,270	
Program FTE	5.46	0.00	5.46	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60330G-20 MCIJ Dorm 8

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$454,125	\$0	\$483,459	\$0
Contractual Services	\$830	\$0	\$49,297	\$0
Materials & Supplies	\$55,921	\$0	\$7,454	\$0
Internal Services	\$1,691	\$0	\$1,894	\$0
Total GF/non-GF	\$512,567	\$0	\$542,104	\$0
Program Total:	\$512,567		\$542,104	
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 2020: 60330H-20 MCIJ Dorm 9

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$957,661	\$0
Contractual Services	\$0	\$0	\$124,987	\$0
Materials & Supplies	\$0	\$0	\$1,603	\$0
Total GF/non-GF	\$0	\$0	\$1,084,251	\$0
Program Total:	\$0		\$1,084,251	
Program FTE	0.00	0.00	7.28	0.00

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

Explanation of Revenues

The revenue associated with this program offer was budgeted in the base offer (60330A).

Significant Program Changes

Last Year this program was:

In FY 2021, Dorms 14 and 15 are split out into two separate program offers. PO 60330C is Dorm 14 with 5.46 FTE. PO 60330I is Dorm 15 with 7.28 FTE.

Legal / Contractual Obligation

Work Crews contract with METRO, Multnomah County and other governments.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$988,697	\$1,085,881	\$1,035,486	\$950,514
Contractual Services	\$6,335	\$0	\$96,100	\$0
Materials & Supplies	\$162,266	\$0	\$72,501	\$0
Internal Services	\$278,860	\$131,826	\$259,084	\$119,575
Total GF/non-GF	\$1,436,158	\$1,217,707	\$1,463,171	\$1,070,089
Program Total:	\$2,653,865		\$2,533,260	
Program FTE	5.50	6.90	5.50	5.90

Program Revenues				
Other / Miscellaneous	\$0	\$304,645	\$0	\$384,607
Service Charges	\$0	\$913,062	\$0	\$685,482
Total Revenue	\$0	\$1,217,707	\$0	\$1,070,089

Explanation of Revenues

This program generates \$119,575 in indirect revenues.

Special Ops Fund:

\$685,482 - Contracts with other Intergovernmental Agencies (ODOT, City of Portland, Metro, Other Cities)

\$384,607 - Reimbursements from Road Fund, Bridge Maint, Facilities Mgmt W/C Svcs (6.03% Personnel COLA increase from previous year)

Significant Program Changes

Last Year this program was: FY 2020: 60340-20 MCIJ Work Crews

In FY 2020, cut 1.00 FTE from the Dedicated Funded Work Crew due to reduced contract levels.

Legal / Contractual Obligation

IGA with Norwest Regional Re-Entry Center

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$120,113	\$0	\$124,867	\$0
Materials & Supplies	\$52,197	\$0	\$52,197	\$0
Internal Services	\$12,826	\$0	\$23,549	\$0
Total GF/non-GF	\$185,136	\$0	\$200,613	\$0
Program Total:	\$185,136		\$200,613	
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 2020: 60345-20 CERT/CNT

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$145,338	\$0	\$147,606
Internal Services	\$0	\$14,533	\$0	\$14,760
Total GF/non-GF	\$0	\$159,871	\$0	\$162,366
Program Total:	\$159,871		\$162,366	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$159,871	\$0	\$162,366
Total Revenue	\$0	\$159,871	\$0	\$162,366

Explanation of Revenues

This program generates \$14,760 in indirect revenues.
 \$162,366 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2020: 60350-20 HB3194 Justice Reinvestment - Escorts

Department: Sheriff

Program Contact: Becky Child

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Corrections Support Unit (CSU) is mandatory for the successful and accurate management of arrestee, pretrial, and inmate population information. CSU processes inmate bookings, transports, releases, court orders, and monitors Federal prisoners. CSU is responsible for being responsive to the public's phone calls regarding all aspects of Corrections and for the processing of Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. CSU is a 24/7 operation throughout the year.

Program Summary

The CSU creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates, and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. CSU provides receptionist duties for the Multnomah County Department of Corrections, processes Forced Releases when a designated population emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, the CSU must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. The Unit is diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Unit staff members work closely and collaboratively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's Office, and the Department of Community Justice of Multnomah County.

The CSU ensures all information processed is properly recorded, archived and secured. Only those persons or entities having a need or right to know are allowed access. The CSU processes and protocols allow for accurate retrieval of information consistent with governing provisions.

The CSU processes and performs the duties associated with Forced Population Releases, which occur during a jail population emergency. CSU's thorough protocol ensures the "least dangerous" offenders are released to the community.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of computer bookings	32,007	33,000	32,000	33,000
Outcome	Number of sentence release date calculations	9,270	12,000	9,500	11,000

Performance Measures Descriptions

Computer Bookings include Standard, In Transit, and Turn Self in Bookings. Both the number of bookings and calculated sentence release dates were generated from SWIS Monthly reports.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,004,972	\$0	\$4,180,346	\$0
Contractual Services	\$821	\$0	\$821	\$0
Materials & Supplies	\$78,280	\$0	\$78,280	\$0
Internal Services	\$25,610	\$0	\$25,318	\$0
Total GF/non-GF	\$4,109,683	\$0	\$4,284,765	\$0
Program Total:	\$4,109,683		\$4,284,765	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$61,800	\$0
Other / Miscellaneous	\$16,624	\$0	\$14,226	\$0
Service Charges	\$46,200	\$0	\$0	\$0
Total Revenue	\$62,824	\$0	\$76,026	\$0

Explanation of Revenues

General Fund:
 \$61,800 - Social Security Incentive Revenue
 \$14,226 - Report Requests

*Estimate based on FY 2020 mid-year revenue

Significant Program Changes

Last Year this program was: FY 2020: 60360-20 Corrections Support

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$453,306	\$0	\$505,409	\$0
Materials & Supplies	\$62,329	\$0	\$62,329	\$0
Internal Services	\$6,152	\$0	\$88,943	\$0
Total GF/non-GF	\$521,787	\$0	\$656,681	\$0
Program Total:	\$521,787		\$656,681	
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 2020: 60400-20 Corrections Services Division Admin

Legal / Contractual Obligation

ORS 206.010 Duties of Sheriff (3) ORS 169.320 Control of Prisoners ORS. 169.076 (14) Legal materials/access.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,978,085	\$0	\$3,070,628	\$0
Materials & Supplies	\$34,693	\$0	\$34,693	\$0
Internal Services	\$286,894	\$0	\$419,693	\$0
Capital Outlay	\$5,560	\$0	\$5,560	\$0
Total GF/non-GF	\$3,305,232	\$0	\$3,530,574	\$0
Program Total:	\$3,305,232		\$3,530,574	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$1,272	\$0	\$34,060	\$0
Total Revenue	\$1,272	\$0	\$34,060	\$0

Explanation of Revenues

General Fund:

\$34,060 - Interstate Fugitive Shuttle, Transfer of State Wards and USM Transports based on FY20 Mid-year actuals

Significant Program Changes

Last Year this program was: FY 2020: 60405-20 Transport

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$4,009,406	\$0	\$4,124,002	\$0
Contractual Services	\$0	\$0	\$77,144	\$0
Materials & Supplies	\$118,083	\$0	\$40,939	\$0
Internal Services	\$395,263	\$0	\$555,260	\$0
Total GF/non-GF	\$4,522,752	\$0	\$4,797,345	\$0
Program Total:	\$4,522,752		\$4,797,345	
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 2020: 60410A-20 Court Services - Courthouse

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,183,050	\$0	\$1,193,504	\$0
Materials & Supplies	\$4,607	\$0	\$4,607	\$0
Total GF/non-GF	\$1,187,657	\$0	\$1,198,111	\$0
Program Total:	\$1,187,657		\$1,198,111	
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 2020: 60410B-20 Court Services - Justice Center

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$149,632	\$0	\$131,322	\$0
Total GF/non-GF	\$149,632	\$0	\$131,322	\$0
Program Total:	\$149,632		\$131,322	
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 2020: 60410C-20 Court Services - JJC

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$272,585	\$0	\$291,675	\$0
Total GF/non-GF	\$272,585	\$0	\$291,675	\$0
Program Total:	\$272,585		\$291,675	
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 2020: 60410D-20 Turn Self In Program

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract
ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,096,089	\$691,484	\$1,145,554	\$730,382
Materials & Supplies	\$23,307	\$5,014	\$23,307	\$5,008
Internal Services	\$0	\$83,947	\$0	\$91,882
Capital Outlay	\$143,500	\$0	\$143,500	\$0
Total GF/non-GF	\$1,262,896	\$780,445	\$1,312,361	\$827,272
Program Total:	\$2,043,341		\$2,139,633	
Program FTE	8.60	6.00	8.60	6.00

Program Revenues				
Other / Miscellaneous	\$15,029	\$780,445	\$15,715	\$827,272
Total Revenue	\$15,029	\$780,445	\$15,715	\$827,272

Explanation of Revenues

This program generates \$91,882 in indirect revenues.

General Fund:

\$15,715 - Security Services for Parenting Classes (4.5 Hrs X 70 Classes X \$49.89)

Special Ops Fund:

\$827,272 - Court Revenues for Court Security Services. This amount is based on what was received during the first 6 months of Fiscal Year 2020.

Significant Program Changes

Last Year this program was: FY 2020: 60415A-20 Facility Security - Courts

Legal / Contractual Obligation

ORS 206.010 – General Duties of Sheriff; ORS 206.210 – Authority of Sheriff Over Organization of Office; ORS 206.345 – Contracts with Cities- Authority Under Contract; ORS 451.010 – Facility and Services Counties May Provide by Service District; ORS 166.360 through 166.380 – Possession of Firearms, Examination of Devices and Firearms; ORS 137.308 through 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,468,216	\$0	\$2,631,378	\$0
Materials & Supplies	\$36,176	\$0	\$36,176	\$0
Internal Services	\$14,490	\$0	\$343,770	\$0
Total GF/non-GF	\$2,518,882	\$0	\$3,011,324	\$0
Program Total:	\$2,518,882		\$3,011,324	
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 2020: 60415B-20 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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$294,997	\$0	\$308,378	\$0
Total GF/non-GF	\$294,997	\$0	\$308,378	\$0
Program Total:	\$294,997		\$308,378	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$294,997	\$0	\$308,378	\$0
Total Revenue	\$294,997	\$0	\$308,378	\$0

Explanation of Revenues

General Fund:

FY 2021 Central Library Total is \$308,378

Significant Program Changes

Last Year this program was: FY 2020: 60415C-20 Facility Security - Library

Legal / Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$179,589	\$0	\$190,341	\$0
Total GF/non-GF	\$179,589	\$0	\$190,341	\$0
Program Total:	\$179,589		\$190,341	
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 2020: 60415D-20 Facility Security - JJC

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$89,880	\$0	\$95,171	\$0
Total GF/non-GF	\$89,880	\$0	\$95,171	\$0
Program Total:	\$89,880		\$95,171	
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 2020: 60415E-20 Domestic Violence Gateway One Stop

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$184,608	\$0
Total GF/non-GF	\$0	\$0	\$184,608	\$0
Program Total:	\$0		\$184,608	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program offer funds 2.00 FTE Facility Security Officers, the funding for which was eliminated in the FY 2020 budget.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$3,486,112	\$0	\$3,624,494	\$0
Materials & Supplies	\$33,425	\$0	\$33,425	\$0
Internal Services	\$39,086	\$0	\$23,639	\$0
Total GF/non-GF	\$3,558,623	\$0	\$3,681,558	\$0
Program Total:	\$3,558,623		\$3,681,558	
Program FTE	20.00	0.00	20.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60420-20 Classification

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$317,406	\$0	\$336,565	\$0
Total GF/non-GF	\$317,406	\$0	\$336,565	\$0
Program Total:	\$317,406		\$336,565	
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 2020: 60425-20 MCDC Behavioral Health Team

Legal / Contractual Obligation

ORS 169.170; ORS 343.035 and ORS 336.187. Or. 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. ed programs; J03.02.02 - Involving ESD; J03.03.01 - Staffing for ed programs; J03.03.03 - Utilizing comm resources for ed programs; J04.02.01 and J04.03.01 - Rehab treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,715,158	\$0	\$2,884,472	\$0
Contractual Services	\$93,167	\$0	\$93,167	\$0
Materials & Supplies	\$128,219	\$0	\$128,219	\$0
Internal Services	\$34,365	\$0	\$32,404	\$0
Total GF/non-GF	\$2,970,909	\$0	\$3,138,262	\$0
Program Total:	\$2,970,909		\$3,138,262	
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 2020: 60430-20 Inmate Programs

Legal / Contractual Obligation

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$122,026	\$0	\$126,310	\$0
Materials & Supplies	\$4,474	\$0	\$4,474	\$0
Internal Services	\$426	\$0	\$425	\$0
Total GF/non-GF	\$126,926	\$0	\$131,209	\$0
Program Total:	\$126,926		\$131,209	
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 2020: 60435-20 Volunteers

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$150,744	\$0	\$167,080
Internal Services	\$0	\$15,074	\$0	\$16,708
Total GF/non-GF	\$0	\$165,818	\$0	\$183,788
Program Total:	\$165,818		\$183,788	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$165,818	\$0	\$183,788
Total Revenue	\$0	\$165,818	\$0	\$183,788

Explanation of Revenues

This program generates \$16,708 in indirect revenues.
 \$183,788 - HB3194 Justice Reinvestment Funding

Significant Program Changes

Last Year this program was: FY 2020: 60440-20 HB3194 Justice Reinvestment - Program Administrator

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,110,779	\$0	\$1,237,480	\$0
Contractual Services	\$36,080	\$0	\$36,080	\$0
Materials & Supplies	\$34,333	\$0	\$34,333	\$0
Internal Services	\$74,599	\$0	\$0	\$0
Total GF/non-GF	\$1,255,791	\$0	\$1,307,893	\$0
Program Total:	\$1,255,791		\$1,307,893	
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 2020: 60445A-20 Close Street

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$889,584	\$0	\$969,932	\$0
Materials & Supplies	\$18,829	\$0	\$18,829	\$0
Internal Services	\$173,835	\$0	\$202,220	\$0
Total GF/non-GF	\$1,082,248	\$0	\$1,190,981	\$0
Program Total:	\$1,082,248		\$1,190,981	
Program FTE	6.60	0.00	6.60	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60450-20 Warehouse

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,170,079	\$0	\$2,237,184	\$0
Materials & Supplies	\$97,218	\$0	\$97,218	\$0
Internal Services	\$268,123	\$0	\$208,102	\$0
Capital Outlay	\$128,125	\$0	\$128,125	\$0
Total GF/non-GF	\$2,663,545	\$0	\$2,670,629	\$0
Program Total:	\$2,663,545		\$2,670,629	
Program FTE	20.00	0.00	20.00	0.00

Program Revenues				
Service Charges	\$5,000	\$0	\$0	\$0
Total Revenue	\$5,000	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2020: 60455-20 Property & Laundry

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088
Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$455,218	\$0	\$477,252
Contractual Services	\$0	\$5,000	\$0	\$628,082
Materials & Supplies	\$0	\$726,781	\$0	\$127,740
Internal Services	\$0	\$103,661	\$0	\$108,543
Total GF/non-GF	\$0	\$1,290,660	\$0	\$1,341,617
Program Total:	\$1,290,660		\$1,341,617	
Program FTE	0.00	4.23	0.00	4.23

Program Revenues				
Other / Miscellaneous	\$0	\$1,172,172	\$0	\$1,224,117
Beginning Working Capital	\$0	\$100,988	\$0	\$100,000
Service Charges	\$0	\$17,500	\$0	\$17,500
Total Revenue	\$0	\$1,290,660	\$0	\$1,341,617

Explanation of Revenues

This program generates \$60,038 in indirect revenues.

Inmate Welfare Trust Fund:

\$100,000-Beginning Working Capital from FY 20 Carry-over

\$1,189,257 - Revenue from Commissary Sales to Inmates (Based on FY 20 Mid-year actuals Jul-Oct)

\$17,500 - records requests, hearing fees, statement requests, grievance fees, food handlers certificate fees

\$30,000 - hygiene kits and copies

\$4,860 - disciplinary fines

Significant Program Changes

Last Year this program was: FY 2020: 60460-20 Commissary & Inmate Welfare

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$448,925	\$0	\$483,848	\$0
Contractual Services	\$7,002	\$0	\$7,002	\$0
Materials & Supplies	\$155,878	\$0	\$155,878	\$0
Internal Services	\$144,422	\$0	\$134,994	\$0
Total GF/non-GF	\$756,227	\$0	\$781,722	\$0
Program Total:	\$756,227		\$781,722	
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 2020: 60500-20 Enforcement Division Admin

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$11,966,489	\$140,004	\$12,528,796	\$139,457
Contractual Services	\$2,442	\$3,000	\$2,442	\$3,000
Materials & Supplies	\$367,042	\$125,375	\$367,042	\$17,000
Internal Services	\$1,649,805	\$16,996	\$1,808,391	\$17,543
Capital Outlay	\$290,065	\$0	\$290,065	\$0
Total GF/non-GF	\$14,275,843	\$285,375	\$14,996,736	\$177,000
Program Total:	\$14,561,218		\$15,173,736	
Program FTE	61.75	0.00	61.75	0.00

Program Revenues				
Intergovernmental	\$0	\$115,000	\$0	\$115,000
Other / Miscellaneous	\$0	\$40,000	\$0	\$40,000
Beginning Working Capital	\$0	\$108,375	\$0	\$0
Service Charges	\$6,220,836	\$22,000	\$6,453,641	\$22,000
Total Revenue	\$6,220,836	\$285,375	\$6,453,641	\$177,000

Explanation of Revenues

This program generates \$17,543 in indirect revenues.

General Fund: - \$39,895-Maywood Pk (3.1% CPI increase from Prev. Year); \$460,164-Wood Village (3.1% CPI increase from Prev. Year); \$3,272,263-City of Troutdale Contract per Budget Office's GF Allocation Sheet, increased by CPI rate; \$2,681,319-City of Fairview Contract per Budget Office's GF Allocation Sheet, increased by CPI and new PERS rate

Fed/State Fund: \$22,000-Patrol Services to OR State Parks within Multnomah County; \$20,000-OSSA Seatbelt Grant; \$20,000 - OSSA DUII Grant; \$80,000 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections; \$15,000 - Speed Enforcement for ODOT

Special Ops Fund: \$20,000-Reimbursement from OR Fire Marshal for Hazardous Materials Activities

Significant Program Changes

Last Year this program was: FY 2020: 60505-20 Patrol

Additional \$50,000 for overtime and associated fringe and insurance. This funding was re-allocated from various M&S lines within the Sheriff's Office budget.

House Bill's 4152 One-Time-Only funding for Search and Rescue was spent out in FY 20.

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,294,282	\$0	\$1,390,506	\$0
Contractual Services	\$1,220	\$0	\$1,220	\$0
Materials & Supplies	\$42,054	\$0	\$42,054	\$0
Internal Services	\$167,332	\$0	\$222,140	\$0
Total GF/non-GF	\$1,504,888	\$0	\$1,655,920	\$0
Program Total:	\$1,504,888		\$1,655,920	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Fees, Permits & Charges	\$188,183	\$0	\$190,147	\$0
Service Charges	\$220,250	\$0	\$224,000	\$0
Total Revenue	\$408,433	\$0	\$414,147	\$0

Explanation of Revenues

General Fund:

\$190,147 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$220,000 - Circuit Court Revenue

\$4,000 - Reimbursement for State Extraditions

Based on FY 2020 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2020: 60510A-20 Civil Process

Legal / Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon Marine Board.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,597,629	\$752,953	\$1,648,062	\$790,102
Contractual Services	\$1,040	\$0	\$1,040	\$0
Materials & Supplies	\$118,046	\$30,185	\$118,046	\$44,047
Internal Services	\$288,186	\$1,732	\$322,590	\$1,788
Capital Outlay	\$34,642	\$0	\$34,642	\$0
Total GF/non-GF	\$2,039,543	\$784,870	\$2,124,380	\$835,937
Program Total:	\$2,824,413		\$2,960,317	
Program FTE	7.50	5.00	7.50	5.00

Program Revenues				
Intergovernmental	\$0	\$743,870	\$0	\$794,937
Other / Miscellaneous	\$0	\$25,000	\$0	\$25,000
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$0	\$784,870	\$0	\$835,937

Explanation of Revenues

This program generates \$1,788 in indirect revenues.

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$794,937 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$25,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

Significant Program Changes

Last Year this program was: FY 2020: 60515A-20 River Patrol

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$2,108,248	\$37,671	\$2,135,031	\$39,684
Contractual Services	\$7,900	\$0	\$7,900	\$0
Materials & Supplies	\$42,166	\$0	\$42,166	\$0
Internal Services	\$218,460	\$4,573	\$253,410	\$4,992
Total GF/non-GF	\$2,376,774	\$42,244	\$2,438,507	\$44,676
Program Total:	\$2,419,018		\$2,483,183	
Program FTE	11.90	0.25	11.90	0.25

Program Revenues				
Intergovernmental	\$0	\$42,244	\$0	\$44,676
Service Charges	\$36,000	\$0	\$0	\$0
Total Revenue	\$36,000	\$42,244	\$0	\$44,676

Explanation of Revenues

This program generates \$4,992 in indirect revenues.
 Federal/State:
 \$44,676 - Domestic Violence (DVERT) Grant

Significant Program Changes

Last Year this program was: FY 2020: 60520A-20 Detectives and Elder Abuse

Legal / Contractual Obligation

HB 2205 Appointment to Trafficking Intervention Advisory Committee; HB 3446A Provides that release decision for defendant must include order prohibiting contact with victim and third-party contact with victims while defendant is in custody; SB249A Establishes procedures for person to file motion to vacate judgment of conviction for prostitution if person was victim of sex trafficking; SB250 Creates affirmative defense to crime of prostitution if, defendant was victim of certain trafficking crime; HB3176A Authorizes court to consider whether defendant committed crime while under coercion.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$203,079	\$0	\$209,058	\$0
Materials & Supplies	\$426	\$0	\$0	\$0
Internal Services	\$0	\$0	\$851	\$0
Total GF/non-GF	\$203,505	\$0	\$209,909	\$0
Program Total:	\$203,505		\$209,909	
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 2020: 60521-20 In-Jail Human Trafficking

Legal / Contractual Obligation

ORS 206.010, General duties of sheriff

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,121,211	\$26,753	\$1,142,970	\$26,648
Contractual Services	\$0	\$230,000	\$0	\$80,000
Materials & Supplies	\$14,761	\$160,000	\$14,761	\$130,000
Internal Services	\$99,163	\$3,247	\$125,455	\$3,352
Capital Outlay	\$0	\$50,000	\$0	\$0
Total GF/non-GF	\$1,235,135	\$470,000	\$1,283,186	\$240,000
Program Total:	\$1,705,135		\$1,523,186	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$110,000	\$0	\$110,000
Other / Miscellaneous	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$300,000	\$0	\$70,000
Service Charges	\$20,000	\$0	\$20,000	\$0
Total Revenue	\$20,000	\$470,000	\$20,000	\$240,000

Explanation of Revenues

This program generates \$3,352 in indirect revenues.

General Fund: \$20,000 - Overtime Reimbursement for US Marshal Fugitive Task Force Activity

Fed/State Funds: \$50,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$20,000 - Carry-over from Fiscal Year 2020; \$60,000 - Funding from HIDTA (High Intensity Drug Trafficking Activity) Grant.

Special Ops Funds: \$10,000 - Proceeds from Seizure/Forfeiture Auctions; \$50,000 - Proceeds from Civil Seizure/Forfeitures due to criminal activity, \$50,000 - Carry-over from FY 2020.

Significant Program Changes

Last Year this program was: FY 2020: 60525-20 Special Investigations Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$1,060,408	\$0	\$1,469,085
Internal Services	\$0	\$128,734	\$0	\$185,662
Total GF/non-GF	\$0	\$1,189,142	\$0	\$1,654,747
Program Total:	\$1,189,142		\$1,654,747	
Program FTE	0.00	7.00	0.00	9.00

Program Revenues				
Service Charges	\$0	\$1,189,142	\$0	\$1,654,747
Total Revenue	\$0	\$1,189,142	\$0	\$1,654,747

Explanation of Revenues

This program generates \$184,811 in indirect revenues.
 Special Ops Fund:
 \$1,654,747 - Transit Patrol Services provided for Tri-met

Significant Program Changes

Last Year this program was: FY 2020: 60530-20 TriMet Transit Police

In FY 2020, Tri-met Contract added 1.00 FTE Lieutenant position and 1.00 FTE Sergeant position.

Legal / Contractual Obligation

ORS 206.010, General Duties of Sheriff.
ORS 204.635, Deputies of Sheriff; Special Appointment, Authority, etc.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$1,085,641	\$47,389	\$1,113,379	\$47,621
Materials & Supplies	\$9,084	\$0	\$9,084	\$0
Internal Services	\$10,852	\$5,753	\$0	\$6,279
Capital Outlay	\$10,250	\$0	\$10,250	\$0
Total GF/non-GF	\$1,115,827	\$53,142	\$1,132,713	\$53,900
Program Total:	\$1,168,969		\$1,186,613	
Program FTE	6.70	0.30	6.70	0.30

Program Revenues				
Service Charges	\$554,594	\$53,142	\$579,142	\$53,900
Total Revenue	\$554,594	\$53,142	\$579,142	\$53,900

Explanation of Revenues

This program generates \$6,279 in indirect revenues.

General Fund:

\$46,358 - Corbett School District pays a portion of the cost of the SRO

\$532,784 - Reynolds School District pays for four 0.75 FTE SROs

Fed/State Fund:

\$53,900 - Patrol Services provided to the US Forest Service during summer months

Significant Program Changes

Last Year this program was: FY 2020: 60535A-20 School & Community Resource Officer Program

Department: Sheriff **Program Contact:** Travis Gullberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program was initially funded with one-time-only dollars for FY 2018. A team of two Deputies (2.00 FTE) provides consistent positive interaction with the homeless, connecting them with needed services and provide resources for community engagement. MCSO coordinates with service providers and assist the vulnerable homeless population on a daily basis to ensure their fundamental needs are being addressed.

Program Summary

The HOPE Team is comprised of two Deputies who provide consistent outreach to homeless citizens in order to connect them to services and find a path out of homelessness. The Team works collaboratively with service providers to meet the shared vision of A Home for Everyone – that no one should be homeless; everyone needs a safe, stable place to call home.

The HOPE Team collaborates with service providers including A Home for Everyone coordinators, the Portland Police Neighborhood Response Team and Behavioral Health Unit, Gresham Police Neighborhood Enforcement Teams, and the Multnomah County Joint Office of Homeless Services. The Team will also work with stakeholders including community groups and businesses to address public safety concerns and create collaborative response plans.

The HOPE Team will conduct field outreach on foot and bicycles in their effort to connect with this vulnerable population. Because some of the homeless may be experiencing mental health challenges, substance abuse issues, military veterans lacking support, or families in need of immediate assistance, the Team works to understand individual needs to match with appropriate services.

Being a first-responder to service calls associated with unlawful camping, the HOPE Team provides a compassionate, “outreach first” philosophy prior to enforcing unlawful camping ordinances. Homeless citizens are treated with dignity and respect in all contacts. When needed, the Team will coordinate clean-up activities with Sheriff’s Office Corrections Work Crews, ensuring the population’s valuables are kept safe and that the environment is restored.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of Homeless Citizens Contacted	729	800	805	800
Outcome	Number of referrals made to services	200	300	306	300

Performance Measures Descriptions

Data based phone app; some HOPE Team makes contacts are not documented on the app.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$264,793	\$0	\$325,106	\$0
Internal Services	\$0	\$0	\$13,593	\$0
Total GF/non-GF	\$264,793	\$0	\$338,699	\$0
Program Total:	\$264,793		\$338,699	
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 2020: 60540-20 Homeless Outreach and Programs Engagement (HOPE) Team

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$459,324	\$0	\$483,846
Internal Services	\$40,590	\$55,762	\$0	\$60,868
Total GF/non-GF	\$40,590	\$515,086	\$0	\$544,714
Program Total:	\$555,676		\$544,714	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$515,086	\$0	\$544,714
Total Revenue	\$0	\$515,086	\$0	\$544,714

Explanation of Revenues

This program generates \$60,868 in indirect revenues.
 Fed/State Fund:
 \$544,714 - Grant funding from Oregon Youth Authority for 3.00 FTE Gang Enforcement Deputies

Significant Program Changes

Last Year this program was: FY 2020: 60545-20 Gang Enforcement Deputy

Department: Sheriff **Program Contact:** Travis Gullberg

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

Related Programs:
Program Characteristics:

Executive Summary

Members of the MCSO "Green Hornet Trail Rescue Team" are specially trained endurance athletes, tasked with the reducing search and rescue response times to missing and endangered persons at or near Columbia River Gorge trail locations.

Program Summary

Annually, the Multnomah County Sheriff's Office Search and Rescue Unit (SAR) experiences a high volume call workload from May through September in the late afternoon and early evening hours. Typically, a tourist hiker that has gone for a day hike at one of the many trailheads in the Columbia River Gorge National Scenic Area and, due to reduced daylight, has become disoriented which may result in injury or death. The MCSO "Green Hornet Trail Rescue and wilderness Law Enforcement Team" mission will be to decrease the Search and Rescue response times to missing and endangered person's calls at or near Columbia River Gorge trail locations.

MCSO currently has members who are physically fit endurance athletes who are experienced with hiking, trail running, map reading, etc. By providing SAR training and necessary equipment, this program will significantly decrease SAR response call times and increase the opportunity to locate the lost and possibly injured persons much faster resulting in reduced overtime expense to MCSO (SAR related overtime averages approximately \$100,000 per year). Twelve team members can provide preventative and proactive law enforcement/education functions during trailhead heavy use days, further reducing search incidents and impacting high incidents of property crime at these locations.

In FY 2015, the Green Hornet Trail Rescue and Wilderness Law Enforcement Services Team utilized budgeted funds to train and equip members under newly established Oregon State Sheriff's Association search and rescue standards. This training added new capabilities which allow the team to be more effective in evening and night hours better meeting the needs of the hikers who find themselves lost and requiring rescue services. In the past, many searches had to wait for the next day break, this changes the outcome in favor of the lost hikers by the rescue team being less restricted by night conditions. Additionally, this program will develop strategies to actively engage in proactive education and enforcement activities response to search, rescue and public safety issues developed from the Eagle Creek Fire.

As hazardous conditions created by the fire continue to improve, it is anticipated that federal lands will incrementally re-open in FY19, providing for an increase in search and rescue incidents.

Performance Measures

Measure Type	Primary Measure	FY19 Actual	FY20 Budgeted	FY20 Estimate	FY21 Offer
Output	Number of searches for lost/missing hikers conducted	6	20	15	25
Outcome	Percentage of searches resulting in a found/rescued person	100%	90%	90%	90%

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

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$10,326	\$0	\$10,326	\$0
Materials & Supplies	\$10,404	\$0	\$10,404	\$0
Total GF/non-GF	\$20,730	\$0	\$20,730	\$0
Program Total:	\$20,730		\$20,730	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues**Significant Program Changes****Last Year this program was:** FY 2020: 60550-20 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$0	\$156,760	\$0
Capital Outlay	\$0	\$0	\$40,000	\$0
Total GF/non-GF	\$0	\$0	\$196,760	\$0
Program Total:	\$0		\$196,760	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program is being funded by eliminating a 1.00 FTE Lieutenant in the MCDL Core Jail & 4th Floor (60310A) and reallocating the funds.

Legal / Contractual Obligation

Intergovernmental Agreement with Metro.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2020	2020	2021	2021
Personnel	\$0	\$537,906	\$0	\$550,346
Contractual Services	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$65,302	\$0	\$69,234
Total GF/non-GF	\$0	\$604,408	\$0	\$620,780
Program Total:	\$604,408		\$620,780	
Program FTE	0.00	3.45	0.00	3.45

Program Revenues				
Service Charges	\$0	\$604,408	\$0	\$620,780
Total Revenue	\$0	\$604,408	\$0	\$620,780

Explanation of Revenues

This program generates \$69,234 in indirect revenues.

Special Ops Fund:

\$620,780 - Enforcement/Investigation and Clean-up of Illegal Dumping provided for Metro.

Significant Program Changes

Last Year this program was: FY 2020: 60565-20 Metro Unit

