



FY 2023
Executive
Budget

Proposed by
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May 5, 2022

Volume 2

Proposed Program Offers

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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 results it produces for the community. 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.
- Communicate how they use an equity lens in relation to services provided.
- 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, including how the program will impact racial equity. 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.

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 youth might report the number of youth who received treatment (output), and the percentage of youth 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 youth 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 or does not perform at the proposed level.

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 funds, 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 that 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 175 beds. Departments are 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:

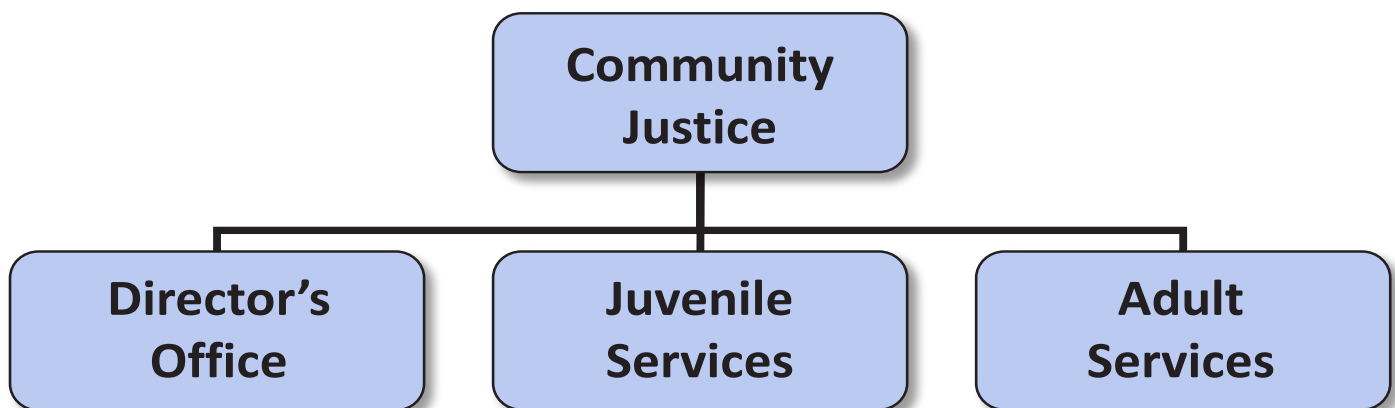
- Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B" (and beyond, e.g. "C", "D") represent incremental levels of service 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 25 additional beds, giving decision-makers a choice between adding either 50 or 75 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 and 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 by working in collaboration with the courts, law enforcement, schools, treatment agencies, and the community.



Budget Overview

The Department of Community Justice (DCJ) Proposed budget is \$117 million and 488.70 FTE. General Funds account for 74% (\$86.5 million) of the budget. Other Funds include Federal/State at \$28.2 million, Coronavirus (COVID-19) Response Fund at \$1.3 million and Justice Special Operations Fund at \$1.0 million.

The change in Other Funds is primarily due to an increase in State Community Corrections Senate Bill 1145 (SB 1145) funding for the FY 2021-2023 biennium. The FY 2022 Adopted budget assumed the SB 1145 funding would be reduced by 10.7% based on the Governor’s budget resulting in reductions. However, the State’s Legislatively Adopted budget increased revenue and allowed \$2.3 million of reductions to be restored in mid-FY 2022 and \$2.9 million for FY 2023.

The budget reallocates overtime, on-call and temporary staffing resources within Juvenile Detention (50054A) to create 5.00 FTE Juvenile Custody Service Specialist \$490,015. The current staffing model relies on the use of on-call, overtime, and temps to fill vacant shifts. Adding new full time positions will reduce the reliance on ad hoc-staffing strategies and provide increased staffing stability.

Other noteworthy highlights:

Juvenile Detention Building Improvements (50051B) - \$3,200,000 one-time-only funding to renovate 2 pods (four units) to create a safer trauma-informed environment and improve conditions of confinement in detention.

Community Violence Intervention Program (50042) - \$1,261,570 new ongoing General Fund investment to increase capacity for the Habilitation Empowerment Accountability Therapy (HEAT) program with expansion of programing to 18-30 year old men impacted by gun violence.

DCJ Director’s Office – Project Manager (50000B) - \$148,943 new ongoing funding for a 1.00 FTE Project Manager to support and initiate department-wide initiatives rooted in Workforce Equity Strategic Plan (WESP).

A list of new programs funded as one-time-only can be found in the Budget Director’s message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	474.90	476.70	460.70	488.70	28.00
Personnel Services	\$62,078,830	\$63,517,238	\$65,818,115	\$71,001,227	\$5,183,112
Contractual Services	17,945,836	17,152,330	20,370,109	21,672,366	1,302,257
Materials & Supplies	1,168,398	1,287,073	1,947,277	1,872,572	(74,705)
Internal Services	17,994,766	17,499,682	18,200,978	22,400,057	4,199,079
Debt Service	33	0	0	0	0
Capital Outlay	<u>124,093</u>	<u>141,852</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
Total Costs	\$99,311,956	\$99,598,175	\$106,347,479	\$116,957,222	\$10,609,743

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.

Successes for FY 2022 include continuing to respond and adjust operations to the COVID-19 pandemic. This has included maintaining operations despite periods of staffing challenges while reopening all DCJ buildings and increasing in person contacts with justice-involved adults and youth, their families, and victims and survivors.

The Adult Services Division (ASD) has been able to provide needed services to people who have been impacted by increased levels of community violence. This has included expanding several culturally responsive programs. The Women and Families Services unit provided families with support to engage in recreational activities over the summer. The Mental Health Unit (MHU) launched an outreach pilot program in an effort to re-engage justice-involved individuals (JIIs), many who are houseless. Utilizing a van, they travel to various locations and provide food, clothing and other resources.

The Juvenile Services Division (JSD) launched a reform initiative, Transforming Juvenile Probation involving more than 150 staff, community partners and stakeholders. The goal of this effort is to help transform DCJs juvenile probation practices away from prioritizing surveillance and sanctions toward a more developmentally appropriate strategy that focuses on promoting positive behavior change and long-term success for youth. JSD also worked with Portland Opportunities Industrialization Center and Latino Network to implement the Families United in Safety and Empowerment (FUSE) program. This program provides an opportunity for youth and parents to learn nonviolent, respectful ways of communicating and resolving conflict. JSD has continued to reduce the reliance on detention. In 2021 the average daily population for Multnomah County youth was 15.6, well below the capacity of 29 beds. Planning has begun on remodeling/refurbishing the detention pods in an effort to make them safer and more developmentally - appropriate, trauma-informed, and functional. Additionally, staff training has remained a high priority in detention over the past year.

The rise in community violence has taken its toll on local communities, including DCJ JIIs, their families, victims/survivors, and staff. DCJ continues to work with public safety partners and community organizations to seek solutions through services and programs to address the impact of the rise in violence. Another challenge is keeping pace with staffing challenges, due to the COVID-19 pandemic and multiple years of budget reductions. Lastly, the role that the Human Resources unit has played in responding to the COVID-19 pandemic to ensure staff are notified of exposures has impacted their capacity to process recruitments for vacant positions as efficiently and effectively as they have prior to the pandemic.

COVID-19 Impacts

DCJ continues to adjust to the COVID-19 pandemic. The Human Resources unit shifted much of their work to provide support to address staffing challenges as well as provide contact tracing services as the delta and omicron variants surged this past year. Despite these challenges, the detention facility, the Assessment and Evaluation (A&E) program, and the Recognizance Unit continued 24-hour operations. Sanitation and PPE supplies have been kept available to all staff as well as additional cleaning in common spaces. DCJ staff have engaged in telework assessments to determine which positions are suitable for routine, or hybrid telework, or not suitable for telework.

While the Juvenile Justice Complex remained open, modifications were made to operations at the beginning of the pandemic that have since been resumed with safety precautions and protocols in place. For example, limitations on visitation in detention and A&E have been relaxed to allow for more in person family and professional visits. Juvenile Court Counselors (JCCs) have resumed all home visits and in person meetings in the office. Several programs offering valuable programming resumed activities. These include community service and Project Payback, which provides youth the opportunity to earn money to pay off restitution. The Culinary Arts and Hands of Wonder programs resumed in person programs and instruction. Juvenile justice partners have continued to meet regularly to analyze the number of youth who are held in detention in an effort to limit admissions and the overall daily population. Intake staff have developed appropriate release plans for youth who were able to be safe in the community pending their preliminary hearing, and Juvenile Court Counselors supported young people with alternatives to detention. As a result, the average daily population of Multnomah County youth in 2021 has been well below capacity.

Field offices in the Adult Services Division have been reopened to the public and Parole-Probation Officers (PPOs) have resumed field and office visits. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices. Community service crews have also resumed providing an important alternative sanction as the use of jail is still closely tracked and the opportunity for individuals to earn money to pay back victims through the Restitution Work Crew program.

Victim and Survivor Services have continued to experience an increase in requests for Emergency Assistance Funds as a result of the increase in domestic violence and survivor safety risks. The number of victims and survivors requesting the right to notice of critical stage hearings has more than doubled. The work of volunteers and student interns continues to be impacted by COVID-19, limiting in person opportunities, particularly in the juvenile detention facility. While some in person opportunities are available, work has been done to creatively engage volunteers and interns remotely. In the last year the program has experienced an increase in community interest, however, the opportunities for involvement have not quite met that enthusiasm.

COVID-19 American Rescue Plan

American Rescue Plan (ARP) dollars have provided DCJ with some very important support to both their operations and services available to the community they serve. This funding has provided direct client assistance to people impacted by COVID-19, services to increase cleaning in buildings, protective equipment, and sanitation supplies.

Specifically, ARP funding has provided JIIs with rent assistance for up to 6 months and transportation from releasing institutions, to/from isolation motels, vaccine clinics, primary care and assistance with moving into a rental unit. The Mental Health Unit began a pilot program using an outreach van to re-engage JIIs who are experiencing homelessness. Victim and Survivor Services has used funds to help survivors address critical safety issues and basic needs that support survivor safety.

ARP funding has also been used to respond to the increase in community violence. Community violence continues to rise and last year saw a record breaking number of shootings. DCJ staff have been working tirelessly with the community and criminal justice partners to intervene and provide much needed resources to help youth, adults, and families. ARP dollars have provided a range of needed support and increased staff, such as Community Health Specialists, to provide resources to families impacted by community violence. Funding also allowed Victim and Survivor Services to hire an additional Records Technician to inform victims/survivors of crime about their rights. This additional staffing allowed them to provide much needed outreach to an increasing number of victims in need of this critical information and connection to services.

In addition, ARP dollars have provided funding to expand programs that serve communities most impacted by this community violence, particularly Black/African American and Latinx communities. Lastly, funding is being used to establish a program that will build the capacity of community-based organizations so they gain the necessary technical assistance to sustain community violence intervention programming aimed at reducing the number of gun violence incidents in Multnomah County.

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 responsive 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 goals embrace and integrate diversity, equity and inclusion. Specifically, the goal of Invest in Employees is informed by the work of the Diversity and Equity Steering Committee (DESC) and the Workforce Equity Strategic Plan (WESP).

Commitment to completing the goals of the WESP is shared across the department. Along with the Equity Manager, senior leadership and the DESC are engaged in a collaborative process to integrate the WESP into the fabric of DCJ. Each of DCJ's Senior Managers are responsible for at least one Workforce Equity Strategic Plan (WESP) goal and progress on these goals is tracked on a monthly basis. DCJ has established a WESP Advisory Committee, a cross section of staff and managers, who advise and hold accountable the progress and implementation of WESP goals, ensuring there is shared power and staff voice included. Progress has been made on numerous focus areas.

DCJ's Equity Manager leads the DESC, which meets on a monthly basis. This committee is focused on how to promote and improve workforce equity. It is the vision of DESC that DCJ recognizes and addresses systemic inequities and becomes an equitable, inclusive, and racially just organization where all employees, clients, and the community experience safety, trust, and belonging. DCJ's Equity Manager is a valued member of the executive team. She works closely with Senior Managers, Community Justice Managers, and staff of each division to be a resource on continuing conversations to address departmental issues and challenges. Her presence on the executive team effectively integrates equity and inclusion in decision-making.

DCJ has been moving forward with recommendations of the Safe and Respectful Workplace (SRW) initiative. SRW was established in 2018 in an effort to improve the workplace environment. This initiative included a goal of each DCJ unit establishing community agreements to provide a common framework for how each unit can work together to enhance safety, trust, belonging, and accountability. In 2021 managers were trained and units created agreements that reflect the needs and commitments to a safe and respectful workplace for each individual unit.

Diversity, Equity, and Inclusion (continued)

DCJ inclusively leads with race by engaging in discussions with criminal justice partners and community members who are actively engaged in work around reforming the public safety system. The department continues to invest in culturally responsive programs and services and regularly use data to inform where gaps exist. Partnerships with community-based organizations continue to deliver programs and services such as the Community Healing Initiative, the Diane Wade House, and Habilitation Empowerment Accountability Therapy (HEAT). In addition, the FY 2022 rebalance allowed DCJ’s Adult Services Division to make strategic investments in staffing, community investments and programs that will enhance the ability to inclusively lead with race. A Parole-Probation Officer and Corrections Technician were added to specifically work with JIs of color. DCJ has also collaborated with the Health Department to deepen behavioral health resources to Black/African American JIs.

With a recognition that youth of color are over represented in the juvenile justice system, the FY 2023 budget is making investments to begin a full scale refurbishment of the detention facility in an effort to promote positive youth development and improve conditions of confinement. JSD also continues to make progress on the Transforming Juvenile Probation initiative in collaboration with system partners and stakeholders. This initiative is helping to transform DCJ’s juvenile probation practices away from prioritizing surveillance and sanctions toward a more developmentally appropriate strategy that focuses on promoting positive behavior change and long-term success for youth.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$18,191,029	\$525,968	\$18,716,997	49.60
Adult Services Division	40,546,537	22,364,833	62,911,370	287.50
Juvenile Services Division	27,783,403	6,280,452	34,063,855	151.60
COVID-19 & American Rescue Plan	0	1,265,000	1,265,000	0.00
Total Community Justice	\$86,520,969	\$30,436,253	\$116,957,222	488.70

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, justice system partners, and the justice-involved individuals served. The Director's Office is responsible for the fiscal management of more than \$116 million in county, state, federal and 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, and travel arrangements. Contracts, Procurement and Policy oversee contracting, medical billing and procurement for goods and services. 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 and on-call 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 supports and coordinates placement of volunteers and interns across the department. Victim and Survivor Services is responsible for advancing DCJ's long-term commitment to crime victims' rights and is an important resource for staff and community partners. The Equity and Inclusion Manager leads the Diversity and Equity Steering Committee and works closely with managers and staff of each division to be a resource in the advancement of the Workforce Equity Strategic Plan (WESP) and continuing conversations to address departmental issues and challenges.

Significant Changes

The FY 2023 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.

New ongoing General Fund in FY 2023 will rebuild project management capacity (50000B). A Project Manager will be funded to support and initiate department-wide initiatives rooted in the WESP, using change management strategies to ensure the department is successfully structuring and implementing complex, multifaceted initiatives and projects. Additionally, a Project Manager previously funded by American Rescue Plan (ARP) dollars to facilitate the allocation of this funding will receive ongoing General Fund allowing the department to ensure full implementation of ARP programs. This position will also assist the department on other projects including future of work, reform efforts, enhanced collaborations to reduce gun violence, among other projects (50042).

Another position previously supported by ARP dollars will be funded by ongoing General Fund. A limited duration Records Technician in the Victim and Survivor Services unit was added in FY 2022 to ensure compliance with Crime Victims' Rights as the department responded to an increased number of victims requesting notification of rights. Due to a continued demonstrated need of victims and survivors this position will be funded by ongoing funds ensuring the support and services provided will continue.

Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of around 9,000 justice-involved adults in the community annually who have been convicted of felony and misdemeanor crimes. Housed at the Multnomah County Detention Center, the Recognizance unit helps process over 12,000 cases per year. These programs promote public safety while reducing County jail utilization. Coordinating with public safety partners, 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. 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 with a goal to address 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 Global Positioning System (GPS)/electronic monitoring and computer forensics monitoring as needed.

Significant Changes

The FY 2023 budget is providing ASD the opportunity to make some important investments. This is building upon the strategic investments in staffing, community investments and programs that resulted in the FY 2022 rebalance.

Ongoing funding will bring back a Senior Manager that was lost due to past budget reductions (50016B). This position will support frontline managers and provide the capacity to oversee projects and special initiatives (such as reform efforts) assigned at the senior level. Ongoing funding will also provide East Campus a second security guard (50017B). This location experienced several events in the last several years, such as van break-ins, objects thrown at the building and a destructive device dropped off at the campus.

One-time-only funds will be used to pilot a Mental Health Treatment Outreach Program (50041). This program will work on enhancing motivation for treatment, stabilization, skill development and case management services for JIIs with the Mental Health Unit who are not ready to engage with mental health treatment or who are waiting to enter mental health treatment.

Several programs funded by one-time American Rescue Plan dollars allocated in FY 2022 used to fund community violence intervention will be maintained by ongoing General Fund (50042). This includes expanding the Habilitation Empowerment Accountability Therapy (HEAT) program, delivering culturally specific services to JIIs ages 18-30 who identify as Latino and are high risk, and maintaining three Community Health Specialists to work with families to provide safety plans and trauma support for those who have felt the direct impacts of gun violence.

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

Although overall 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 287 detention screenings and 143 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention facility. In total, the Tri-County area had 414 admissions to our facility.

This past year, 138 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 or paying restitution to victims. Juvenile Court Counselors (JCCs) supervise medium to high risk youth on formal probation. JSD serves these youth and their families with individualized case plans utilizing restorative, family-centered and other interventions as needed in an effort to change behavior.

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, have the best outcomes, and work to promote reforms to the juvenile system.

The FY 2023 budget is reallocating overtime and temporary staffing funds to create five full-time floater Juvenile Custody Service Specialist positions (50054A). Creating these positions will allow the department to fill anticipated/planned vacant shifts, providing a level of staffing stability. On-call resources will be more available for vacancies that are unplanned.

The FY 2023 budget provides funding for the remodeling/refurbishing of detention pods in an effort to make them safer and more developmentally appropriate, trauma-informed, and functional (50051B). The FY 2022 budget provided funding to plan for the renovations. In partnership with Facilities Project Management (FPM) and a contracted architect, a group of detention staff and managers have developed recommendations for renovations and upgrades to the youth sleeping rooms, dayroom spaces, showers, staff kitchen, etc. Funding will also be provided to integrate restorative practices that build and repair relationships and de-emphasize punitive discipline in favor of communication to resolve conflict (50050B). The use of restorative practices is expected to improve the overall safety of the facility as well as reduce the use of punitive interventions such as room confinement.

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.

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Director's Office					
50000A	DCJ Director's Office	\$2,760,233	\$0	\$2,760,233	13.00
50000B	DCJ Director's Office - Project Manager	148,943	0	148,943	1.00
50001	DCJ Business Services	2,042,712	0	2,042,712	10.00
50002	DCJ Business Applications & Technology	9,991,068	304,196	10,295,264	5.00
50004A	DCJ Research & Planning	1,195,572	221,772	1,417,344	8.60
50005	DCJ Human Resources	2,052,501	0	2,052,501	12.00
Adult Services Division					
50003	DCJ Victim and Survivor Services	883,634	63,920	947,554	7.00
50011	Recovery System of Care	73,413	159,380	232,793	0.00
50012	Adult Residential Treatment Services	103,912	77,786	181,698	0.00
50016A	Adult Services Management	1,869,756	80,380	1,950,136	7.00
50016B	Adult Services Management - Senior Manager Section 4	182,397	0	182,397	1.00
50017A	Adult Records and Administrative Services	7,163,212	1,549,476	8,712,688	51.00
50017B	East Campus Security	67,276	0	67,276	0.00
50018	Adult Pretrial Release Services Program (PRSP)	2,838,584	0	2,838,584	21.00
50019	Adult Local Control Release Unit	0	147,689	147,689	1.00
50020	Adult Parole/Post Prison Violation Hearings	293,479	775,765	1,069,244	6.00
50021	Assessment and Referral Center	3,392,970	946,512	4,339,482	26.00
50022	HB3194 Justice Reinvestment	0	2,975,403	2,975,403	3.44
50023	Adult Field Supervision - West	2,686,733	2,601,633	5,288,366	30.56
50024	Adult Mental Health Unit - Supervision and Treatment	3,008,129	259,851	3,267,980	11.00
50025	Adult Sex Offense Supervision & Treatment	470,121	1,900,789	2,370,910	11.00
50026	Adult Domestic Violence Supervision	1,109,822	2,485,702	3,595,524	20.00
50027	Adult Women & Family Services Unit	2,799,644	457,001	3,256,645	19.00
50028	Diane Wade House	697,954	0	697,954	0.00
50029	Adult Electronic Monitoring	566,080	139,692	705,772	3.00
50030	Adult START Court Program	926,366	588,468	1,514,834	7.00
50031	Community Service	1,675,381	269,188	1,944,569	11.00

Community Justice

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Adult Services Division (cont.)					
50032	Adult Gang and African American Program	1,026,089	2,248,991	3,275,080	13.00
50033	Adult Field Supervision - East	2,264,731	2,188,291	4,453,022	24.50
50034	Assessment and Referral Center - Housing	3,707,837	1,487,003	5,194,840	3.00
50035	Flip the Script - Community Based Services and Support	377,990	0	377,990	0.00
50036	Adult Domestic Violence Deferred Sentencing	156,663	0	156,663	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	179,821	111,307	291,128	2.00
50038	STEP Court Program	0	850,606	850,606	3.00
50041	Mental Health Treatment Outreach Program	762,973	0	762,973	0.00
50042	Community Violence Intervention Programs	1,261,570	0	1,261,570	5.00
Juvenile Services Division					
50050A	Juvenile Services Management	1,865,544	35,000	1,900,544	7.00
50050B	Juvenile Training and Restorative Practices	228,529	0	228,529	1.00
50051A	Juvenile Records and Administrative Services	2,983,197	155,232	3,138,429	14.60
50051B	Juvenile Detention Building Improvements	3,200,000	0	3,200,000	0.00
50052	Family Court Services	542,582	1,082,465	1,625,047	9.00
50053	Courtyard Cafe and Catering	441,028	0	441,028	3.20
50054A	Juvenile Detention Services - 40 Beds	8,119,661	1,073,790	9,193,451	55.80
50054B	Juvenile Detention Services - 16 Beds	1,244,609	0	1,244,609	8.00
50055	Community Monitoring Program	57,625	611,859	669,484	0.00
50056	Juvenile Shelter & Residential Placements	331,550	488,455	820,005	0.00
50057	Juvenile Adjudication	1,495,443	0	1,495,443	10.00
50058	Juvenile Field Probation	2,319,762	877,198	3,196,960	20.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	2,355,989	510,819	2,866,808	16.00
50065	Juvenile Community Healing Initiative (CHI)	1,289,530	988,490	2,278,020	0.00
50066	Juvenile Community Interface Services	929,061	224,833	1,153,894	7.00
50067	CHI Early Intervention & Prevention Services	379,293	232,311	611,604	0.00

Community Justice

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
COVID-19 & American Rescue Plan					
50099A	ARP Expanded Rent Assistance of Justice Involved Individuals	0	250,000	250,000	0.00
50099C	ARP Enhanced Cleaning Juvenile Justice Center and East Campus	0	120,000	120,000	0.00
50099D	ARP Transportation Services	0	20,000	20,000	0.00
50099E	ARP Client Assistance	0	275,000	275,000	0.00
50099F	ARP Gun Violence Prevention Incubator Pilot	0	300,000	300,000	0.00
50099H	ARP Community Violence Interruption Pilot	0	300,000	300,000	0.00
Total Community Justice		\$86,520,969	\$30,436,253	\$116,957,222	488.70

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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 provides services 24 hours a day with over 480 regular employees. This office provides leadership, program communication, fiscal management, research and evaluation, and human resources management. This office also coordinates volunteers and interns, victim and survivor services, as well as department wide, diversity, equity and inclusion efforts. Over the past several years, the Director's Office has served an instrumental role in developing DCJ's response to the COVID-19 pandemic.

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 community safety, including the underlying issues and problems that drive crime. It is the role of the Director's Office to ensure accountability and stewardship to county residents, the Board of County Commissioners, and system partners. From intake and assessment through discharge, the youth, adults, and families DCJ serves receive a continuum of services to help them change their behavior, restore their families and reintegrate into their community.

The Adult Services Division supervise about 9,000 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 56 youth daily. DCJ's Family Court Services program provides services for at-risk families as they go through separation and divorce. The Victim and Survivor 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 innovative technology solutions to enhance DCJ's effectiveness. Human Resources supports DCJ employees, including the needs of management and members of three different unions. The Equity and Inclusion Manager provides guidance and leadership to DCJ's Diversity and Equity Steering Committee and is a member of the DCJ Executive Team in an effort to ensure equity and inclusion is integrated into decision-making.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults supervised annually	8,983	10,000	9,000	9,000
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	7%	18%	7%	7%
Output	Number of juvenile criminal referrals received annually	632	1,200	600	600
Outcome	Percent of juvenile that had one or more subsequent criminal adjudication within 1 year post disposition	35%	25%	35%	35%

Performance Measures Descriptions

Measure 1: Number of adults supervised annually has gone down. There has been a decrease in felony population year over year due to a number of reasons including COVID-19 impacting the Courts and law enforcement, and the implementation of Ballot Measure 110, etc.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,474,755	\$0	\$2,576,583	\$0
Contractual Services	\$77,105	\$0	\$77,105	\$0
Materials & Supplies	\$88,914	\$0	\$101,278	\$0
Internal Services	\$8,032	\$0	\$5,267	\$0
Total GF/non-GF	\$2,648,806	\$0	\$2,760,233	\$0
Program Total:	\$2,648,806		\$2,760,233	
Program FTE	13.00	0.00	13.00	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 2022: 50000A DCJ Director's Office

Materials & Supplies - Increase of \$10,696 (ergonomic furniture for staff), during general fund constraint balancing.

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

Executive Summary

This program offer will fund a permanent position to rebuild project management capacity within the Department of Community Justice (DCJ). This capacity was lost as a result of significant budget reduction in 2019. DCJ is a leading community corrections agency locally and nationally. The Project Manager would support and initiate department wide initiatives rooted in Workforce Equity Strategic Plan (WESP), using change management strategies to ensure the department is successfully structuring and implementing complex, multifaceted initiatives and projects.

Program Summary

The Project Manager will work with internal and external stakeholders to scope, track progress and ensure DCJ is moving forward with important priorities and tasks dictated by the WESP. This position will play an instrumental role in initiatives, innovations and ongoing work to address equity and inclusion, partnering with the Equity and Inclusion Manager to create, maintain and sustain implementation and progress. The Project Manager will interact and engage with the Senior Leadership team, Human Resources, WESP advisory committee, and Diversity and Equity Steering Committee to track WESP deliverables.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of projects completed on time	N/A	N/A	N/A	40
Outcome	% of WESP initiative implemented	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$148,943	\$0
Total GF/non-GF	\$0	\$0	\$148,943	\$0
Program Total:	\$0		\$148,943	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

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

Executive Summary

The Business Services unit's strategic objectives are to provide quality financial services to ensure fiscal strength, accountability, and integrity to the Department of Community Justice (DCJ). Business Services provide efficient financial support services, strong stewardship through sound policies/practices, and continuous improvement for the benefit of DCJ's program and services, and the community.

Program Summary

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

Business Services includes budget development, analysis, and tracking of numerous revenue streams, accounts receivable, accounts payable, travel and training. The program has oversight over the DCJ's budget, grants, compliance monitoring, cash handling, and financial reporting. Business Services monitors the departmental spending throughout the budget cycle so that spending occurs within the designated authority limits.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of invoices paid in 30 days or less	74%	68%	81%	80%
Outcome	Percent spending within legal appropriation (total budget)	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,421,534	\$0	\$1,478,589	\$0
Contractual Services	\$47,211	\$21,539	\$47,211	\$0
Materials & Supplies	\$26,805	\$100,000	\$27,385	\$0
Internal Services	\$429,144	\$0	\$489,527	\$0
Total GF/non-GF	\$1,924,694	\$121,539	\$2,042,712	\$0
Program Total:	\$2,046,233		\$2,042,712	
Program FTE	10.00	0.00	10.00	0.00

Program Revenues				
Intergovernmental	\$0	\$121,539	\$0	\$0
Other / Miscellaneous	\$1,919,783	\$0	\$1,909,548	\$0
Total Revenue	\$1,919,783	\$121,539	\$1,909,548	\$0

Explanation of Revenues

- 1) County General Fund, which includes \$1,000 from County District Attorney for Subpoena Copy Fees. The copy fees are published in the FY 2023 Master Fee Schedule.
- 2) \$1,908,548 of Department Indirect Revenue. Indirect rate is based on the FY 2023 indirect rate in the Countywide Cost Allocation Plan. Indirect rate is applied to allowable payroll costs in Non- General Fund revenue streams.

Significant Program Changes

Last Year this program was: FY 2022: 50001 DCJ Business Services

In FY 2022, 1.00 Program Technician and 1.00 Contract Technician were reclassified to 2.00 Finance Specialist 1 positions in budget modifications DCJ-007-22 and DCJ-010-22.

Other Revenue - decreased in the amount of \$121,539 from the Coronavirus Emergency Supplemental Funding grant from Federal Bureau of Justice Assistance through Oregon Criminal Justice Commission (grant ended in FY 2022).

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. The program uses 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 served.

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 the development, maintenance, on-going support of information systems to support business needs, easy access to data, purchase/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. The goal is to allow providers to see services other departments are offering common clients. BAT is also involved with the Paperless File Project: a DCJ initiative to eliminate paper client files, implement use of electronic files in Content Manager, and digitize work processes to facilitate sustainable business practices and enhance remote work capability. BAT also provides technological support as an increased number of employees work remotely.

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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of system innovations, upgrades and system replacements implemented	15	15	15	15
Outcome	Number of Technology Requests Completed	27	17	17	17
Outcome	Number of systems supported/administered	17	16	16	16

Performance Measures Descriptions

Performance Measure 2 & 3 changed to align to core function of unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$794,216	\$0	\$822,964	\$0
Contractual Services	\$57,861	\$0	\$57,861	\$304,196
Materials & Supplies	\$391,612	\$15,803	\$395,232	\$0
Internal Services	\$8,210,435	\$0	\$8,715,011	\$0
Total GF/non-GF	\$9,454,124	\$15,803	\$9,991,068	\$304,196
Program Total:	\$9,469,927		\$10,295,264	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$304,196
Other / Miscellaneous	\$0	\$15,803	\$0	\$0
Total Revenue	\$0	\$15,803	\$0	\$304,196

Explanation of Revenues

County General Fund plus

\$304,196 a portion of the award from US Dept. of Justice, Office of Justice Programs, Office for Victims of Crime (OVC). County is awarded a total 3-year award of \$1M, award period 10/01/2021 - 09/30/2024 from OVC. Award is allocated between County Dept. of Community Justice and the County District Attorney Office. The award funding is not only limited to expanding the functionality and usability of Multnomah County’s Case Companion (<https://casecompanion.multco.us/>) which is a public website for victims of crime, but also to better supporting and reducing barriers for victims and survivors of crime as they navigate the complex criminal legal system. Funding also supports development of a plan for state implementation for the Case Companion. FY 2023 budget is per the grantor approved budget.

Significant Program Changes

Last Year this program was: FY 2022: 50002 DCJ Business Applications & Technology

Contractual Services increased in the amount of \$304,196 due to the OVC grant award.

Other Program Revenues - In FY 2022 a grant ended (Laura and John Arnold Foundation).

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

Executive Summary

The Department of Community Justice (DCJ) Victim and Survivor Services (VSS) collaborates with public safety agencies and community partners as well as DCJ staff to develop a more coordinated system response to crime victims/survivors in Multnomah County. VSS provides survivor-centered consultation on policy and procedures; ensures crime victim's rights are upheld and integrated into supervision practices; educates DCJ staff and community partners around victim rights and best practices for supporting victims/survivors; collaborates with partners to engage in system change that is trauma informed, survivor-led and consistent with best practices; and provides advocacy and support to people who have experienced harm.

Program Summary

In FY 2021 VSS updated their strategic plan to more closely align services with equity, trauma informed and survivor led approaches. Many of the goals and activities put forth in this plan came directly out of a department wide strength and needs assessment. This includes establishing two culturally specific caseloads to serve Black, African American and Latinx survivors. Services offered by VSS include:

Notification: Crime victims' legal rights are guaranteed by Oregon law, yet they are often unaware of these rights. Notification is the most important - if a victim is not given notice of the time and place of a sentencing hearing, there is little chance that they will ever have the opportunity to be heard. In cases of domestic violence and stalking, notification of a justice-involved individual's (JII) release is more than a matter of interest, it is sometimes a matter of life and death.

Advocacy: Advocates support survivors through safety planning; crisis response; emotional support; community referrals; system information and navigation; accessing emergency funds; and court accompaniment. Advocates serve as a critical piece of support to survivors as they navigate a confusing and often re-traumatizing criminal justice system that was not built with their needs in mind. DCJ Advocates are unique in that once a JII is on supervision they can support the survivor through the entire system. Survivor safety is often in jeopardy after a JII is sentenced. DCJ Advocates are the only system-based advocates that can help them access community resources, safety plan, and provide support to the healing process.

Victim and Survivor Services Fund: This fund helps ease financial burdens survivors often face due to the victimization they experience by JIIs and provide temporary emergency assistance that bridge the gap to self-sufficiency or longer term support from other agencies, or are related to an immediate safety concern.

Training and Education: VSS provides a wide variety of trainings and consultations to partners including: victim rights, working with survivors, trauma informed care, sex trafficking, and domestic violence.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of initial contacts with victims of probation cases	2,022	2,000	2,000	2,000
Outcome	Monthly average victims served through victim advocacy	187	70	150	150
Outcome	Number of crime victims registering for ongoing notifications	1014	500	600	600

Performance Measures Descriptions

In FY 2021 monthly average victims/survivors served increased by 63%, from 70.5 per month to 187 per month. The COVID-19 pandemic has exacerbated issues that survivors face in the aftermath of crime and violence. In the past two years the department has improved how information is shared to victims/survivors which has allowed them to be more aware of their rights. It is predicted the pandemic will have long-term ripple effects that will continue to impact service levels with VSS.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$817,534	\$0	\$858,449	\$47,179
Contractual Services	\$16,500	\$0	\$16,500	\$9,147
Materials & Supplies	\$7,851	\$0	\$8,360	\$342
Internal Services	\$100	\$0	\$325	\$7,252
Total GF/non-GF	\$841,985	\$0	\$883,634	\$63,920
Program Total:	\$841,985		\$947,554	
Program FTE	7.00	0.00	6.70	0.30

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$63,920
Total Revenue	\$0	\$0	\$0	\$63,920

Explanation of Revenues

This program generates \$7,252 in indirect revenues.
County General Fund plus

\$63,920 a portion of the award from US Dept. of Justice, Office of Justice Programs, Office for Victims of Crime (OVC). County is awarded a total 3-year award of \$1M, award period 10/01/2021 - 09/30/2024 from OVC. Award is allocated between the County Dept. of Community Justice and the County District Attorney Office. Award funding will not only expand the functionality and usability of Multnomah County's Case Companion (<https://casecompanion.multco.us/>) which is a public website for victims of crime, but also to better supporting and reducing barriers for victims and survivors of crime as they navigate the complex criminal legal system. Funding also supports development of a plan for state implementation for the Case Companion. FY 2023 budget is per the grantor approved budget.

Significant Program Changes

Last Year this program was: FY 2022: 50003 DCJ Victim Services Unit

Position #716079 - Program Specialist (0.20 FTE) and position #715426 - Community Justice Manager (0.10 FTE) was allocated from general fund to other funds due to the OVC grant.

Department: Community Justice

Program Contact: Jenn Roark

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, analyze, interpret, and disseminate information regarding the characteristics, activities, operations, and policies of the Department of Community Justice (DCJ). RAP also uses external funding to evaluate innovative approaches to supervision. This information is used by many stakeholders for operational decision-making, policy formulation, mandatory reporting, and quality assurance and improvement.

Program Summary

The RAP unit supports the data and analysis needs of the three department divisions. These analyses promote effective resource management and the ability to track race and ethnicity data to address practices that disproportionately impact Black, Indigenous, and/or People of Color (BIPOC) justice-involved individuals. 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 conducts complex data analyses involving multivariate modeling and longitudinal time trend analyses.

In addition to quantitative analyses, RAP develops qualitative research protocols for conducting individual interviews and focus groups and for measuring fidelity of programs. This is an important practice for soliciting valuable feedback from staff, justice-involved individuals, victims of crime/survivors of violence, and community partners regarding DCJ practices and needed quality improvements. In FY 2021, RAP conducted surveys and interviews to track how DCJ responded to COVID-19 and the impact the pandemic had on staff and justice-involved individuals. The unit promotes the adoption of evidence-based practices through identification and dissemination of emerging best practices. RAP also develops grant applications for service enhancements and research projects. When DCJ receives federal or state grants or contracts, RAP is responsible for developing and implementing sound methodologies, completing reports required by the funders, conducting descriptive, multivariate, and other outcome analyses, and preparing reports and presentations to disseminate the results internally, locally, and nationally.

The unit is a contracted data and evaluation resource for local jurisdictions without their own research team. Within the County, RAP provides ongoing technical assistance to several countywide data collaboratives and participates 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of research and evaluation projects worked on by RAP	204	150	150	150
Outcome	Number of output and outcome measures analyzed for budgeting process	128	108	110	110

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,112,432	\$425,714	\$1,178,897	\$175,922
Contractual Services	\$2,000	\$5,523	\$2,000	\$7,870
Materials & Supplies	\$12,507	\$21,094	\$13,105	\$12,186
Internal Services	\$385	\$71,861	\$1,570	\$25,794
Total GF/non-GF	\$1,127,324	\$524,192	\$1,195,572	\$221,772
Program Total:	\$1,651,516		\$1,417,344	
Program FTE	7.97	2.63	7.76	0.85

Program Revenues				
Intergovernmental	\$0	\$389,621	\$0	\$221,772
Other / Miscellaneous	\$0	\$134,571	\$0	\$0
Total Revenue	\$0	\$524,192	\$0	\$221,772

Explanation of Revenues

This program generates \$25,794 in indirect revenues. County General Fund plus six funds including two 2-year grants ending 06/30/23 from OR Criminal Justice Commission (CJC) Specialty Courts Grant Program 1) \$31,164 City of Gresham. DCJ is a research partner in its Justice & Mental Health Collaboration Program. IGA ends 9/30/23 2) \$93,898 Washington County, assisting in Google Dashboard access to DOC 400 and generating reports. IGA ends 12/31/22 3) \$39,618 US DOJ Innovations in Supervision Initiative grant reduces recidivism of African American males via the Rehabilitation, Empowerment, Accountability Therapy curriculum. Award ends 9/30/22 4) \$31,592 US DOJ W.E.B. DuBois Program of Research on Race and Crime. Award ends 12/31/22 5) \$12,750 portion of OR CJC grant, funds the Multnomah County Drug (START) Court, helping justice involved individuals struggling with substance use disorder with the goal of diverting JIIs from prison. 6) \$12,750 portion of OR CJC grant to fund the Multnomah County Drug (STEP) Court to reduce disparities by targeting Measure 11 person-to-person crimes with the opportunity to positively impact a population that includes a disproportionate number of Black, Indigenous, and/or People of Color (BIPOC). FY 2023 budget for START and STEP courts is 51% for the 2nd year of the 2021-23 OR CJC grant awards.

Significant Program Changes

Last Year this program was: FY 2022: 50004 DCJ Research & Planning Unit

For FY 2023 1.00 FTE Data Analyst Senior has been cut due to the ending of the Arnold Foundation grant; 0.50 FTE Data Analyst will be funded through mid-year FY 2023 in the BJA HEAT and WEB DuBois grants; and 0.50 FTE Data Analyst Senior will be funded through mid-year FY 2023 in the Washington County grant.

Program FTE (Other Funds) - decreased by 1.78 FTE due to grants ending.
 Program FTE (General Funds) - decreased by 0.21 due to associated tasks with grants that ended.

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 facilitates recruiting, hiring, training, and assists with the support of the 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 to promote County Core Competencies. HR staff work with management and members of three unions to promote effective communication and problem solving. The HR unit gives employees the tools they need to do their job and strengthens manager performance.

Program Summary

The HR unit supports the department's 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 and external employee investigations, procedures, and training. The HR unit also plays an important role in the implementation of goals and activities in the Workforce Equity Strategic Plan.

The HR unit has played an instrumental role in responding to the COVID-19 pandemic. The unit has been a resource for the department in addressing staffing issues and providing contract tracing assistance.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of regular employees supported per day	488	480	490	490
Outcome	Percent of People of Color applying for open positions (who disclose diversity)	48%	46%	48%	48%
Outcome	Total number of temps/on calls supported	113	150	130	130

Performance Measures Descriptions

Measure 2: Measure description was edited to improve clarity. Previous measure description was "Percent of People of Color applying for open positions."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,632,083	\$0	\$1,943,988	\$0
Contractual Services	\$49,954	\$0	\$89,211	\$0
Materials & Supplies	\$30,968	\$0	\$19,252	\$0
Internal Services	\$0	\$0	\$50	\$0
Total GF/non-GF	\$1,713,005	\$0	\$2,052,501	\$0
Program Total:	\$1,713,005		\$2,052,501	
Program FTE	11.00	0.00	12.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2022: 50005 DCJ Human Resources

1.00 FTE Human Resources Analyst 2 added for FY 2023 due to reallocation during the reconciliation of the general fund constraint.

Contractual Services - Net increase of \$39,257; recruitment advertising \$10,000, mediation services \$15,757 (added during general fund constraint). On demand content training \$13,500 (moved from material and supplies).

Materials and Supplies -Net reduction of \$11,716; communications increased by \$4,644, supplies decreased by \$2,860 and Learning Day training decreased by \$13,500 and moved to contractual 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

Providing justice-involved adults with alcohol and substance abuse treatment along with wraparound services is an effective strategy to reduce re-offense, especially for individuals classified as high risk. This includes intensive alcohol and substance abuse outpatient treatment, which addresses 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 substance 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 substance abuse 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. Several providers offer culturally and gender responsive specific services.

Most clinical services previously supported by the Department of Community Justice's (DCJ) 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, attitudes, antisocial peers, impulsivity, poor problem solving skills and anger management. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals that received DCJ funded treatment	852	215	850	850
Outcome	Percent of individuals convicted of a misdemeanor or felony within 1 year of treatment admission date	8%	10%	8%	8%

Performance Measures Descriptions

Measure 1: FY 2022 Budgeted was based on an assumption regarding BM110 and impacts of COVID-19. FY 2022 Estimate reflects current level of service.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$71,839	\$70,495	\$71,839	\$159,380
Materials & Supplies	\$1,574	\$0	\$1,574	\$0
Total GF/non-GF	\$73,413	\$70,495	\$73,413	\$159,380
Program Total:	\$143,908		\$232,793	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$70,495	\$0	\$159,380
Total Revenue	\$0	\$70,495	\$0	\$159,380

Explanation of Revenues

County General Fund plus

Grant-in-Aid (SB1145) and Measure 57 Supplemental Fund (M57) allocated to Multnomah County from OR Department of Corrections per the 2021-23 legislative adopted budget:

- 1) \$136,086, which is a portion of SB1145, supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525.
- 2) \$23,294, which is a portion of M57, supports justice-involved individuals on active supervision who are convicted of specified drug and property crimes pertaining to M57 and have a substance abuse disorder. Funding for FY 2023 is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50011 Recovery System of Care

Contracts increased by \$88,885 due state allocation of funds.

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 treatment is an essential part of the alcohol and substance abuse 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 offer supports residential alcohol and substance abuse treatment for high risk adults and provides sanction options other than jail for individuals needing treatment. This includes beds that 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 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). Several providers offer culturally and gender responsive treatment services. These programs also provide residential alcohol and substance abuse treatment beds for high risk female adults and 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. These programs use evidence-based practices to address addiction, mental and behavioral 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.

Most 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 alcohol and substance abuse treatment is cost effective in reducing the risk factors associated with addiction and bringing about cost savings associated with health care, crime and incarceration. NIDA also reports that gender responsive programs may be more effective for female adults, especially those with trauma and abuse in their background (2006).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of males participating in treatment	116	50	100	100
Outcome	Percent of males convicted of a misdemeanor or felony within 1 year of treatment admission date	12%	15%	15%	15%
Output	Number of females participating in treatment	30	50	30	30
Outcome	Percent of females convicted of a misdemeanor or felony within 1 year of treatment admission date	13%	20%	15%	15%

Performance Measures Descriptions

Measure 1 and 3: FY 2022 Budgeted was based on an assumption regarding BM110 and impacts of COVID-19. FY 2022 Estimate reflects current level of service.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$103,912	\$50,776	\$103,912	\$77,786
Total GF/non-GF	\$103,912	\$50,776	\$103,912	\$77,786
Program Total:	\$154,688		\$181,698	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$50,776	\$0	\$77,786
Total Revenue	\$0	\$50,776	\$0	\$77,786

Explanation of Revenues

County General Fund plus

Grant-in-Aid (SB1145) and Measure 57 Supplemental Fund (M57) allocated to Multnomah County from OR Department of Corrections per the 2021-23 legislative adopted budget:

- 1) \$27,010, which is a portion of SB1145, supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525.
- 2) \$50,776, which is a portion of M57, supports justice-involved individuals on active supervision who are convicted of specified drug and property crimes pertaining to M57 and have a substance abuse disorder. Funding for FY 2023 is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50012 Adult Residential Treatment Services

Contractual Services increased by \$27,010; Generic residential beds - \$10,360 and women's generic beds - \$16,650.

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

Executive Summary

The Department of Community Justice (DCJ) Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 9,000 justice-involved adults in the community annually. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise justice-involved adults.

Program Summary

Adult Services Division (ASD) leadership is responsible for regulating policy, maintaining quality services and implementing evidence-based and core correctional practices that reduce crime and change behavior. 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 adult services staff to achieve reductions in recidivism and reduce long held disparities in the criminal justice system. DCJ's priority is to focus resources on the highest risk and highest need individuals and is utilizing current and evidence-based assessment tools that; guide supervision by identifying criminogenic risk and need factors, and develop case plans that reduce risk to re-offend.

ASD works with the Research and Planning unit to track and analyze race and ethnicity data to address practices that disproportionately impacts Black, Indigenous, and/or People of Color (BIPOC) justice-involved individuals. Rapport and relationship building, along with structured directions are key factors to reducing recidivism (Andrews & Bonta, 2006, 2010a, 2010b; Bonta et al., 2011; Robinson, VanBenschoten, Alexander & Lowenkamp, 2011; Trotter, 2013).

ASD will continue to focus on maintaining evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming, utilizing case management strategies that provide individuals the opportunity to change by addressing factors that research has shown to reduce criminal behavior, including trauma informed care, and by adding an equity focus and understanding of brain development to support effective supervision (Blair & Raver, 2016; Curry-Stevens, Reyes, & Coalition of Communities of Color, 2014; Ghandnoosh, 2014; Knight, 2018; Mears, Cochran, & Lindsey, 2016; Moreland-Capua, 2019; National Institute of Corrections, 2017; Reavis, Looman, Franco, & Rojas, 2013).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults supervised annually	8,983	10,000	9,000	9,000
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	7%	18%	7%	7%

Performance Measures Descriptions

Measure 1: Number of adults supervised annually has gone down. There has been a decrease in felony population year over year due to a number of reasons including COVID-19 impacting the Courts and law enforcement, and the implementation of Ballot Measure 110, etc.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,370,478	\$114,298	\$1,425,048	\$64,987
Contractual Services	\$87,202	\$0	\$87,202	\$5,646
Materials & Supplies	\$239,967	\$0	\$222,614	\$0
Internal Services	\$9,357	\$19,294	\$134,892	\$9,747
Total GF/non-GF	\$1,707,004	\$133,592	\$1,869,756	\$80,380
Program Total:	\$1,840,596		\$1,950,136	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$5,646
Other / Miscellaneous	\$0	\$133,592	\$0	\$74,734
Total Revenue	\$0	\$133,592	\$0	\$80,380

Explanation of Revenues

This program generates \$9,747 in indirect revenues.

County General Fund plus two funding sources:

- 1) \$74,734 from MacArthur Foundation award of \$2M to Multnomah County with DCJ's portion of \$267,583. Award dates 01/01/2020 – 12/31/2021 with an approved no cost extension to 12/31/2022. Funding provides a roadmap for the County to pivot to a risk-based approach that aligns with best practices in pretrial justice regarding unfair and ineffective practices on People of Color, low-income communities, and people with mental health and substance abuse.
- 2) \$5,646 which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50016 Adult Services Management

Added 1.00 FTE sworn Community Justice Manager in mid-FY 2022 in the supplemental state rebalance, and transferred it to program offer 50027 Adult Women and Family Services Unit in internal budget modification DCJ-003.22.

Department: Community Justice **Program Contact:** Jay Scroggin

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) Adult Services Division (ASD) serves a vital role in protecting public safety. ASD intervenes to prevent the recurrence of crime among adult defendants, and convicted individuals through supervision, sanction and services to assist justice-involved individuals (JIIs) change problem behavior that leads to crime. ASD provides programming and treatment resources to adults, families and supports communities to address the underlying issues and problems that drive crime. This offer will add a Senior Manager position that will expand the capacity of ASD to meet the needs of a diverse population of JIIs, promote continuous quality improvement and proactively engage in criminal justice reform efforts.

Program Summary

The Senior Manager will be responsible for overseeing direct service and administrative support. This position will restore the capacity of the leadership team to oversee projects, coach and mentor frontline managers, engage in criminal justice reform efforts, build relationships with community based organizations, criminal justice partners and further the Workforce Equity Strategic Plan (WESP).

Additionally, as DCJ continues to recover from the COVID-19 pandemic this position will play a key role in ensuring continuous quality improvement for ASD teams supporting frontline managers as they supervise and hold staff accountable to achieve fidelity to evidence based practices, case management models, administrative support and sustain the advances in technology we have implemented as DCJ navigates the Future of Work.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	West Campus Administration team fully trained with WOC training curriculum 100% developed	N/A	N/A	N/A	15
Outcome	Percent of risk assessment and case planning completed in real time audit	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$182,397	\$0
Total GF/non-GF	\$0	\$0	\$182,397	\$0
Program Total:	\$0		\$182,397	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

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

Executive Summary

Adult Records and Administrative Services provides the Adult Services Division (ASD) with support for field supervision units, Assessment and Referral Center, Local Control, Pretrial Services. Adult Records and Administrative Services provided include the following: maintain records for internal, state, and nationwide data systems; provide information and referrals to the public and community partners; provide administrative support to division personnel; ensure legal sufficiency, and coordinate purchasing of supplies and equipment.

Program Summary

Adult Services Division (ASD) Adult Records and Administrative Services provides office support services for all parole and probation supervision programs, pretrial services, and community service.

Essential functions include:

1. Maintain highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems,
2. Maintain files for all active and discharged justice-involved adults,
3. Provide reception coverage,
4. Responding to general inquiries from members of the public,
5. Distribute mail, and
6. Order supplies.

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of work items processed by the unit	14,564	35,000	14,785	35,000
Outcome	Average Processing Time (days)	2.4	4	2.8	4
Output	Number of check-ins at a reception desk	2,652	105,000	18,290	105,000

Performance Measures Descriptions

Measure 1 and 3: FY 2022 estimates if no changes in business with further re-opening. Throughout the COVID-19 pandemic, ASD business has been reduced based on similar changes in Law Enforcement activity and Court operations. Although incoming work has been impacted temporarily, ASD acknowledges that there is enormous amount of cases backlogged throughout the criminal justice system that will begin to move as restrictions are lifted.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$4,068,007	\$1,066,304	\$4,102,614	\$1,343,050
Contractual Services	\$75,340	\$0	\$73,204	\$0
Materials & Supplies	\$172,437	\$0	\$193,387	\$0
Internal Services	\$2,693,455	\$179,992	\$2,794,007	\$206,426
Total GF/non-GF	\$7,009,239	\$1,246,296	\$7,163,212	\$1,549,476
Program Total:	\$8,255,535		\$8,712,688	
Program FTE	39.00	10.00	38.00	13.00

Program Revenues				
Intergovernmental	\$0	\$1,246,296	\$0	\$1,549,476
Total Revenue	\$0	\$1,246,296	\$0	\$1,549,476

Explanation of Revenues

This program generates \$206,426 in indirect revenues.
County General Fund plus

\$1,549,476 which is a portion of Grant-in-Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50017 Adult Records and Administrative Services

(1) Increased 2.00 FTE Records Technicians and 1.00 FTE Office Assistant 2 in the supplemental state rebalance in mid-FY 2022. Reclass of a Records Technician to Records Coordinator in bud mod DCJ-001-22; reclass of a Records Technician to an Office Assistant 2 in bud mod DCJ-011-22; reclass of a Records Technician to Program Specialist in bud mod DCJ-014-22. (2) Decreased 1.00 FTE Records Technician transferred to PO 50021 (pending reclassification to Corrections Technician) in budget modification DCJ-016-22.

Materials & Supplies - In FY 2023, all supply budgets for programs located in the Mead building was consolidated under the Mead Administrative Unit which resulted in an increase of \$20,950.

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

Executive Summary

This program offer will fund enhanced security at the East Campus by adding a second Security Guard for internal building security. The East Campus location has experienced several events in the last several years, such as arson, vehicle break-ins, objects thrown at the building and a destructive device dropped off at the campus. The goal of adding additional security is to reduce the likelihood of these threats and create a safe business environment for Department of Community Justice (DCJ) clients and staff.

Program Summary

This addition allows for increased security presence in the lobby at East Campus during regular business hours. It creates a consistent security presence at East Campus. The presence of security is purposeful and distinct in providing immediate action in a multitude of possible scenarios. Security's role is to cultivate situational awareness, de-escalate situations and maintain overall safety and security for DCJ clients and staff. Staff experience of safety also helps to maintain productivity as the department works to achieve the vision of community safety through positive change.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of days a week security guard is onsite	N/A	N/A	N/A	5
Outcome	Percent of incidents reported to DCJ or facilities management	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	2022	2022	2023	2023
Internal Services	\$0	\$0	\$67,276	\$0
Total GF/non-GF	\$0	\$0	\$67,276	\$0
Program Total:	\$0		\$67,276	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Department: Community Justice **Program Contact:** 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. The Recog and Pretrial units allow for scarce jail beds to be reserved for higher risk justice-involved adults by using a validated risk instrument to assess a defendant's probability to appear in court or reoffend and conduct interviews and assessments to determine release eligibility.

Program Summary

The Recog unit is a 24/7 program housed at the Multnomah County Detention Center. Recog staff have the knowledge, expertise, and tools necessary to make preliminary decisions in the best interest of the community. The program interviews 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. 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 (PPO), 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 and not commit new crimes. 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 to the community. 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, which is then reported to the Court.

The Recog and PSP units have a significant role in the MacArthur Safety and Justice Challenge, which is currently creating strategies that address the main drivers leading people to be placed in local jail, including practices that have a disparate impact on Black, Indigenous and/or People of Color (BIPOC), low-income communities, and people struggling with behavioral health and substance abuse issues.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of recog cases processed annually	12,112	30,000	12,000	12,000
Outcome	Percent of recog cases interviewed	52%	33%	50%	50%

Performance Measures Descriptions

Measures 1 and 2: FY 2021 Actual and FY 2022 Estimate have been significantly affected by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,695,112	\$0	\$2,704,950	\$0
Contractual Services	\$10,842	\$0	\$10,842	\$0
Materials & Supplies	\$14,810	\$0	\$14,810	\$0
Internal Services	\$99,635	\$0	\$107,982	\$0
Total GF/non-GF	\$2,820,399	\$0	\$2,838,584	\$0
Program Total:	\$2,820,399		\$2,838,584	
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 2022: 50018 Adult Pretrial Release Services Program (PRSP)

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

Program Summary

The Local Control Release unit supervises justice-involved individuals who are sentenced to a prison term of 12 months or less in a local jail. Working with the Multnomah County Sheriff's Office, the LC Release unit has the legal authority to issue arrest warrants and has jurisdiction over the supervision conditions for these justice-involved individuals. LC Release staff develop release plans and monitor adults with community-based sanctions (substance abuse treatment programs) upon the completion of their incarceration. When possible, LC Release staff attempt to reduce incarceration time by utilizing alternative options to jail, such as residential treatment.

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of release plans completed	249	500	250	250
Outcome	Percent of individuals convicted of misdemeanor or felony within 1 year of release date from local control	22%	30%	20%	20%

Performance Measures Descriptions

COVID-19 impacted local control in the "domino-effect" of restrictions on law enforcement arrest, jail capacity, home visits, District Attorney's Office, and the Judiciary. This decreased arrests, custody holds, warrants, sanctions, indictments, and court proceedings.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$111,290	\$0	\$114,656
Contractual Services	\$0	\$1,448	\$0	\$1,448
Internal Services	\$0	\$28,136	\$0	\$31,585
Total GF/non-GF	\$0	\$140,874	\$0	\$147,689
Program Total:	\$140,874		\$147,689	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$140,874	\$0	\$147,689
Total Revenue	\$0	\$140,874	\$0	\$147,689

Explanation of Revenues

This program generates \$17,622 in indirect revenues.

\$147,689 which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation of \$50,479,046 to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50019 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 individuals (JIIs) accountable by providing fair and objective investigations and probation/post-prison hearings, incarceration when appropriate and actively supervising justice-involved individuals. Through collaboration with the Multnomah County Sheriff's Office, the Oregon State Board of Parole, DA's Office, Defense Bar, treatment providers, and the community, this unit provides effective interventions and helps to ensure necessary due process and efficient operations of the local justice system.

Program Summary

Centralizing the hearings/violation processes helps to ensure timely and equitable resolutions. If during supervision, a Parole-Probation Officer (PPO) determines that a justice-involved individual has violated their conditions of supervision, the PPO submits required written documents and a violation hearing is arranged through the Violations Hearings unit. This unit consists of 3 types of hearings or processes:

1. Hearings Officers (HO) conduct local parole/post-prison hearings and determine consequences for the adults found in violation of supervision. HOs are able to order jail releases, recommend revocations of adults and/or make other recommendations that are consistent with evidence-based practices. In addition, the unit provides support within the Justice Center for the purposes of testimony and streamlining DCJ representation on probation violation matters before the court.
2. A centralized PPO covers many Court Probation Violation hearings that are conducted in the Multnomah County Justice Center.
3. A centralized PPO that conducts all in-custody administrative sanctions within the custody setting that are under 30 days and not contested.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of hearings completed by hearings officers	359	540	359	359
Outcome	Percent of hearings completed by hearings officers outside of Multnomah County	6%	18%	6%	6%

Performance Measures Descriptions

Measure 1: In FY 2022, due to the COVID-19 pandemic procedural changes were made for JIIs which resulted in fewer arrests and sanctions. These changes had a direct impact on the Hearings Officer's workload. Less JIIs in custody for PPS/Parole violations equated to fewer hearings.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$209,319	\$612,600	\$289,221	\$670,681
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$0	\$0	\$3,158	\$0
Internal Services	\$811	\$103,406	\$1,100	\$103,084
Total GF/non-GF	\$210,130	\$718,006	\$293,479	\$775,765
Program Total:	\$928,136		\$1,069,244	
Program FTE	2.00	4.00	2.00	4.00

Program Revenues				
Intergovernmental	\$0	\$718,006	\$0	\$775,765
Total Revenue	\$0	\$718,006	\$0	\$775,765

Explanation of Revenues

This program generates \$103,084 in indirect revenues.
County General Fund plus

- 1) \$738,515 which is a portion of Grant-in-Aid SB1 145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.
- 2) \$37,250 from Oregon Board of Parole & Post-Prison Supervision of a four year award of \$149,000 11/01/2021 through 10/31/2025 to support at least one certified Hearings Officer for conducting all parole and post-prison supervision violation hearings arising within the jurisdiction in accordance with OAR 255-075 and ORS 144.106-109, ORS 144.341, ORS 144.343-370. FY 2023 budget is 25% of the award.

Significant Program Changes

Last Year this program was: FY 2022: 50020A Adult Parole/Post Prison Violation Hearings

Reclassification of 1.00 Office Assistant Sr. to Corrections Technician in bud mod DCJ003-22 (general funds).

Increase of \$37,250 in personnel costs (other funds) due to grant award.

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

Executive Summary

The Assessment and Referral Center (ARC) combines in-custody interviews, pre-release field investigations, 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 (JIIs) upon sentencing to probation or after their release from incarceration. These individuals are considered high risk to re-offend, and ARC determines which strategies, supports, 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, including providing proper supports to those with special needs, and enables effective interventions targeting criminogenic factors.

The 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 newly sentenced, and recently released individuals, including housing, health assessments, treatment access, case coordination, and family engagement. ARC has taken initiatives to create trauma-informed practices, and the centralization of DCJ's intake and pre-release field investigations help to ensure an equitable process for justice-involved individuals who are placed on community supervision.

The COVID-19 pandemic impacted the operations of this program in FY 2021. Staff met with the majority of justice-involved individuals via telephone without impacting the rate of JIIs showing for their intake. In person intakes resumed in October 2021 and will continue in FY 2022 as long as it remains safe to do so.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of probation and post prison intakes completed	1,133	3,000	1,500	1,500
Outcome	Percent of individuals that are not revoked during the first thirty days from their release from prison	98%	97%	97%	97%
Outcome	Percent of individuals who report as ordered during the first thirty days from their release from prison	93%	95%	95%	95%

Performance Measures Descriptions

The COVID-19 pandemic impacted post-prison intakes due to a significant increase in the Governor commuting sentences. Probation intakes were impacted due to COVID-19 restrictions on law enforcement, District Attorney's Office, and the Judiciary. This decreased indictments and court proceedings. Post-prison releases and individuals sentenced to probation were directed to call in for their intakes as COVID-19 restrictions forced the closure of DCJ offices to the public.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,675,414	\$818,183	\$3,043,316	\$724,524
Contractual Services	\$228,622	\$0	\$228,622	\$79,200
Materials & Supplies	\$5,617	\$31,430	\$6,397	\$31,430
Internal Services	\$110,259	\$138,110	\$114,635	\$111,358
Total GF/non-GF	\$3,019,912	\$987,723	\$3,392,970	\$946,512
Program Total:	\$4,007,635		\$4,339,482	
Program FTE	19.48	5.52	21.48	4.52

Program Revenues				
Intergovernmental	\$0	\$987,723	\$0	\$946,512
Total Revenue	\$0	\$987,723	\$0	\$946,512

Explanation of Revenues

This program generates \$111,358 in indirect revenues.

County General Fund plus two funding's from OR Department of Corrections (DOC) allocated to Multnomah County per the 2021-23 legislative adopted budget. FY 2023 budget for both state funding's is 51% allocation for the 2nd year of 2021-23 biennium budget, respectively.

1) \$867,312, portion of Grant-in-Aid SB1145 supporting supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525.

2) \$79,200, portion of Transition Fund from DOC allocation to Multnomah County assisting transition needs of DOC releases. It is a cost reimbursement funding. The Transition Fund is to help offset the loss of Inmate Welfare Fund subsidy dollars.

Significant Program Changes

Last Year this program was: FY 2022: 50021 Assessment and Referral Center

1.00 FTE Records Technician was transferred to ARC, and is pending a reclassification to Corrections Technician in budget modification DCJ-016-22. 1.00 FTE Corrections Counselor was shifted from SB1145 funding to the general fund in final balancing.

Contractual Services - increase of \$79,200 budgeted in client benefits to include; bus tickets (\$25k), basic need items (\$29,200) and incentives and indigent crisis fund for justice involved individuals - (\$25k).

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 nationwide initiative that seeks to reduce prison growth while improving public safety. Multnomah County Justice Reinvestment (MCJRP) is a direct result of House Bill 3194. Locally this was accomplished by reducing spending on prison in order to reinvest savings in evidence-based strategies at the county level. The program is designed to assess justice-involved individuals (JIIs) prior to sentencing, and provide a continuum of community based services, programs, and sanctions thereby, decreasing the County's utilization of imprisonment in Department of Corrections (DOC) institutions while protecting public safety, holding individuals accountable, and helping to change their behavior.

Program Summary

The District Attorney's Office identifies JIIs facing a prison term based on established eligibility requirements. MCJRP includes funding for the Multnomah County Sheriff's Office to expedite assessments in jail; for the court and the defense to assist with case coordination and scheduling; a deputy district attorney to facilitate eligibility determination and case management; additional staff at DCJ to carry out the program (assessment, report writing, and supervision); and 10% of funding to a community non-profits 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 JIIs who are sentenced to probation rather than prison, DCJ provides intensive supervision based on individualized case plans driven by risk and needs assessments along with referrals to treatment and other community resources.

This program offer also supports the ongoing Reentry Enhancement Coordination program and Short Term Trans Leave, evidence-based addictions treatment program for people leaving prison, which includes treatment, housing, mentoring, parenting, and employment assistance. For FY 2021-2023, in addition to Formula Grant, MCJRP has also secured Supplemental Grant through the Criminal Justice Commission (CJC), which addresses special populations (young men of color, women and young JIIs) and second sentence programs, and additional full or partial positions to include a Deputy District Attorney, a District Attorney, Research Analyst, IT Development, Metro Public Defender Case Manager and the Multnomah Defenders Inc. Social Worker.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults supervised annually	515	800	650	650
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	90%	85%	90%	90%
Outcome	Percent of adults who are NOT convicted of a misdemeanor or felony within 1 year of supervision start	94%	80%	95%	95%
Outcome	Number of MCJRP Assessments performed annually	N/A	N/A	N/A	450

Performance Measures Descriptions

Measure 1 and 2: FY 2020 Actual and FY 2021 estimate have been significantly affected by COVID 19.
 New Measure 4: MCJRP implemented a new risk assessment tool application in FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$701,428	\$0	\$648,323
Contractual Services	\$0	\$1,995,460	\$0	\$2,261,558
Materials & Supplies	\$0	\$0	\$0	\$691
Internal Services	\$0	\$54,741	\$0	\$64,831
Total GF/non-GF	\$0	\$2,751,629	\$0	\$2,975,403
Program Total:	\$2,751,629		\$2,975,403	
Program FTE	0.00	4.44	0.00	3.44

Program Revenues				
Intergovernmental	\$0	\$2,751,629	\$0	\$2,975,403
Total Revenue	\$0	\$2,751,629	\$0	\$2,975,403

Explanation of Revenues

This program generates \$64,831 in indirect revenues.

\$2,975,403 from Oregon Criminal Justice Commission, Justice Reinvestment Initiative funding per the OR 2021-23 legislative adopted budget. Funding provides assistance in reducing recidivism, decreasing prison use, saving prison costs, protecting the public and holding justice-involved individuals accountable. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50022 HB3194 Justice Reinvestment

1.00 Community Health Specialist 2 was cut in mid-FY22 in the state rebalance budget modification DCJ-012-22.

Contractual Services- Net increase of \$266k: 3% Evaluation Funding award = \$17k, reduction in MCJRP Supplemental budget (\$383,370), increase of \$294,070 (state rebalance per budget modification DCJ-012-22) and transfer of contracts from PO 50034 (\$336,252).

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

Executive Summary

Department of Community Justice (DCJ) adheres to evidence-based risk principles to determine supervision levels ensuring resources are targeted to the highest risk. Multnomah County receives a large number of high risk individuals and is still able to produce lower recidivism rates for these cases compared to the statewide average. The Reduced Supervision model takes care not to bring justice-involved individuals (JIIs) who are low risk deeper into the criminal justice system, provides minimal supervision, and encourages increased self-sufficiency.

Program Summary

High risk supervision uses evidence-based strategies to identify criminogenic risk factors 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 also integrate trauma-informed practices and brain science into their daily work and utilize data to track disparities.

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.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of high risk adults supervised annually in West Program	1,552	2,000	1,500	1,500
Outcome	Percent of adults who are convicted of a misdemeanor or felony within 1 year of supervision start date	6%	15%	5%	5%

Performance Measures Descriptions

Measure 1: FY 2021 Actual and FY 2022 Estimate have been significantly affected by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,576,396	\$2,117,929	\$2,663,918	\$2,229,117
Contractual Services	\$22,318	\$29,900	\$22,318	\$29,900
Materials & Supplies	\$653	\$0	\$497	\$0
Internal Services	\$0	\$357,505	\$0	\$342,616
Total GF/non-GF	\$2,599,367	\$2,505,334	\$2,686,733	\$2,601,633
Program Total:	\$5,104,701		\$5,288,366	
Program FTE	16.13	14.43	16.02	14.54

Program Revenues				
Intergovernmental	\$0	\$2,505,334	\$258,451	\$2,601,633
Other / Miscellaneous	\$250,000	\$0	\$0	\$0
Total Revenue	\$250,000	\$2,505,334	\$258,451	\$2,601,633

Explanation of Revenues

This program generates \$342,616 in indirect revenues. County General Fund (CGF) includes \$258,451 deposited into the CGF from the OR Dept of Corrections (DOC) Criminal Fine Account as required by HB5029 for the purpose of planning, operating and maintaining county juvenile and adult corrections programs and facilities and drug and alcohol programs. DOC uses the Grant-in-Aid Program allocation distribution formula among thirty-six counties under ORS 423.530. Multnomah County funding is distributed between DCJ (60%) and MCSO (40%). FY 2023 budget is 50% allocation for each fiscal year. DOC also allocates Grant-in-Aid (SB1145) and Measure 57 Supplemental Fund (M57) to Multnomah County per the 2021-23 legislative adopted budget. FY 2023 is 51% allocation for the 2nd year of 2021-23 biennium budget:

- 1) \$1,983,506 portion of SB1145 supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525.
- 2) \$618,127 portion of M57 supports justice-involved individuals on active supervision who are convicted of specified drug and property crimes pertaining to M57 and have a substance abuse disorder.

Significant Program Changes

Last Year this program was: FY 2022: 50023 Adult Field Supervision - West

0.11 FTE Parole and Probation Officer shifted from general fund to SB1145 funding to balance the funding sources.

In FY 2022, \$250,000 in state criminal fines revenue was booked other/ miscellaneous revenue and it s/b (50180) intergovernmental revenue. In FY2023, \$258,451 was booked as state revenue (intergovernmental).

Department: Community Justice **Program Contact:** Stuart Walker

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

Related Programs:
Program Characteristics:
Executive Summary

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

Program Summary

MHU works to decrease justice-involved individuals (JIIs) with severe behavioral health issues from incarceration and hospitalizations. MHU increases community safety and minimizes individual contact with the criminal justice system by JIIs with individualized community-based treatment and case management with supervision from specially trained Parole-Probation officers (PPOs). The goal of MHU is to reduce recidivism, enhance community safety, and support individuals experiencing significant behavioral health needs in achieving long-term stabilization and improved functioning.

MHU performs the following:

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

This program supports public safety by providing supervision and case management functions. PPOs provide skill training to justice-involved individuals to help them change thinking and behaviors that can lead to continued criminal justice involvement. Treatment and case management is provided to high and medium risk individuals to help them stabilize their mental health symptoms and connect them to long term care in the community.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices. The Mental Health Unit also has been conducting community outreach since May 2021 in an effort to reach justice-involved individuals who are experiencing homelessness.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	495	525	500	500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	7%	30%	7%	7%

Performance Measures Descriptions

Measures 1 and 2: In FY 2022 the COVID-19 pandemic has impacted the justice system by slowing Court processes. DCJ is now beginning to see the backlog of court cases, and as resolved, more individuals are being placed on probation. The COVID-19 pandemic has increased pressure on the scarce supply housing and DCJ has seen the percentage of JII's supervised by the MHU who are homeless climb to 63%. Community based mental health and substance abuse resources have also been less available.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,683,996	\$0	\$1,730,076	\$0
Contractual Services	\$1,370,543	\$293,967	\$1,278,053	\$200,181
Materials & Supplies	\$0	\$5,485	\$0	\$59,670
Total GF/non-GF	\$3,054,539	\$299,452	\$3,008,129	\$259,851
Program Total:	\$3,353,991		\$3,267,980	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$0	\$299,452	\$0	\$259,851
Total Revenue	\$0	\$299,452	\$0	\$259,851

Explanation of Revenues

County General Fund plus

\$259,851 from Oregon Criminal Justice Commission, Specialty Courts Grant Program grant agreement \$509,686 07/01/2021 – 06/30/2023. Funding supports Multnomah County Mental Health Court for justice-involved individuals struggling with substance use disorder through recidivism outcomes by way of interdisciplinary team collaboration, court-directed treatment, and compliance. FY 2023 budget is 51% for the 2nd year of grant agreement minus approximately an estimated \$90 overspent in FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 50024 Adult Mental Health Unit - Supervision and Treatment

(1) Contractual Services (general funds) decrease of \$92,490 due to reduction of mental health contracts. (2) Contractual Services (other funds) decrease of \$93,786 due to reduction in Oregon Criminal Justice Commission, Specialty Courts Grant award.

Material and Supplies increased by decreased by \$5,485 in general supplies; In FY 2023, The MHC grant will purchase a web based software subscription (\$59,670). SPROKIT is a flexible, web-based platform that offers criminal justice stakeholders the ability to engage, direct and monitor participant completion of pre-determined activities through an app on the participants' phone.

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 50037
Program Characteristics:

Executive Summary

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

Program Summary

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

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

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

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	529	675	550	550
Outcome	Percent of adults convicted of a misdemeanor felony within 1 year of supervision start date	1%	10%	5%	5%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date	2%	1%	1%	1%

Performance Measures Descriptions

Measure 1: In FY 2022, the COVID-19 pandemic impacted the number of probation cases this program received. It had no impact on post-prison releases.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$114,914	\$1,580,744	\$120,843	\$1,638,890
Contractual Services	\$339,278	\$2,500	\$349,278	\$2,500
Materials & Supplies	\$0	\$15,083	\$0	\$7,500
Internal Services	\$0	\$266,830	\$0	\$251,899
Total GF/non-GF	\$454,192	\$1,865,157	\$470,121	\$1,900,789
Program Total:	\$2,319,349		\$2,370,910	
Program FTE	0.60	10.40	0.60	10.40

Program Revenues				
Intergovernmental	\$0	\$1,865,157	\$0	\$1,900,789
Total Revenue	\$0	\$1,865,157	\$0	\$1,900,789

Explanation of Revenues

This program generates \$251,899 in indirect revenues.

County General Fund plus two funding's from OR Department of Corrections (DOC) allocated to Multnomah County per the 2021-23 legislative adopted budget:

1) \$1,867,249, portion of Grant-in-Aid SB1145 supporting supervision of justice-involved individuals (JIIs), services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

2) \$33,540 DOC Sexually Violent Dangerous Offender (SVDO). Funding provides intensive supervision to specially designated sex offenders in accordance with ORS 144.635. County bills the state on actual number of JIIs served on a set daily rate. FY 2023 budget is trending from prior three year actuals.

Significant Program Changes

Last Year this program was: FY 2022: 50025 Adult Sex Offense Supervision & Treatment

Department:	Community Justice	Program Contact:	Denise Pena
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	50036		
Program Characteristics:			

Executive Summary

The Domestic Violence (DV) unit collaborates with police, District Attorney’s Office, courts and treatment agencies to hold justice-involved individuals (JIIs) accountable and promote individual change. This program supervises adults convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with the Victim and Survivor Services unit to advocate for the safety of the victims and survivors, and include their voices in creating case plan goals.

Program Summary

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

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

The Domestic Violence Deferred Sentencing Program (DSP) which provides services to those with first time offenses is in Program Offer 50036.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	944	1,200	1,000	1,000
Outcome	Percent of adults convicted of a misdemeanor or felony 1 year of supervision start date	4%	15%	5%	5%

Performance Measures Descriptions

Measure 1: FY 2021 Actual and FY 2022 Estimate have been significantly affected by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,479,973	\$1,294,666	\$1,107,592	\$2,069,829
Contractual Services	\$0	\$100,607	\$0	\$100,607
Materials & Supplies	\$2,230	\$0	\$2,230	\$0
Internal Services	\$0	\$218,540	\$0	\$315,266
Total GF/non-GF	\$1,482,203	\$1,613,813	\$1,109,822	\$2,485,702
Program Total:	\$3,096,016		\$3,595,524	
Program FTE	10.00	8.00	7.40	12.60

Program Revenues				
Intergovernmental	\$0	\$1,613,813	\$0	\$2,485,702
Total Revenue	\$0	\$1,613,813	\$0	\$2,485,702

Explanation of Revenues

This program generates \$315,266 in indirect revenues.

County General Fund plus:

- 1) \$2,467,053 which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.
- 2) \$18,649 Cost Reimbursement Agreement from US Federal Bureau of Investigation (FBI) Forensics Lab. FBI reimburse the County for the cost of overtime incurred by one Parole and Probation Officer (PPO) position assigned full-time to FBI-managed task forces (North West Regional Computer Forensic Laboratory, NWR CFL) provided the overtime expenses were incurred as a result of task force-related NWR CFL activities. FY 2023 budget is the maximum overtime limit cost reimbursement per federal fiscal year for one PPO. This is an open-ended agreement.

Significant Program Changes

Last Year this program was: FY 2022: 50026 Adult Domestic Violence Supervision

Increased 2.00 Parole-Probation Officers in the supplemental state rebalance in mid-FY 2022. Reclassified a Probation-Parole Officer to digital forensics examiner in bud mod DCJ-006-22.

Shifted 2.60 FTEs (Parole-Probation Officer positions 701155, 704924, 705152) from general fund to other funds during SB1145 grant rebalancing.

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 justice-involved adults, 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, strengthens families, 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 includes several Community Health Specialists and 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 Needs 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. WFSU's approach equips justice-involved women with skills and resources that strengthen families 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 four 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, due to termination of parental rights through the court systems, collaborating with the Health Department and community partners.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	771	900	800	800
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	7%	15%	7%	7%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,429,310	\$201,071	\$2,579,635	\$333,727
Contractual Services	\$38,685	\$124,085	\$41,385	\$71,980
Materials & Supplies	\$7,944	\$0	\$7,684	\$0
Internal Services	\$150,976	\$33,941	\$170,940	\$51,294
Total GF/non-GF	\$2,626,915	\$359,097	\$2,799,644	\$457,001
Program Total:	\$2,986,012		\$3,256,645	
Program FTE	16.50	1.50	17.00	2.00

Program Revenues				
Intergovernmental	\$0	\$325,097	\$0	\$457,001
Beginning Working Capital	\$0	\$34,000	\$0	\$0
Total Revenue	\$0	\$359,097	\$0	\$457,001

Explanation of Revenues

This program generates \$51,294 in indirect revenues.
County General Fund plus:

- 1) \$257,553 OR Department of Corrections HB3503 Family Sentencing Alternative Program intergovernmental agreement (IGA). Funding promotes family reunification, preventing children from entering foster care, and holding justice-involved individuals accountable. Current IGA 07/01/2021 through 06/30/2022. Same 2022 fiscal year funding is to be expected for fiscal year 2023.
- 2) \$199,448 which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50027 Adult Women & Family Services Unit

Personnel Costs: Transferred in 1.00 FTE sworn Community Justice Manager from program offer 50016A Adult Services Management in the supplemental state rebalance in mid-FY 2022. 1.00 FTE Community Health Specialist 2 was cut in the mid-year rebalance budget modification DCJ-012-22. 0.25 FTE Parole and Probation Officer positions 719343 and 719344 shifted to general fund with the end of the SMART WRAPS federal grant.

Contractual Services reduction in other funds- \$52,105: client benefits (\$14,830), provider contracts (\$6,020) and (\$31,255) due to SMART Wraps grant ending.

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 Diane Wade House (DWH) is a culturally and gender responsive transitional housing program for Black and African American justice-involved women transitioning from a correctional facility and return to Multnomah County under supervision by the Department of Community Justice Adult Services Division (ASD). Wraparound and stabilization services include secured housing, resource referrals for co-occurring disorders (substance abuse and/or behavioral health), family reunification and cultural responsiveness and empowerment.

Program Summary

The DWH was developed in response to the lack of appropriate and responsive intervention, sanction, and stabilization options for justice-involved women experiencing mild behavioral health issues, particularly Black and African American women who experience disproportionately higher rates of incarceration. The MacArthur grant funding that helped launch the program ended in September 2020. Ongoing funding was provided in FY 2021 to the Department of Community Justice (DCJ) to continue this important program. Throughout FY 2021 DCJ worked with providers and the Community Advisory Board to assess changes that should be made to the services and size and structure of the home. A Request For Proposal (RFP) process is underway which will result in the selection of a provider to run the program.

The current RFP calls for a community partner to provide secured housing and a safe space for women to stabilize, address trauma, build healthy relationships, be referred to substance abuse and behavioral health treatment and learn new skills. The RFP calls for Black and African American culturally specific, trauma informed programming with the purpose of empowering residents' strengths and resiliency, by supporting them to reach their goals to uplift themselves, their families and build stronger communities

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of women served annually	20	40	0	15
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	26%	15%	25%	25%

Performance Measures Descriptions

Measure 1: In FY 2022 the RFP process is still pending along with the selection of a provider. The number of clients served will depend on the space available with an estimate of 12-15 clients annually.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$697,954	\$0	\$697,954	\$0
Total GF/non-GF	\$697,954	\$0	\$697,954	\$0
Program Total:	\$697,954		\$697,954	
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 2022: 50028 Diane Wade House

The prior Diane Wade house space set up was a “dormitory style” that had the capacity to accommodate a large number of clients (40). Feedback from residents indicated the dorm style felt institutionalized, reminding them of incarceration, perpetuating trauma and this was a barrier for client entry. Additionally, COVID-19 guidance required social distancing among congregate residents and reducing the capacity and number of referrals to the house. To mitigate these challenges, DCJ held a series of visioning/listening sessions in the fall of 2020 to solicit feedback from staff, community members and past clients of the Diane Wade House in revisioning what this culturally specific transitional housing for justice-involved women housing would look like prior to the issuance of the RFP. This reinforced the message that a single or double room occupancy house with a smaller census with intensive services would best serve high risk and high need clients.

Department: Community Justice **Program Contact:** Denise Pena
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 individuals (JIIs) are located at any given time. This alternative sanction expands supervision sentencing options for judges. Current data indicate most defendants and JIIs on EM complete their obligation successfully.

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 program that works closely with Pretrial Supervision Program staff who work with the courts, the Oregon Board of Parole, and the District Attorney's Office.

In FY 2021, DCJ began examining the use of EM, including a demographic breakdown of individuals in the program. Results revealed a higher percentage of Black and African American JIIs being placed on EM. A review of data from 2021 indicates that EM increased in the Gang and Domestic Violence units and decreased in the West and East field supervision units as PPOs looked for other non-punitive options for technical violations, especially in light of the COVID-19 pandemic impacts on operations. The East and West field supervision units include a disproportionate number of JIIs of color on their caseloads.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served	333	1,250	325	325
Outcome	Number of jail beds saved	15,643	45,000	15,000	15,000

Performance Measures Descriptions

The COVID-19 pandemic impacted the use of EM. Since March 2020, PPOs were directed to limit the use of EM for technical violations to minimize the potential spread of the virus and focus the use of EM to address immediate public safety concerns. In June 2021, EM service resumed in the office.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$205,001	\$117,516	\$214,080	\$121,082
Contractual Services	\$332,000	\$0	\$332,000	\$0
Materials & Supplies	\$20,000	\$0	\$20,000	\$0
Internal Services	\$0	\$19,836	\$0	\$18,610
Total GF/non-GF	\$557,001	\$137,352	\$566,080	\$139,692
Program Total:	\$694,353		\$705,772	
Program FTE	2.00	1.00	2.00	1.00

Program Revenues				
Intergovernmental	\$0	\$137,352	\$0	\$139,692
Total Revenue	\$0	\$137,352	\$0	\$139,692

Explanation of Revenues

This program generates \$18,610 in indirect revenues.

County General Fund plus \$139,692 which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50029 Adult Electronic Monitoring

Department: Community Justice **Program Contact:** Lisa Lewis
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 50022
Program Characteristics:

Executive Summary

Many property offenses are motivated by substance use disorders. The START (Success through Accountability, Restitution and Treatment) Court program adheres to nationally recognized drug court key components to address addiction by partnering with treatment to hold participants accountable. In an attempt to decrease additional felony convictions and hold people accountable, both the Oregon Department of Corrections and the Oregon Criminal Justice Commission invested monies into comprehensive programming for this population. The funding agencies conduct evaluations of each program and report back to the legislature with the results.

Program Summary

The Department of Community Justice (DCJ) START Court program is committed to a drug court model, engaging a multi-disciplinary team to promote positive outcomes for participants and the community. Intensive supervision, close working partnerships with treatment agencies, and frequent court monitoring ensure comprehensive services and accountability for individuals enrolled in the program.

The START Court program adheres to key components of drug courts to respond to addiction and criminogenic risk factors effectively. The START Court program provides alternative sentencing for downward dispositional cases, and focuses on high risk and high need justice-involved individuals (JII). Comprehensive wrap-around services provided by a variety of stakeholders (Multnomah County Court, the Multnomah County Sheriff's Office, the District Attorney's Office and defense attorneys, treatment, community partners, and DCJ) collaborate to deliver evidence-based practices that produce successful outcomes. Referrals to the START Court program are filtered primarily through the Multnomah County Justice Reinvestment Program (MCJRP), which provides informed sentencing, and is one option for eligible MCJRP cases.

The START policy team has an Equity and Inclusion subcommittee that includes representation from the court, probation, treatment and other team members based on project or discussions. This work is guided by the Racial and Ethnic Disparities (RED) assessment tool and an action plan created as part of the National Drug Court Institute (NDCI) Equity and Inclusion training.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors, maintaining contact with JIIs via phone or other virtual options. As state health guidelines and policies became less restrictive in 2022, in-person interactions increased.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults in START Court served each year in supervision	179	275	175	175
Outcome	Percent of adults in START Court NOT convicted of a misd. or felony within 1 year of supervision start date	90%	80%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$691,495	\$329,846	\$917,403	\$157,247
Contractual Services	\$7,000	\$386,371	\$7,000	\$408,628
Materials & Supplies	\$1,963	\$14,634	\$1,963	\$6,868
Internal Services	\$0	\$32,985	\$0	\$15,725
Total GF/non-GF	\$700,458	\$763,836	\$926,366	\$588,468
Program Total:	\$1,464,294		\$1,514,834	
Program FTE	4.50	2.50	6.00	1.00

Program Revenues				
Intergovernmental	\$0	\$763,836	\$0	\$588,468
Total Revenue	\$0	\$763,836	\$0	\$588,468

Explanation of Revenues

This program generates \$15,725 in indirect revenues.

County General Fund plus \$588,468 which is a portion of OR State Criminal Justice Commission, Specialty Courts Grant Program grant agreement 07/01/2021 through 06/30/2023 to the Multnomah County Drug Court (START) to address the needs and helping justice-involved individuals (JIIs) struggling with substance use disorder through recidivism outcomes with the goal of providing the opportunity to divert JIIs from prison. START stands for Success through Accountability, Restitution and Treatment (START). FY2023 budget is 51% for the 2nd year of grant agreement.

Significant Program Changes

Last Year this program was: FY 2022: 50030 Adult START Court Program

1.50 FTE Corrections Technicians were approved as part of the Board approved budget modification SUPP02-DCJ. DCJ used its indirect revenue to fund these positions in the General Fund. 1.50 FTE Correction Technicians was reduced in the grant due to reduced grant award.

Department: Community Justice **Program Contact:** Stuart Walker

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

Related Programs:
Program Characteristics:
Executive Summary

The Adult Community Service Program provides an effective, cost-efficient sentence/sanction that is available to the courts and Parole-Probation Officers (PPO). This program promotes public safety by engaging justice-involved individuals in restorative practices, as well as teaching pro-social skills and promoting anti-criminal thinking patterns. Community Service assists individuals with their court mandated obligations of community service work, and provides sanctioning services to individuals on bench probation, formal probation and post-prison supervision. Justice-involved individuals (JIIs) sanctioned to complete community service learn skills associated with tool use, safety, teamwork, and in 2022 we will have a new community service work crew option of learning to sew.

Program Summary

Community Service provides the courts and Parole-Probation Officers with a cost-effective method of holding individuals accountable while providing reparations for the community. Individuals are referred to Community Service by PPOs and by the courts for both bench and formal Supervision. Courts sentence adults to Community Service as a condition of probation and PPOs can sanction individuals to complete community service as a consequence of a supervision violation. Community Service is a sanction which allows our JIIs to maintain employment, and it is an alternative to jail. Community Service also provides JIIs the chance to give back to their community through work accomplished at public parks, on water bureau sites, and numerous watersheds. In addition to alternative sanctions and allowing individuals the opportunity to give back to the community, Community Service also allows individuals to earn money to pay back victims of crimes through the Restitution Work Crew program. Restitution Work Crew is offered on Saturdays and the \$112 earned goes directly to the victim of the court case.

The Juvenile Community Service program has two components: Community Service and Project Payback. Youth do landscaping work and litter clean-up in much needed areas. The Juvenile Community Service/Project Payback Program provides youth with the ability to fulfill their court mandated obligation while earning money (being paid current minimum wage) to pay their court-ordered restitution. From July 2021 to January 2022, JIIs worked a total of 73 hours and earned \$12,186 to court and individual victims for restitution. Both Community Service and Project Payback provide youth with a pro-social activity while building skills to help them be successful. Youth learn pro-social interactions, teamwork, landscaping techniques, hand/power tool use and maintenance, and how to safely and efficiently accomplish tasks.

The COVID-19 pandemic led to the suspension of this program in March 2020, and only resumed with a limited crew in June 2021.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served	34	1,100	50	50
Outcome	Percent of cases completing community service hours successfully	12%	68%	50%	50%
Output	Number of hours juvenile crews worked in the community	0	7,600	4,500	4,500
Outcome	Restitution payments made by juveniles participating in work crews	\$0	\$50,000	\$35000	\$35,000

Performance Measures Descriptions

Alternative Community Service work crews decreased due to the COVID-19 pandemic and have ramped up beginning in June 2021 with a limit of only two JII's per van. Due to the limit, the ability to meet contract requirements with partners was decreased.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,387,186	\$67,480	\$1,447,417	\$139,724
Contractual Services	\$22,688	\$65,038	\$10,293	\$107,988
Materials & Supplies	\$41,636	\$0	\$41,636	\$0
Internal Services	\$126,540	\$11,390	\$176,035	\$21,476
Total GF/non-GF	\$1,578,050	\$143,908	\$1,675,381	\$269,188
Program Total:	\$1,721,958		\$1,944,569	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$13,092	\$143,908	\$0	\$269,188
Other / Miscellaneous	\$2,303	\$0	\$3,000	\$0
Total Revenue	\$15,395	\$143,908	\$3,000	\$269,188

Explanation of Revenues

This program generates \$21,476 in indirect revenues.

County General Fund (CGF) plus Intergovernmental Agreement (IGA) with local governments.

- 1) \$3,000 restitution (youths) collected from private parties/ government agencies deposited into the CGF and passed through to victims. FY 2023 budget is per FY 2022 Current Year Estimates.
- 2) \$41,200 IGA PDX Water Bureau general heavy brushing and cleanup work. IGA 07/01/19- 6/30/24 \$41,200/fiscal year.
- 3) \$120,000 IGA PDX Parks & Recreation compensates work performed, services rendered, and for all labor, and incidentals necessary to perform the work and services. IGA ends 06/30/24. FY 2023 budget is trending from FY 2019 (pre-COVID) actuals with FY 2023 daily billing rate of \$568.
- 4) \$75,000/year, a total 5-year IGA of \$375k PDX Water Bureau IGA 06/30/21 - 06/30/2026. Youths in Project Payback program perform outdoor maintenance & landscape to city sites.
- 5) \$32,988 IGA Metro 07/01/2021 - 06/30/2023, \$32,988/year. Youths in the program provide litter pick-up in metro sites.

Significant Program Changes

Last Year this program was: FY 2022: 50031A Community Service

Contractual Services (general funds) reduced by \$12,395 (restitution payments) due to reduction in the private parties revenue.

Contractual Services (other funds) increased by \$42,950 (restitution payments) due to new Metro IGA and increase in PDX IGAs.

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 Black and African American men and women returning to their communities from prison and placed on supervision are over represented in the criminal justice system. Department of Community Justice (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

DCJ works with culturally responsive providers who have demonstrated effectiveness in improving outcomes for Black and African American justice-involved individuals (JIIs) in the areas of education, employment, culturally responsive cognitive behavioral therapy and family stability. This target population is under supervision with the African American Program (AAP) and Gang unit. Providers engage in cognitive behavior therapy, peer support, parenting, employment, and educational services designed to change criminal thinking and behaviors.

Behavioral interventions seek to identify and change criminal thinking errors and emotional responses. This involves helping individuals develop skills for modifying thoughts and beliefs as well as exploring consequences. The provider utilizes peer supports to assist JIIs 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.

JIIs in this program are classified as high risk based on risk assessment scores. 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.

The COVID-19 pandemic impacted operations beginning in March 2020. Parole-Probation Officers (PPOs) had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and home visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually in the gang unit	340	425	350	350
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	4%	15%	5%	5%
Output	Number of adults served annually in the African American Program	75	100	75	75

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$417,787	\$1,388,014	\$515,660	\$1,609,860
Contractual Services	\$555,080	\$138,466	\$506,394	\$382,969
Materials & Supplies	\$4,576	\$9,803	\$4,035	\$8,726
Internal Services	\$0	\$234,296	\$0	\$247,436
Total GF/non-GF	\$977,443	\$1,770,579	\$1,026,089	\$2,248,991
Program Total:	\$2,748,022		\$3,275,080	
Program FTE	3.00	9.00	3.00	10.00

Program Revenues				
Intergovernmental	\$0	\$1,770,579	\$0	\$2,248,991
Total Revenue	\$0	\$1,770,579	\$0	\$2,248,991

Explanation of Revenues

This program generates \$247,436 in indirect revenues.
County General Fund plus

- 1) \$2,173,796, which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.
- 2) \$75,195, a portion of US DOJ for Innovations in Supervision Initiative grant. Funding is to reduce violent recidivism rate for young African American males with convictions for violent crimes and placed under supervision by refining and expanding the Habitation, Empowerment, Accountability Therapy (HEAT) curriculum within a community supervision setting. Award 10/01/2018 - 9/30/2021 with an approved no-cost extension extended to 9/30/2022.

Significant Program Changes

Last Year this program was: FY 2022: 50032 Adult Gang and African American Program

Transferred a Parole-Probation Officer from program offer 50033 Adult Field Supervision East in the supplemental SUPP02-DCJ state rebalance in mid-FY 2022.

(1) Contractual Services (general fund) - Net reduction of \$48,686 in client assistance. Funding in the amount of \$74,370 were moved to personnel expenses to fund a joint position #743374 within the Behavioral Health Division PO #40081. This Clinical Services Specialist position works with African American Population within the PATH program. Increase of \$25,684 due to COLA and revenue increase in biennium (2) Contractual Services (other funds) - Net reduction of \$244,503. Contracts and professional services reduced by \$57,497 due to HEAT grant ending. In addition, \$302,000 was increased in contracts to provide culturally responsive treatment services to Black and African JIIs.

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 50039
Program Characteristics:

Executive Summary

The Department of Community Justice (DCJ) East Campus houses several important supervision programs. DCJ adheres to evidence-based risk principles to determine supervision levels ensuring resources are targeted to the highest risk. Multnomah County receives a large number of high risk individuals and is still able to produce lower recidivism rates for these cases compared to the statewide average.

Program Summary

High risk supervision uses evidence-based strategies to identify criminogenic risk factors 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. They also integrate trauma informed practices and brain science into their daily work. 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. The risk of these individuals committing new crimes is reduced when evidence-based supervision is in place and monitored. 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.

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of high risk adults supervised annually in East Program	1,989	4,500	2,000	2,000
Outcome	Percent of adults who are convicted of a misdemeanor or felony within 1 year of supervision start date	5%	10%	5%	5%

Performance Measures Descriptions

Measure 1: FY 2022, DUII programs were moved from 50033 to Program Offer 50039.
 Measure 1: FY 2021 Actual and FY 2022 Estimate have been significantly affected by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,976,764	\$1,691,309	\$2,062,574	\$1,768,409
Contractual Services	\$1,208	\$361,085	\$1,208	\$120,273
Materials & Supplies	\$2,028	\$8,503	\$625	\$27,804
Internal Services	\$198,825	\$285,493	\$200,324	\$271,805
Total GF/non-GF	\$2,178,825	\$2,346,390	\$2,264,731	\$2,188,291
Program Total:	\$4,525,215		\$4,453,022	
Program FTE	13.50	10.00	13.50	11.00

Program Revenues				
Intergovernmental	\$0	\$2,346,390	\$0	\$2,188,291
Total Revenue	\$0	\$2,346,390	\$0	\$2,188,291

Explanation of Revenues

This program generates \$271,805 in indirect revenues.
County General Fund plus

- 1) \$2,048,930, which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.
- 2) \$139,361 Oregon Criminal Justice Commission, Specialty Court Program, a two-year grant agreement 07/01/2021 – 06/30/2023. Grant supports the Multnomah County DUII Court, DUII Intensive Supervision Program (DISP) with the goal of providing the opportunity to divert justice-involved individuals from prison. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 grant agreement plus approximately \$6k of an estimated unspent balance of County FY 2022 adopted budget.

Significant Program Changes

Last Year this program was: FY 2022: 50033 Adult Field Supervision - East

Increased 1.00 FTE Corrections Technician during the supplemental state rebalance SUPP02-DCJ in mid-FY 2022.
Increased 1.00 Parole-Probation Officer in the supplemental state rebalance and transferred it to program offer 50032 Adult Gang and African American Program in mid-FY 2022.

(1) Contractual Services has a net decrease of \$240,812. The grant award for the DUII/DISP program was reduced from FY 2022 by (\$243,812) and a \$3,000 increase due to SB1145 funding. (2) Materials & Supplies has a net increase of \$19,301. Increase of \$4,216 due to SB1145 funding and an increase of \$15,085 with the DUII/DISP grant in supplies.

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

Executive Summary

Assessment and Referral Center (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 individual 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

ARC 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 (JIs) releasing from jail, prison or residential treatment. Transition Services staff prioritize cultural-specific and responsive, inclusive housing options when possible. Currently, there is capacity to provide short and long-term housing services for an average of 310 high risk adults identified with behavioral or medical needs using several contracted agencies within the community. Providing housing to JIs is cost effective. On average, the cost to house an individual is \$41.50 daily, as compared to \$170 per day to incarcerate an individual in jail or prison.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average number of individuals housed monthly	318	350	310	310
Outcome	Average percentage of contracted beds utilized each month.	80%	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$3,526,466	\$1,431,337	\$3,707,837	\$1,487,003
Total GF/non-GF	\$3,526,466	\$1,431,337	\$3,707,837	\$1,487,003
Program Total:	\$4,957,803		\$5,194,840	
Program FTE	0.00	0.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$1,431,337	\$0	\$1,487,003
Total Revenue	\$0	\$1,431,337	\$0	\$1,487,003

Explanation of Revenues

County General Fund plus

\$1,487,003, which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50034 Assessment and Referral Center - Housing

Increased 2.00 FTE Corrections Counselors and 1.00 FTE Program Specialist Sr. for Metro Supportive Housing in bud mod DCJ-005-22. The budget for this program is in JOHS program offer 304000.

(1) Contractual Services (General Funds) - Net increase of \$181,371. In FY 2022, the Housing team evaluated and made changes to the program in order to gain efficiencies, eliminate costs (bed reduction due to utilization rates) and create additional beds based on current service trends. (2) Contractual Services (Other Funds) - Net increase of \$55,666. Smart Wraps Grant ended (\$12,465), increase of services utilizing SB1145 funding (\$404,383) and transfer of \$336,252 (MCJRP services) to PO 50022.

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 pretrial services expansion of the new Flip the Script (FTS) initiative expands services to Black and African Americans, exiting incarceration and/or people in need of support in pretrial release and/or diversion services to avoid incarceration. Funding for this initiative was provided in the FY 2022 budget as part of a public safety package that shifted funds from the traditional criminal justice system and reinvested in upstream prevention, diversion, and reentry programs focused on the Black, Indigenous and/or People of Color (BIPOC).

Program Summary

Flip The Script (FTS) is a significant initiative led by Central City Concern (CCC) that aims to increase employment, secure permanent housing placements, and reduce recidivism among people of color exiting incarceration. Several studies found that Black and African American people are overrepresented in the criminal justice system, including in Multnomah County. To better understand and address these disparities, the design includes culturally specific employment, housing, and peer support services—as well as an exclusively Black and African American Advocacy Work Team to articulate the needs of returning community members.

The ultimate goals of FTS are to:

1. Reduce racial disparities in reentry service outcomes (employment, average income at exit, and obtaining housing where the program participant is rent responsible);
2. Engage Black and African American participants in advocacy to identify common barriers and needed system changes;
3. Reduce recidivism overall, and eliminate disparate rates of recidivism between racial and ethnic groups (using Oregon Department of Corrections (DOC) recidivism data over the first three years of FTS); and
4. Demonstrate a positive return on investment for the community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people enrolled in FTS	76	30	80	80
Outcome	Percent of FTS Participants accessing employment and/or benefit income at time of exit	55%	50%	55%	55%

Performance Measures Descriptions

There was a delayed start to pretrial referrals, however, everything with the FTS Program space and referrals are at anticipated levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$385,172	\$0	\$377,990	\$0
Total GF/non-GF	\$385,172	\$0	\$377,990	\$0
Program Total:	\$385,172		\$377,990	
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 2022: 50035 Flip the Script - Community Based Services and Support

Department: Community Justice **Program Contact:** Denise Pena
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 50026
Program Characteristics:

Executive Summary

The Domestic Violence (DV) unit strives to end the cycle of partner to partner 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 and survivors and DCJ victim advocates to give them the resources to increase their safety. This program provides services to those with first time offenses.

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 victimization, 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 engaging in proven practices aimed to change destructive and violent behaviors which research has shown to reduce criminal behavior (National Institute of Corrections, 2017).

The COVID-19 pandemic impacted operations beginning in March 2020. PPOs had limited in-person visits to address immediate public safety concerns and address high risk behaviors. Field visits resumed in February 2021 and office visits resumed in October 2021, with staff taking the necessary safety precautions. PPOs are meeting clients face-to-face on a regular basis and have resumed all case management practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	55	100	50	50
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	5%	5%	5%	5%

Performance Measures Descriptions

The DV unit is examining the Deferred Sentencing Program with the intention of increasing enrollment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$147,177	\$0	\$156,638	\$0
Internal Services	\$0	\$0	\$25	\$0
Total GF/non-GF	\$147,177	\$0	\$156,663	\$0
Program Total:	\$147,177		\$156,663	
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 2022: 50036 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. The SORS 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 which is a risk assessment tool designed to assist in the prediction of sexual and violent recidivism among adult male sex offenders; 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 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	169	175	175	175
Outcome	Percent of adults convicted of a misdemeanor 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

Measure 1: In FY 2022, the COVID-19 pandemic caused a bit of a reduction in the numbers due to there being fewer movements from SCU to the reduced caseload.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$174,365	\$93,658	\$179,821	\$96,478
Internal Services	\$0	\$15,809	\$0	\$14,829
Total GF/non-GF	\$174,365	\$109,467	\$179,821	\$111,307
Program Total:	\$283,832		\$291,128	
Program FTE	1.14	0.86	1.14	0.86

Program Revenues				
Intergovernmental	\$0	\$109,467	\$0	\$111,307
Total Revenue	\$0	\$109,467	\$0	\$111,307

Explanation of Revenues

This program generates \$14,829 in indirect revenues.
County General Fund plus

\$111,307 which is a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.

Significant Program Changes

Last Year this program was: FY 2022: 50037 Adult Sex Offense Reduced Supervision (SORS)

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

Executive Summary

The Strategic Treatment and Engagement Program (STEP) Court is a specialty court designed to serve defendants charged with certain violent felonies, with a goal of reducing criminal offending through therapeutic and interdisciplinary approaches that address addiction and other underlying issues without jeopardizing public safety or due process. This innovative problem-solving court is the first in Oregon specifically designed to target and serve defendants who committed Measure 11 offenses/major person crimes. STEP Court will focus on disparities in the criminal justice system by providing non-prison options for eligible individuals charged with Measure 11 offenses.

Program Summary

STEP Court operates under a specialized model to provide court-directed supervision and a wide variety of treatment to violent individuals with substance use, mental health concerns, or cognitive behavioral issues underlying their criminal behavior. This court will follow the problem-solving court model and offer alternative judicial processing for individuals accused of certain violent offenses. The program seeks to reduce both general recidivism and violent crime recidivism using evidence-based approaches, including judicial monitoring and coordination among community and treatment stakeholders. It also follows a process that encourages informed sentencing decision-making and promotes prison diversion if the participant can be safely supervised in the community. STEP Court adheres to professional standards and best practices for specialty court programs.

STEP Court will establish objective screening criteria and include equal opportunities for enrollment and participation. Preliminary demographic information suggests that this problem-solving court will expand and enhance opportunities for Black and African American defendants. Analyzing data will be central to informing future decisions to determine outcome measures by evaluating participant enrollment, retention, and outcomes.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults in STEP Court served each year in supervision	N/A	N/A	N/A	50
Outcome	Percent of adults in STEP Court NOT convicted of a misd. or felony within 1 year of supervision start date	N/A	N/A	N/A	80%

Performance Measures Descriptions

The STEP court program is a new program, and numerous variables will affect growth.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$389,538
Contractual Services	\$0	\$0	\$0	\$394,884
Materials & Supplies	\$0	\$0	\$0	\$6,312
Internal Services	\$0	\$0	\$0	\$59,872
Total GF/non-GF	\$0	\$0	\$0	\$850,606
Program Total:	\$0		\$850,606	
Program FTE	0.00	0.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$850,606
Total Revenue	\$0	\$0	\$0	\$850,606

Explanation of Revenues

This program generates \$59,872 in indirect revenues.

- 1) \$449,410, a portion of Grant-in-Aid SB1145 funding from OR Department of Corrections allocation to Multnomah County per the 2021-23 legislative adopted budget. Funding supports supervision of justice-involved individuals, services, and local sanctions meeting requirements of ORS 423.525. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 biennium budget.
- 2) \$401,196, portion of a two-year award ending on 06/30/2023 from OR Criminal Justice Commission Specialty Courts Grant Program to fund the Multnomah County Drug (STEP) Court to reduce disparities by targeting Measure 11 person-to-person crimes with the opportunity to positively impact a population that includes a disproportionate number of Black, Indigenous, and/or People of Color (BIPOC) individuals. FY 2023 budget is 51% for the 2nd year of the 2021-23 grant award.

Significant Program Changes

Last Year this program was:

Added 2.00 FTE Parole-Probation Officers and 1.00 Corrections Technician in the supplemental state rebalance SUPP02-DCJ in mid-FY 2022.

The STEP grant is new grant awarded during mid-FY 2022 and the following budget was added to PO 50030 (START Program). Revenue = \$397,714, contracts \$375,423 and materials \$22,291

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

Executive Summary

This program offer will establish a Mental Health Treatment Outreach Program. This program will work on enhancing motivation for treatment, stabilization, skill development and case management services for justice-involved individuals (JIIs). The focus will be on working with justice-involved individuals with the Mental Health Unit (MHU) who are not ready to engage with mental health treatment or who are waiting to enter mental health treatment.

Program Summary

The Mental Health Treatment Program will operate as a low barrier, single point of contact space where justice-involved individuals with significant needs including mental health, substance abuse and homelessness can come for stabilization, work on enhancing motivation, develop skills for effectively engaging in treatment, and case management services. By providing this service, MHU will be able to more effectively utilize limited treatment resources and provide more stabilization and case management services.

The Treatment Program will perform the following functions:

- Provide one point of access to meet basic needs such as food, clothing, shelter;
- Enhance motivation to engage in treatment to promote stabilization;
- Develop skills so that individuals are equipped to engage in and navigate complex community based and governmental systems; and
- Coordinate with other community behavioral health resources and outreach programs to ensure a continuum of support and services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served annually	N/A	N/A	N/A	150
Outcome	Percent of Mental Health Unit clients engaged in treatment or treatment readiness	N/A	N/A	N/A	75

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$662,973	\$0
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$762,973	\$0
Program Total:	\$0		\$762,973	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

One Time Only - General Funds = \$762,973

Significant Program Changes

Last Year this program was:

This program addresses Crisis Response & Community Recovery response priority area.

The Mental Health Treatment Program will work on enhancing motivation for treatment, stabilization, skill development and case management services for justice-involved individuals (JIIs). The focus will be on working with justice-involved individuals with the Mental Health Unit (MHU) who not ready to engage with mental health treatment or who are waiting to enter mental health treatment. This program will hire limited duration (3) Community Health Specialists and (3) Correction Counselors for this program and provide meal services.

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

Executive Summary

This program offer will increase the capacity for the Habilitation Empowerment Accountability Therapy (HEAT) program to be delivered to Black and African-American justice-involved individuals (JIIs). It will also continue to fund three Community Health Specialists, departmental infrastructure to support ARP goals and one Records Technician position in the Victim and Survivor Services unit. This offer was funded in FY 2022 with American Rescue Plan funding and due to continued need will be funded with County General Funds.

Program Summary

The HEAT curriculum is a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of participants. The ability to address antisocial thinking is an effective way to reduce recidivism especially as it relates to gun violence. This program will continue to increase capacity to serve youth and adults in this cognitive behavioral intervention on an ongoing basis.

This program offer will provide permanent programming to 18-30 year old young men. Additionally it will provide community support and resources to Latinx communities for those impacted by community violence. This programming includes peer support, skill building, cognitive services and behavioral/culturally responsive services. This would provide opportunities to partner with national experts to build out culturally responsive programming for this population of justice-involved individuals and further develop promising practices to work with underserved populations within the community.

This program offer will provide ongoing funding for a Records Technician in the Victim and Survivor Services unit to ensure compliance with Crime Victims' Rights. Since FY 2019 victims/survivors who signed up for notification of rights increased by more than 50%. The number of victims/survivors requesting victim rights impacts additional critical job functions of the unit that are required by statute, namely, notifying victims of hearings and events related to their requested rights.

This program offer will also continue to fund a Project Manager to assist DCJ implement the American Relief Act programs, as well as assist the department on other projects including future of work, reform efforts, enhanced collaborations to reduce gun violence, among other projects. Three Community Health Specialists have been hired to work in the Women's and Family unit in collaboration with the Health Department & DCHS to provide families with safety plans and trauma support for those who have felt the direct impacts of gun violence.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total capacity of AAP and Heat Programs	N/A	105	105	105
Outcome	Number of JIIs referred to wraparound services (WFSU)	N/A	50	50	50
Output	Letters sent to victims informing them of rights	N/A	N/A	N/A	2100
Outcome	Total number of victims/survivors requesting rights	N/A	N/A	N/A	35%

Performance Measures Descriptions

New Measures: Measure 3 and 4 are new for FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$531,570	\$0
Contractual Services	\$0	\$0	\$730,000	\$0
Total GF/non-GF	\$0	\$0	\$1,261,570	\$0
Program Total:	\$0		\$1,261,570	
Program FTE	0.00	0.00	5.00	0.00

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

Explanation of Revenues

General Funds - \$1,261,570

Director's Office Total = \$396,301. This includes: VSS (Records Tech) - \$94,390; Project Manager - \$151,911 ; Consultant \$150,000

Adult Services Division total = \$865,269. This includes: Community Violence Intervention Programs -Gang \$500,000 ; Community Health Specialists - \$285,269 and HEAT Training -\$80,000

In FY 2022, these programs were funded with ARP funds. In FY 2023, funding will be on-going general funds.

Significant Program Changes

Last Year this program was: FY 2022: 50099B ARP Community Violence Intervention Programs

This program addresses Crisis Response & Community Recovery response priority area.

This expands the depth and reach of County Services. There has been a continued increase in community and gun violence. DCJ's Gang and African American Program will use these funds to add capacity for the HEAT program that will be delivered to African-American JIIs. There will also be an expansion of programming to 18-25 year old men impacted by gun violence. Staffing will be added to the department to provide families with safety plans and trauma support directly related to gun and domestic violence. Lastly, DCJs departmental infrastructure will be enhanced via a Project Manager position in order to move forward our plan.

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 restorative and reformation opportunities, and promote equitable and fair approaches to public safety. Juvenile Services Management leads, supports and monitors delinquency prevention and early intervention, informal supervision, formal probation supervision, accountability, community engagement, detention alternatives 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, defense counsel, education system, community providers, 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 – Provides intake/assessment, prevention/early intervention, diversion and informal supervision, adjudication, probation supervision, sanctioning, and connection to resources. Interfaces with youth-serving community resources to improve access and integration. Oversees contracts with community providers that deliver 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 56-bed facility operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including youth who are waived to adult criminal court), 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, reducing reliance on detention, promoting youth and family voice in system reforms, and enhancing multi-system integration. Holds youth accountable through a Restorative Dialogue program and protects public safety through shelter care and other detention alternative interventions.
- 4) Family Court Services - Provides legally-mandated mediation and parent education classes. In addition, Juvenile Services Management oversees a position that serves as a liaison between JSD and the family and juvenile court judiciary, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for child welfare and juvenile justice reform.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of juvenile criminal referrals received annually	632	1,200	600	600
Outcome	Percent of youth who had one or more subsequent adjudications within 1 year post disposition	35%	25%	35%	35%

Performance Measures Descriptions

Measure 1 and 2: FY 2022, the COVID-19 pandemic has had a significant impact on the number and type of referrals made to the Juvenile Services Division. Changing law enforcement practices have reduced the volume of low-level crimes that have been submitted to JSD for handling. The referrals that have been made to JSD by law enforcement are generally for more serious (felony and/or firearm related) offenses.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,396,853	\$25,873	\$1,475,695	\$21,669
Contractual Services	\$164,335	\$16,780	\$264,335	\$10,000
Materials & Supplies	\$125,514	\$31,151	\$125,514	\$0
Internal Services	\$0	\$2,803	\$0	\$3,331
Total GF/non-GF	\$1,686,702	\$76,607	\$1,865,544	\$35,000
Program Total:	\$1,763,309		\$1,900,544	
Program FTE	6.88	0.12	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$51,607	\$0	\$0
Other / Miscellaneous	\$0	\$25,000	\$0	\$35,000
Total Revenue	\$0	\$76,607	\$0	\$35,000

Explanation of Revenues

This program generates \$3,331 in indirect revenues.
 County General Fund plus two separate awards from Annie E. Casey Foundation:

- 1) \$25,000 supporting Juvenile Detention Alternative Initiative (JDAI) strategic priorities essential to innovate and sustain reform gains. Current funding ends 08/31/2022. FY 2023 budget is assuming same funding will continue to fiscal year 2023.
- 2) \$10,000 supporting for system/community partnerships in probation transformation sites. Total funding for this award is \$20,000 from 12/01/2021 through 12/31/2022.

Significant Program Changes

Last Year this program was: FY 2022: 50050 Juvenile Services Management

(1) Reclassified a Manager Senior to Manager 2 in bud mod DCJ-004-22. (2) Backfilled 0.12 FTE from position 705209 - from G50 0277 04 JJDAI and G50 0277 05 JJDAI (Annie Casey Grant) to 508700 to balance grant.

Contractual services (General Fund) - Added of 100,176 for trauma informed training during general fund constraint balancing. (2) Contractual services (Other Fund) - Net decrease of \$6,780. OJDDP Emergency grant ending (\$16,780) and added client assistance funds from the JJDAI Grant in the amount of \$10,000. (3) Materials and Services - Decrease of \$31,151 in supplies due to the OJDDP Grant ending.

Department: Community Justice **Program Contact:** Ken Jerin
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 50050A
Program Characteristics:

Executive Summary

This program offer will support the implementation of restorative justice philosophy and practices into the juvenile detention facility. It funds a Restorative Justice Coordinator position that is responsible for overseeing the implementation and maintenance of the philosophy and interventions, as well as a contractor to provide staff training, coaching and consultation.

Program Summary

The Department of Community Justice (DCJ) seeks to cultivate a restorative justice philosophy in the juvenile detention facility. Under a restorative justice philosophy, youth detained in detention will receive services and interventions that address their thinking and behavior, and provide opportunities for them to repair the harm that their behavior caused. Teaching youth restorative practices will better equip them with knowledge and skills to promote healthy decision-making, empathy and accountability both while they are in detention and once they are released to the community. This funding will add a position to coordinate the implementation and on-going utilization of restorative practices in detention and the Assessment & Evaluation (A&E) residential program, and will also fund a contract dedicated to training and consulting staff/managers and assisting in the development of a restorative practices implementation plan.

Youth of color are significantly over-represented in detention. Youth will benefit from the implementation of a restorative justice philosophy to learn skills in accountability, empathy and repairing harm. Restorative Justice practices are relational and restorative, and they align with goals related to diversity, equity and inclusion. Restorative Justice is an alternative to exclusionary practices (such as the use of room confinement or isolation) when community problems occur. It seeks to restore the "community" and repair the harm while holding all involved accountable.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Reduction in the number of peer fights/assaults	N/A	N/A	N/A	20%
Outcome	Reduction in the use of isolation and confinement room	N/A	N/A	N/A	20%
Outcome	Percent of staff trained in restorative practices	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$123,636	\$0
Contractual Services	\$0	\$0	\$104,893	\$0
Total GF/non-GF	\$0	\$0	\$228,529	\$0
Program Total:	\$0		\$228,529	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

This program funds one Program Specialist position (Restorative Justice Coordinator position) and training funds for restorative practices contractor.

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

Executive Summary

Juvenile Records and Administrative Services assists the Juvenile Services Division (JSD) administration, court and community supervision services, and detention/residential services. Juvenile Records and Administrative Services staff perform the following functions: a) maintain accurate records internally and in various statewide data systems; b) provide information and referrals to the public and community partners; c) conduct administrative and clerical support to division personnel; d) coordinate property management and purchasing; and e) provide reception coverage.

Program Summary

Juvenile Records and Administrative Services provide the following specific functions:

Clerical Support Services: Provides office support to division teams and personal. Essential functions include staff scheduling for detention and the Assessment & Evaluation program, purchasing supplies, placing orders as needed, shelter care tracking, Medicaid billing preparation, reviewing client service notes, and creating client charts. Juvenile Records and Administrative Services also maintains all closed juvenile files, provides public assistance with general inquiries, oversees mail distribution, and processes documents and forms for JSD, the District Attorney's Office, Department of Human Services, and the Judiciary per inter-agency agreements.

Data Services: Essential functions include specialized data entry and record maintenance in the statewide Juvenile Justice Information System (JJIS) and Law Enforcement Data System (LEDS). Data services enters warrants into LEDS, provides law enforcement with field access to juvenile Electronic Probation Records (EPR); maintains juvenile sex offender registration information; performs records checks; processes subpoenas; processes archiving requests; handles expunction of juvenile records that meet statutory criteria; processes and enters all police reports and referrals; handles and facilitates the emancipation process; enters all adoptions orders and follow up; and processes interstate compact matters following Interstate Compact for Juveniles (ICJ) Rules ORS 417.030.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of referrals received & processed annually	1,783	2,400	2,000	2,000
Outcome	Number of court orders and dispositions processed	1,516	1,300	1,500	1,500
Outcome	Number of expungements	N/A	N/A	N/A	700

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,103,686	\$0	\$1,505,552	\$134,552
Contractual Services	\$13,500	\$0	\$13,500	\$0
Materials & Supplies	\$23,806	\$0	\$25,349	\$0
Internal Services	\$1,386,968	\$10,000	\$1,438,796	\$20,680
Total GF/non-GF	\$2,527,960	\$10,000	\$2,983,197	\$155,232
Program Total:	\$2,537,960		\$3,138,429	
Program FTE	10.00	0.00	13.20	1.40

Program Revenues				
Intergovernmental	\$0	\$10,000	\$0	\$0
Service Charges	\$0	\$0	\$0	\$155,232
Total Revenue	\$0	\$10,000	\$0	\$155,232

Explanation of Revenues

This program generates \$20,680 in indirect revenues.
County General Fund plus

\$155,232, an intergovernmental agreement (IGA) Expunction of Juvenile Records with Oregon Youth Authority (OYA) for expunction of qualified juvenile records. In 2021, Legislature passed a new law, Senate Bill SB575, regarding automatic expunction of juvenile records. SB575 allows counties to invoice the state at a flat rate of \$206.15 per qualified expunction. The IGA amount is \$310,461.90 for the period 01/02/2022 - 01/01/2024. FY 2023 budget is 50% of the IGA.

Significant Program Changes

Last Year this program was: FY 2022: 50051A Juvenile Services Support

Program FTE - General Funds. Increased 1.00 FTE Records Technician added in the supplemental state rebalance budget modification #SUPP02-DCJ-002-22 in mid-FY2022. Transferred from program offer 50054A - 1.00 FTE Clerical Unit Coordinator, 0.80 FTE Administrative Analyst and 0.80 FTE Office Assistant 2, 0.40 Records Tech moved to Expungement Grant. This was a consolidation of the Records and Administrative Services Unit.

Program FTE - Other Funds. Increased 1.00 FTE Records Technician (RT) in FY2023 due to the new SB575 state expunction services in addition to 0.40 FTE (0.10 portion of 4 RT positions).

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

Executive Summary

This program offer enhances the Department of Community Justice (DCJ) effort to improve conditions of confinement in our juvenile detention facility by investing in the physical building which is 27 years old and in disrepair. Facilities Project Management (FPM) has allocated some funding for capital improvements, but that will only restore one pod (two units) in the Juvenile Detention center to its original condition. This funding will allow for enhancements to the physical space for two pods (four units) to create a safer and trauma-informed environment.

Program Summary

DCJ is committed to improving the safety and environment of our Juvenile Detention center. Although Facilities Project Management (FPM) has allocated resources to make much-needed and long overdue repairs to one detention pod (two units per pod), funding is not sufficient to enhance the environment to become more trauma-informed and developmentally appropriate. This program offer focuses on creating youth sleeping rooms that are less institutional, making showers safer, expanding usable space in the dayroom, creating areas for additional programming/services, and improving lighting and ventilation. An additional \$1 million is needed to supplement FPM's \$1.2 million/pod investment for one pod, and an additional \$2.2 million is needed to restore and enhance a second pod.

Youth of color are significantly over-represented in detention. These improvements will help youth of color by providing a safe and trauma-informed environment. The refurbishment improves the sleeping rooms, showers and programming space. When youth feel safe they are able to gain skills, stabilize and then successfully return to home or other community placements.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth served in the renovated pod	N/A	N/A	N/A	50
Outcome	Percent of total pods remodeled	N/A	N/A	N/A	20%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Internal Services	\$0	\$0	\$3,200,000	\$0
Total GF/non-GF	\$0	\$0	\$3,200,000	\$0
Program Total:	\$0		\$3,200,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

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. Family Court Services offers conflict resolution and parent information services to support positive connections as families change.

Program Summary

Through parent education, mediation, co-parent coaching, and information and referral services, FCS assists families involved with the Family Court and plays a critical role in supporting families to limit their children's exposure to ongoing parental conflict. 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 nearly 2,500 Multnomah County parents with a Family Law case each year.

In addition to Parent Education, FCS provides child custody and parenting time mediation to over 1,000 families per year and provides co-parenting coaching to 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.

FCS is housed in the Downtown Courthouse and services have been available at the Juvenile Court and East County Courthouse in order to better serve the residents of East Multnomah County. The COVID-19 pandemic impacted operations beginning in March 2020. All FCS services are provided virtually currently, some of which will continue even once FCS resumes in person services at some point in the future. Providing mediation services remotely has enabled FCS to expand hours to offer mediation in the early morning, early evening, and on Saturdays.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of mediation appointments kept	N/A	N/A	N/A	1100
Outcome	Percent of individuals satisfied with parent education classes	90%	90%	90%	90%

Performance Measures Descriptions

Measure 1: Changed to align with core functions of program. Previous measure was "Percent of individuals satisfied with process of mediation." Measure could be not calculated due to changes caused by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$509,879	\$685,475	\$540,242	\$734,080
Contractual Services	\$0	\$63,684	\$0	\$62,819
Materials & Supplies	\$2,340	\$17,756	\$2,340	\$20,621
Internal Services	\$0	\$270,416	\$0	\$264,945
Total GF/non-GF	\$512,219	\$1,037,331	\$542,582	\$1,082,465
Program Total:	\$1,549,550		\$1,625,047	
Program FTE	3.72	5.28	3.77	5.23

Program Revenues				
Fees, Permits & Charges	\$0	\$952,266	\$0	\$188,742
Intergovernmental	\$0	\$85,065	\$0	\$893,723
Total Revenue	\$0	\$1,037,331	\$0	\$1,082,465

Explanation of Revenues

This program generates \$112,828 in indirect revenues.

County General Fund plus

- 1) \$811,823 in state funding for conciliation & mediation services expect continued funding at current level. State allocation is formula base on each biennium. FY 2023 budget is 50% allocation for 2021-23 biennium.
- 2) \$61,127 Conciliation Services fee \$10 collected as part of \$60 marriage license fees. FY 2023 budget is based on the average of FY20 & FY21 actuals plus FY22 current year estimate.
- 3) \$127,615 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. FY 2023 budget is based on the average of FY20 & FY21 actuals plus FY22 current year estimate.
- 4) \$81,900 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access & visitation services to non-custodial parents who are having difficulty establishing visitation and a legally enforceable parenting plan. Award ends 9/30/2023.

Significant Program Changes

Last Year this program was: FY 2022: 50052 Family Court Services

Reclassified 2.00 Marriage and Family Counselor Associates to Marriage and Family Counselor in bud mod DCJ-004-22 and DCJ-013-22.

Backfilled 0.05 FTE from position 700795 - from G50 0270 08 09 JFCS (DOJ A&V Grant) to 509042 to balance grant.

In FY 2022, \$778,354 in state funding for conciliation & mediation services was booked to fees, permits & charges (50220) and it s/b (50180) intergovernmental revenue. In FY 2023, \$811,823 was booked as state revenue (intergovernmental).

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

Executive Summary

The Courtyard Cafe provides a valuable service for visitors, Juvenile Justice partners, and staff at the Juvenile Justice Complex. The Courtyard Cafe serves breakfast and lunch daily Monday through Friday. There are limited other food options available near the Juvenile Justice Complex. The Cafe supports detention staff who do not get breaks that allow for them to leave the building easily.

Program Summary

This offer maintains food service by the Courtyard Cafe for the Juvenile Justice Complex. The Courtyard Cafe food service has a significant positive impact on maintaining staff morale and the good will of JSD's juvenile justice system partners at the Juvenile Justice Complex. Many of JSD's partners utilize the Cafe for breakfast and lunch meetings between Court hearings.

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

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

The COVID-19 pandemic impacted operations beginning in March 2020. While the Juvenile Justice Complex did remain open, fewer staff worked in the building impacting demand for food service. Regular food service continued to serve the remaining staff but it offered take out service only until October 2021 when it reopened for in-person purchases.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average number of Courtyard Cafe transactions per day	10	150	150	150
Outcome	Amount of annual revenue earned	\$54,564	\$150,000	\$185,000	\$185,000

Performance Measures Descriptions

Measure 1 and 2: FY 2021, the COVID-19 pandemic impacted the program offer in every way. All caterings stopped with the exception of providing shelter and outreach meals to the homeless population. The Cafe closed entirely for two weeks, then opened for take-away business only for the few staff and partners who remained in the building. Catering has picked back up in the current fiscal year largely to provide outreach meals. We expect this to continue for the next few years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$292,159	\$0	\$304,397	\$0
Contractual Services	\$8,322	\$0	\$8,322	\$0
Materials & Supplies	\$100,936	\$0	\$101,768	\$0
Internal Services	\$23,409	\$0	\$26,541	\$0
Total GF/non-GF	\$424,826	\$0	\$441,028	\$0
Program Total:	\$424,826		\$441,028	
Program FTE	3.20	0.00	3.20	0.00

Program Revenues				
Other / Miscellaneous	\$126,334	\$0	\$142,500	\$0
Total Revenue	\$126,334	\$0	\$142,500	\$0

Explanation of Revenues

County General Fund includes revenue \$64,200 in Courtyard Café sales and \$78,300 in Catering sales.

FY 2023 budget is based on average of FY 2020 and FY 2021 actuals plus FY 2022 current year estimates /3 years. Catering sales support youth in the Culinary Arts Youth Program, which is job readiness training for youths who are interested in a career in the food service industry. Youths learn dependability, responsibility and teamwork while working in a commercial kitchen.

Significant Program Changes

Last Year this program was: FY 2022: 50053 Courtyard Cafe and Catering

Department: Community Justice **Program Contact:** Ken Jerin
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 are awaiting a hearing and have been determined to be a serious risk to public safety and/or are high risk to not appear for court. In FY 2021, over 450 youth were brought to Juvenile Detention for intake screening. This offer funds 40 of the 56 beds required to meet the Metro Region's daily detention needs.

Program Summary

Though originally constructed with 191 beds, only 56 beds are needed to meet the Metro Region's daily detention needs. Clackamas and Washington Counties will contract for a total of 27 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement. Of those 56 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 Multnomah County 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 40 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.

Due to the COVID-19 pandemic, juvenile justice partners worked together to decrease the number of youth placed in detention in an effort to prevent the spread of the virus. This provided the juvenile justice system an opportunity to operate significantly below capacity while finding alternatives to detention without impacting public safety. Black, African American, and Latinx youth are overrepresented in detention. Less detention illuminates opportunities to create more appropriate, culturally responsive alternatives to detention that will benefit these youth.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	365	365	365	365
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	339	300	330	330

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$6,569,886	\$765,493	\$6,382,230	\$885,264
Contractual Services	\$5,461	\$0	\$56,661	\$0
Materials & Supplies	\$131,112	\$163,754	\$137,738	\$100,000
Internal Services	\$1,473,474	\$76,549	\$1,532,032	\$88,526
Capital Outlay	\$11,000	\$0	\$11,000	\$0
Total GF/non-GF	\$8,190,933	\$1,005,796	\$8,119,661	\$1,073,790
Program Total:	\$9,196,729		\$9,193,451	
Program FTE	45.40	6.49	48.69	7.11

Program Revenues				
Intergovernmental	\$3,212,433	\$1,005,796	\$3,504,732	\$1,073,790
Total Revenue	\$3,212,433	\$1,005,796	\$3,504,732	\$1,073,790

Explanation of Revenues

This program generates \$88,526 in indirect revenues.
County General Fund plus

- 1) \$100,000 from US Dept. of Agriculture grant through the Oregon Dept. Education for youth qualifying for school breakfast & lunch programs: \$35K/breakfast & \$65K/lunch. FY 2023 budget is the average of actuals of FY 2020 & FY 2021 and FY 2022 CYE.
- 2) \$3,504,732 detention bed usage intergovernmental agreements (IGA) with Clackamas County (13 beds), and Washington County (14 beds), respectively, using the proposal bed day rate of \$366 by both counties. Budget also includes a deduction of \$102,198 for Multnomah County Health Dept.'s provision of healthcare to individuals in detention.
- 3) \$973,790, a two-year IGA ending 06/30/2023 with Oregon Youth Authority Juvenile Crime Prevention Basic Services to prevent highest risk youth offenders from re-offending. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 IGA.

Significant Program Changes

Last Year this program was: FY 2022: 50054A Juvenile Detention Services - 40 Beds

Transferred 1.00 FTE Clerical Unit Coordinator, 0.80 FTE Administrative Analyst and 0.80 FTE OA2 to program offer 50051 Juvenile Records and Administrative Services in the supplemental state rebalance budget modification #SUPP02-DCJ-002-22 in mid-FY2022. This was a consolidation of the Records and Administrative Services Unit.

For FY 2023, added 5.00 FTE Juvenile Custody Services Specialist positions as "floaters" within the juvenile detention system, and reduced an offsetting amount in overtime and temporary/on call for a net zero budgetary change.

Department: Community Justice **Program Contact:** Ken Jerin
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 are awaiting a hearing and have been determined to be a serious risk to public safety and/or are high risk to not appear for court. In FY 2021, over 450 youth were brought to Juvenile Detention for intake screening. This offer funds 16 of the 56 beds required to meet the Metro Region's daily detention needs.

Program Summary

Though originally constructed with 191 beds, only 56 beds are needed to meet the Metro Region's daily detention needs. Clackamas and Washington Counties contract for 27 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement. Of those 56 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 Multnomah County 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.

Due to the COVID-19 pandemic, juvenile justice partners worked together to decrease the number of youth placed in detention in an effort to prevent the spread of the virus. This provided the juvenile justice system an opportunity to operate significantly below capacity while finding alternatives to detention without impacting public safety. Black, African American, and Latinx youth are overrepresented in detention. Less detention resources may force the public safety system to create other, more appropriate and culturally responsive alternatives to detention that will benefit these youth.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of days in which the detention population did not exceed funded bed capacity	365	365	365	365
Outcome	Number of days annually without use of physical or mechanical restraints applied to detained youth	339	300	330	330

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,289,141	\$0	\$1,208,591	\$0
Materials & Supplies	\$27,824	\$0	\$36,018	\$0
Total GF/non-GF	\$1,316,965	\$0	\$1,244,609	\$0
Program Total:	\$1,316,965		\$1,244,609	
Program FTE	9.51	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 2022: 50054B 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 justice-involved 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 youth who pose a significant and immediate threat to public safety. Research published by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) shows that detaining youth, who can otherwise be safely maintained in the community, makes it more likely they will re-offend.

Program Summary

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

While on CMP, each youth is required to make several daily phone calls to the CMP office for mandatory check-ins. CMP staff conduct face-to-face visits at home, school, and place of employment (referred to as field visits) to support each youth's success and assure program compliance, and adherence to conditions of release. Field visits are random and are conducted 7 days a week, 365 days a year. Each youth's progress 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 such as CMP which use the least restrictive means possible to ensure youth who are pending a court process do not reoffend or fail to appear for their hearing. Without a range of alternatives to detention, Multnomah County JSD would detain significantly more youth per year.

The COVID-19 pandemic has impacted the operations of this program. Beginning in March 2020, in-person visits were limited which likely impacted outcomes related to youth successfully completing the program. In addition, the pandemic caused an increase in the severity of charges for youth who utilized this program as an alternative to detention. In an effort to respond to the pandemic, juvenile justice system partners worked together to find community alternatives to detention, such as CMP.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth referrals	135	250	200	200
Outcome	Percent of youth who attend their court appearance	98%	98%	100%	100%

Performance Measures Descriptions

Measure 1 and 2: FY 2022, the COVID-19 pandemic has had an impact on use of alternatives to detention. There was a temporary hold on conducting home visits due COVID-19. The suspension of home visits altered the use of Community Monitoring (CM), which lowered the number of referrals. Electronic Monitoring (EM) was used as a passive form of monitoring electronically, without home visits. As home visits have returned, and both EM and CM are used, DCJ now sees an increase in population.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$204,381	\$442,435	\$57,625	\$611,859
Total GF/non-GF	\$204,381	\$442,435	\$57,625	\$611,859
Program Total:	\$646,816		\$669,484	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$442,435	\$0	\$611,859
Total Revenue	\$0	\$442,435	\$0	\$611,859

Explanation of Revenues

County General Fund plus

\$611,859, a portion intergovernmental agreement (IGA) with Oregon Youth Authority (OYA) Youth Gang Services. Total IGA is \$3,846,589.00 for the period of 07/01/2021 – 06/30/2023. Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 IGA.

Significant Program Changes

Last Year this program was: FY 2022: 50055 Community Monitoring Program

Contractual Services budget in General Fund decreased by \$146,756 (supervision to youth in the community in lieu of detention + COLA) and Other Funds increased by \$169,424 (State Funding). The budget was shifted between funds.

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 Black, African American and Latinx. By placing these youth in culturally appropriate community settings (short-term shelter care or treatment foster care), fewer youth of color are confined in detention. Juvenile shelter and residential placements additionally save the County money by avoiding more costly detention 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 detention pre-adjudication. 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 such as family violence, is eligible for custody. Further stipulated in this statute are mandates that require 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 shelter care, 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 Black, African American, or Latinx. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth intakes	58	60	60	60
Outcome	Percent of youth who do not leave the shelter during their placement	75%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$286,855	\$532,252	\$331,550	\$488,455
Total GF/non-GF	\$286,855	\$532,252	\$331,550	\$488,455
Program Total:	\$819,107		\$820,005	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$353,911	\$0	\$361,411
Service Charges	\$0	\$178,341	\$0	\$127,044
Total Revenue	\$0	\$532,252	\$0	\$488,455

Explanation of Revenues

County General Fund plus

1) \$361,411, a portion of the IGA with Oregon Youth Authority (OYA) Youth Gang Services. Total IGA is \$3,846,589.00 for the period of 07/01/2021-06/30/2023. Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions through short-term shelter and residential placements. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 IGA.

2) \$127,044 Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth authorized to receive Behavior Rehabilitation Services (BRS). FY 2023 budget is the average of actuals of FY 2020 & FY 2021 and FY 2022 CYE.

Significant Program Changes

Last Year this program was: FY 2022: 50056 Juvenile Shelter & Residential Placements

Contractual Services - Bed rate reimbursement rate results in decreased reimbursement funding of \$43,797 (rate increases). Provider agency rate = \$215.47 vs reimbursement rate to DCJ of \$201.24, net difference of \$14.23/per bed) for residential placements and short term shelters. This amount was transferred to the general fund during grant balancing.

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

Executive Summary

Adjudication serves youth, typically ages 12 to 18, who are facing charges in the Juvenile Court. Youth are assessed using validated risk assessment instruments to determine the appropriate level of services and supervision needed to protect the community, restore the harm caused to victims, and assist youth in becoming productive members of the community.

Program Summary

Adjudication provides professional evaluation, investigation, counseling, casework and pre-adjudication supervision of complex cases to justice-involved youth. They assist youth and families as they go through the adjudication process in the juvenile court system, monitoring multiple dockets, making recommendations about youth placement during this process.

Adjudication conducts daily intakes, responds to victim and public inquiries, administers standardized, comprehensive delinquency risk assessments to identify each youth's risk to reoffend, and gathers social history information that is provided to the judiciary in a formal Court Report and used to inform the judge's dispositional order.

Adjudication staff 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 adjudication staff to provide critical information and technical support for daily court docketing and proceedings.

Adjudication staff manages and monitors shelter bed availability for out-of-home placement as an alternative to detention and for youth who cannot safely return home. Adjudication 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. Adjudication staff represent the Juvenile Services Division during these court proceedings.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of cases referred for adjudication	206	280	250	200
Outcome	Percent of youth who do not receive a new adjudication within one year post adjudication	N/A	N/A	N/A	80%

Performance Measures Descriptions

Measures 1: FY 2022, Juvenile referrals are down significantly due to the COVID-19 pandemic impacts.
 Measure 2: Previous measure is work that has been moved to a program offer (50050B).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,405,966	\$0	\$1,458,214	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,947	\$0	\$4,687	\$0
Internal Services	\$21,398	\$0	\$26,398	\$0
Total GF/non-GF	\$1,438,455	\$0	\$1,495,443	\$0
Program Total:	\$1,438,455		\$1,495,443	
Program FTE	10.00	0.00	10.00	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 2022: 50057 Juvenile Adjudication

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

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

Related Programs:

Program Characteristics:

Executive Summary

Juvenile Field Probation (JFP) services are divided into specialized units designed to address the unique needs of each youth population. Specialized units serve youth involved in serious person felonies, gangs, sexual offenses, weapon related charges, and victims of commercial sexual exploitation (CSEC). Juvenile Field Probation holds youth accountable through specialized supervision and sanctions, restorative opportunities, skill building, mentoring, and positive developmentally appropriate activities.

Program Summary

Juvenile Court Counselors (JCC) develop probation case plans, enforce court ordered conditions, and address victim restitution and restoration. In addition to holding youth accountable for repairing harm, JCC's coordinate treatment (e.g. mental health and substance abuse) and interventions designed to address and prevent further delinquent behavior. Skill building, mentoring, educational advocacy, and the incorporation of pro-social developmentally-appropriate activities are all used to counteract gang involvement, sexual offending, and other harmful behaviors leading to further involvement in the justice system. JFP focuses on the highest risk youth by utilizing Functional Family Probation Services (FFPS), an evidence-based case management model that has proven results in reducing recidivism and promoting accountability and positive youth development among justice-involved youth. Probation's use of FFPS increases family participation in the youth's supervision and treatment, and youth have increased success on supervision when family members are actively participating. JCCs refer youth to interventions including intensive family based counseling, specialized youth treatment, culturally appropriate services, job readiness and employment opportunities, positive peer influences, and community support systems.

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth on probation served annually	444	500	450	450
Outcome	Percent of youth who did not receive a new adjudication within 1 year post disposition	94%	80%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,210,568	\$649,694	\$2,148,622	\$751,998
Contractual Services	\$66,505	\$61,740	\$87,590	\$50,000
Materials & Supplies	\$9,466	\$0	\$9,466	\$0
Internal Services	\$64,201	\$64,971	\$74,084	\$75,200
Total GF/non-GF	\$2,350,740	\$776,405	\$2,319,762	\$877,198
Program Total:	\$3,127,145		\$3,196,960	
Program FTE	15.36	4.64	14.83	5.17

Program Revenues				
Intergovernmental	\$0	\$776,405	\$0	\$877,198
Total Revenue	\$0	\$776,405	\$0	\$877,198

Explanation of Revenues

This program generates \$75,200 in indirect revenues.

County General Fund plus two two-year intergovernmental agreement (IGA) 7/1/2021-06/30/2023 with Oregon Youth Authority (OYA).

1st IGA, Juvenile Crime Prevention Diversion Services. FY 2023 budget is 51% allocation for the 2nd year of the IGA plus approximately \$700 of an estimated unspent balance of County adopted FY2022 Budget. Funding breaks down into:

- 1) \$357,097 provides treatment services for substance abuse and mental health.
- 2) \$312,463 provides treatment services for female youths with a Class A misdemeanor and/or a more serious act of delinquency.
- 3) \$157,638 provides juvenile sex supervision and treatment services.

2nd IGA, Flex Fund of \$50,000. Funding provides services tailored to meet individual needs and case plans of adjudicated youth offenders. Per OYA, if Multnomah County spends down the total IGA of \$50,000 before 06/30/2022, OYA will amend the current IGA to support an additional \$50,000.

Significant Program Changes

Last Year this program was: FY 2022: 50058 Juvenile Field Probation

In FY 2022, SUPP02-DCJ-002 shifted 0.17 Juvenile Counselor in the RISE program, 0.20 Juvenile Counselor in the Female Gender Unit and 0.16 Juvenile Counselor in the Sex Offender Treatment Team from the general fund to the State JCP Diversion fund.

Contractual Services (other funds) - Transferred \$11,740 (Day services African American youth) to the general fund during grant balancing. If allocated funds of \$50,000 is spend prior to June 2022, there is potential for another funding allocation of \$50,000.

Department: Community Justice **Program Contact:** Deena Corso

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

Related Programs:
Program Characteristics:

Executive Summary

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

Program Summary

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

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

The COVID-19 pandemic impacted operations of this program. While it continues to serve as an important alternative to detention, there was a need to track the census in an effort to maintain physical distancing.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth assessed	29	50	40	40
Outcome	Percent of youth exited with a successfully completed discharge plan	75%	80%	75%	75%

Performance Measures Descriptions

In FY 2021, the number of youth assessed were impacted by the following: (1) A&E had 3 JCSS bid into positions who were on some form of leave for approximately six months, (2) Clackamas County renegotiated the A&E which impacted referral numbers, (3) the COVID-19 pandemic impacted referral numbers, and (4) staff was called upon to help in other areas of the building.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,839,043	\$393,153	\$1,932,313	\$377,009
Contractual Services	\$159,422	\$1,000	\$131,913	\$29,166
Materials & Supplies	\$5,073	\$0	\$5,060	\$48,129
Internal Services	\$273,659	\$66,365	\$286,703	\$56,515
Total GF/non-GF	\$2,277,197	\$460,518	\$2,355,989	\$510,819
Program Total:	\$2,737,715		\$2,866,808	
Program FTE	13.02	2.98	13.19	2.81

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$85,604
Service Charges	\$0	\$460,518	\$0	\$425,215
Total Revenue	\$0	\$460,518	\$0	\$510,819

Explanation of Revenues

This program generates \$56,515 in indirect revenues.

County General Fund plus

- 1) \$177,555 Oregon Health Authority, Medical Assistance Programs provides rehabilitation services to Medicaid eligible youth authorized for Behavior Rehabilitation Services (BRS). FY 2023 budget is based on the average of FY 2020 & FY 2021 actuals plus FY 2022 current year estimate.
- 2) \$117,856 IGA Oregon Dept. of Human Services ends 06/30/2022 provides four A&E beds to youths exhibiting behavioral disorders and authorized to receive BRS. Expect funding to continue in FY 2023.
- 3) \$129,804 IGA Clackamas County provides two A&E beds for Clackamas youth requiring a staff-secured, out of home placement. IGA ends 06/30/2022. Expect funding to continue in FY 2022.
- 4) \$85,604 IGA OR Dept of Human Services from 06/01/2021 – 06/30/2022. Supports recruitment and/or retention of direct care staff prioritizing underserved groups. FY 2023 budget expected to be a one year no cost extension.

Significant Program Changes

Last Year this program was: FY 2022: 50063 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

Program FTE: (1) Shifted 0.05 FTE Juvenile Counseling Services Specialist position 707906 - from general fund 506600 to G50 0274 01 JA&E (DHS Medical Billing) to balance grant. (2) Shifted 0.22 FTE Juvenile Counseling Services Specialist position 707908 - from M50 BRS JA&E to general fund 506600 to balance grant.

Contractual Services (General Fund) - Decreased by \$27,509. BRS match decreased based on projected revenue. Contractual Services (Other Fund) - Increased by \$27,509 due to the IGA with the Dept. of Human Services. Funds will be used for Staff training and certifications. (3) Materials & Supplies increased by \$48,129 due to the ODHS Workforce Support grant. This will be used to fund staff Training and Travel.

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, holistic, family-based, wraparound services to medium and high risk Black, African American, Latinx, other CHI-qualifying 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, 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/gun violence. The majority of youth served by CHI are on probation to the Juvenile Court, though 20% of referrals can come from the community.

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 and parents receive culturally specific mentoring services from mentors with lived experience.

The goals of CHI are to prevent 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. CHI has a proven track record of preventing unnecessary and expensive placement in residential programs and confinement in correctional facilities.

The COVID-19 pandemic impacted the operations of this program. CHI providers shifted to virtual outreach and have developed creative ways to continue to stay engaged with the youth and their families.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of CHI-qualifying youth referred through Juvenile	76	100	75	75
Outcome	Percent of CHI-qualifying youth not receiving a new adjudication after entering services	73%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$1,296,133	\$900,000	\$1,289,530	\$988,490
Total GF/non-GF	\$1,296,133	\$900,000	\$1,289,530	\$988,490
Program Total:	\$2,196,133		\$2,278,020	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$900,000	\$0	\$988,490
Total Revenue	\$0	\$900,000	\$0	\$988,490

Explanation of Revenues

County General Fund plus

\$988,490 a portion of the intergovernmental agreement (IGA) with Oregon Youth Authority (OYA) Youth Gang Services. Total IGA is \$3,846,589.00 for the period of 07/01/2021-06/30/2023. Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions through short-term shelter and residential placements. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 IGA.

Significant Program Changes

Last Year this program was: FY 2022: 50065 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

The Department of Community Justice (DCJ) Juvenile Services Division (JSD) Community Interface Services seeks to strengthen and improve the 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, prevent involvement in the juvenile justice system, restore victims, and reduce recidivism.

Program Summary

Community Interface Services (CIS) consists of the following:

Restorative Justice Coordinator - implements strategies for increasing restorative opportunities for youth in the juvenile justice system as well as those at risk of system involvement. Serves as a liaison between JSD and school districts. 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 - Serve as law enforcement liaisons by helping to prevent delinquency, 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.

Diversion Juvenile Court Counselors - Youth who commit low-level delinquent acts are assessed and held accountable via contracts called Formal Accountability Agreements (FAA), instead of being adjudicated. FAA conditions may include community service, restitution, a letter of responsibility, school attendance, and/or treatment services.

Juvenile Reform Coordinator- provides coordination for Transforming Juvenile Probation and other juvenile justice reform efforts, and CHI Prevention contracts. The coordinator is facilitating the development of a Youth Justice Advisory Board and other opportunities for youth, parents, and victims to inform the juvenile justice system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth served	N/A	N/A	N/A	105
Outcome	Percent of youth on probation actively engaged in school	87%	90%	90%	90%

Performance Measures Descriptions

New Measure 1: Changed to align with core functions of the program. Previous measure was not accurate due to changes caused by COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$656,405	\$194,543	\$829,405	\$198,376
Contractual Services	\$72,185	\$0	\$73,928	\$6,619
Materials & Supplies	\$7,671	\$0	\$9,131	\$0
Internal Services	\$13,192	\$19,454	\$16,597	\$19,838
Total GF/non-GF	\$749,453	\$213,997	\$929,061	\$224,833
Program Total:	\$963,450		\$1,153,894	
Program FTE	4.65	1.35	5.65	1.35

Program Revenues				
Intergovernmental	\$0	\$213,997	\$0	\$224,833
Total Revenue	\$0	\$213,997	\$0	\$224,833

Explanation of Revenues

This program generates \$19,838 in indirect revenues.
County General Fund plus

\$224,833 a portion of grant agreement with Oregon Dept. of Education, Youth Development Division Juvenile Crime Prevention program. Total grant agreement is \$896,360 07/01/2021 – 06/30/2023. Funding supports provision of high-risk Juvenile Crime Prevention Services that reduce rates of juvenile arrests and recidivism. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 grant agreement.

Significant Program Changes

Last Year this program was: FY 2022: 50066 Juvenile Community Interface Services

Increased by 1.00 FTE Program Specialist Sr. in the supplemental state rebalance (SUPP02-DCJ) in mid-FY 2022.

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 greatest racial and ethnic disparities in the Multnomah County juvenile justice system occurs at the point of referral from law enforcement. This data led JSD and our system partners to focus on and apply culturally-specific early intervention services. The Community Healing Initiative (CHI) Early Intervention and Prevention Programs are 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.

Program Summary

The Community Healing Initiative (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 youth who have committed lower level offenses that qualify for the CHI Early Intervention program are referred to community-based providers that offer risk and needs assessment, care coordination, prosocial 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 needs.

Also included is funding for the CHI Gang Prevention Services provided by culturally specific organizations. 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. CHI Prevention Services focus on addressing these root causes for violence with gang impacted youth and their families. These services 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.

The COVID-19 pandemic impacted the operations of this program. CHI providers shifted to virtual outreach and have developed creative ways to continue to stay engaged with the youth and their families.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of CHI Early Intervention youth referred	68	250	100	100
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	78%	75%	75%	75%
Output	Number of youth who receive gang prevention services	85	125	125	125

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$321,598	\$220,000	\$379,293	\$232,311
Total GF/non-GF	\$321,598	\$220,000	\$379,293	\$232,311
Program Total:	\$541,598		\$611,604	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$220,000	\$0	\$232,311
Total Revenue	\$0	\$220,000	\$0	\$232,311

Explanation of Revenues

County General Fund plus

\$232,311 a portion of grant agreement with Oregon Dept. of Education, Youth Development Division Juvenile Crime Prevention program. Total grant agreement is \$896,360 07/01/2021 – 06/30/2023. Funding supports provision of high-risk Juvenile Crime Prevention Services that reduce rates of juvenile arrests and recidivism. FY 2023 budget is 51% allocation for the 2nd year of 2021-23 grant agreement.

Significant Program Changes

Last Year this program was: FY 2022: 50067 CHI Early Intervention & Youth Gang Prevention Services

Contractual Services (General Funds) - Increase of \$57,695, added \$50,000 for Community Violence Prevention HEAT Program Curriculum and during general fund constraint balancing.

Contractual Services (Other Funds) - Increase of \$12,311 due to 2nd half of biennium budget (51%).

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

Executive Summary

Funding from the American Rescue Plan (ARP) will increase our capacity to provide short and long-term housing/shelter for high risk adults with special needs using several community contracted agencies. Providing housing to justice-involved individuals (JIIs) is cost-effective and circumvents JIIs from entering the homeless service delivery system. This offer was funded in FY 2022 and due to continued need, is being requested again for FY 2023.

Program Summary

The Assessment and Referral Center (ARC) Transition Services actively works to build partnerships with community-based services and organizations, as well as other Multnomah County departments, specifically Corrections Health, to provide the continuum of care that is needed for recently released individuals, including housing, health assessments, treatment access, case coordination and engagement. The ARC facilitates housing placements for JIIs who are released from state and local custody and identified at risk of homelessness. JIIs released from institutions impacted by COVID-19, as well as JIIs who cannot reside with family members who are deemed high risk for COVID-19 are screened and placed in appropriate housing including those that need to be placed in 14-day quarantine prior to transitional and long-term housing.

This program offer funds transitional beds at various locations throughout Multnomah County. This includes beds (as needed) for clients transitioning to the medical shelter program from institutions impacted by COVID-19 who need a unit specific for their special needs, for example elevator and bathrooms that accommodate individuals with mobility issues. ARC also provides rent assistance and support (phones and phone cards) to move clients from transitional housing to long-term housing in a timely manner.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of individuals who will be enrolled to receive OHP and SNAP	N/A	80%	80%	80%
Outcome	Percent of individuals who will move to other long-term stable housing within the community	N/A	65%	65%	65%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$500,000	\$0	\$250,000
Total GF/non-GF	\$0	\$500,000	\$0	\$250,000
Program Total:	\$500,000		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$500,000	\$0	\$250,000
Total Revenue	\$0	\$500,000	\$0	\$250,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$250,000

Significant Program Changes

Last Year this program was: FY 2022: 50099A ARP Expanded Rent Assistance of Justice Involved Individuals

This program addresses supporting people in or care within the County priority areas.

During FY 2022, there was a decrease of usage for these bed and we anticipate the utilization to increase in FY 2023. These funds will be an expansion of existing services to assist JIIs with their housing needs. DCJ will be able to provide rent assistance and transitional housing in order to keep clients safe and be able to stay in their home. The estimated number of clients to be service is approximately 800 annually.

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

Executive Summary

Funding from the American Rescue Plan (ARP) will provide enhanced janitorial services to continue operations at the Juvenile Justice Complex and East Campus locations. This offer was funded in FY 2022 and due to continued need, is being requested again in FY 2023.

Program Summary

This program offer will ensure the continuation of Day Porter Services at the Juvenile Justice Complex (JJC) and additional services at the East Campus. The COVID-19 pandemic has required an increased need for cleaning in JJC common areas, Juvenile Services Division (JSD) staff offices and the East Campus. This budget will allow for common/shared area in the buildings, and work spaces occupied by DCJ employees, to be cleaned regularly. The focus will be on high touch surfaces and shared spaces such as conference rooms, waiting areas, restrooms, elevators, and lobbies. These funds will ensure DCJ has the resources to continue the level of cleaning to address exposure to COVID-19.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of days the Day Porter Services are provided.	N/A	85%	85%	85%
Outcome	Percent of days of no Day Porter Service complaints	N/A	10%	10%	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Internal Services	\$0	\$120,000	\$0	\$120,000
Total GF/non-GF	\$0	\$120,000	\$0	\$120,000
Program Total:	\$120,000		\$120,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$120,000	\$0	\$120,000
Total Revenue	\$0	\$120,000	\$0	\$120,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$120,000

JJC- \$60,000

East Campus - \$60,000

Significant Program Changes

Last Year this program was: FY 2022: 50099C ARP Enhanced Cleaning Juvenile Justice Center and East Campus

This program addresses the Public Health emergency response priority area.

This program will continue with day porter services at the Juvenile Justice Complex (JJC) and the East Campus Building. The COVID-19 pandemic has required an increased need for cleaning within the JJC common areas and JSD staff offices. These funds will ensure that we have the resources to continue the level of cleaning to address exposure to COVID-19 within our 24-7 facility. The East campus location has re-opened to the public.

Department: Community Justice**Program Contact:** Lisa Lewis**Program Offer Type:** Existing Operating Program**Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:** One-Time-Only Request**Executive Summary**

Funding from the American Rescue Plan (ARP) will continue funding for transporting of released justice-involved individuals (JIs) from the Department of Corrections (DOC) or Multnomah County Sheriff's Office (MCSO) when they are released from an institution impacted by COVID-19. Transport will be from Voluntary Isolation Motels to Transitional housing and private residence. Additionally, transport will be provided for clients to access vaccines and follow up medical appointments. This program offer was funded in FY 2022 and due to continued need, is being requested again for FY 2023.

Program Summary

The transport of JIs releasing from an institution impacted by COVID-19 to the Voluntary Isolation Motels (VIMo) has been a large obstacle over the past year. The Department of Corrections found some funding; however, this does not always apply to all releases and is scheduled to end soon. There is hopefully less of a need for this as COVID-19 numbers get lower within the institutions; however, we need to plan for the possibility additional outbreaks, which would require a specific transport process since these JIs could not take public transportation. Additionally, transport from VIMo to Transitional housing, vaccine appointments and required medical appointments. Transportation will be provided by taxis and secure transport.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of JIs provided with transport per month	N/A	25	25	25
Outcome	Number of JIs provided with transport per month	N/A	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$20,000	\$0	\$20,000
Total GF/non-GF	\$0	\$20,000	\$0	\$20,000
Program Total:	\$20,000		\$20,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$20,000	\$0	\$20,000
Total Revenue	\$0	\$20,000	\$0	\$20,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$20,000

Significant Program Changes

Last Year this program was: FY 2022: 50099D ARP Adult Transportation Services

This program addresses the Public Health emergency response priority area.

Transport from Voluntary Isolation Motels to Transitional housing and private residence. Additionally, provide transport for clients to access vaccines and follow up medical appointments.

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

Executive Summary

Funding from the American Rescue Plan (ARP) will provide direct client assistance to serve our women, children, mental health clients and domestic violence survivors. This program offer was funded in FY 2022 and due to continued need, is being requested again FY 2023.

Program Summary

The Women's and Family Unit (WFSU) has used and will continue to use these funds to assist families with childcare, gift cards and emergency assistance, approximately 300 current DCJ women and their families. Education Support will also continue to be provided as parents are struggling to meet the needs of their children's virtual education. There are various reasons for their struggle ranging from lack of skills and experience in home-schooling, lack of availability due to employment, and other barriers. These funds will be used to provide more and different types of assistance to include additional wrap-around services such as tutoring and online academies or other services to support the children's education, especially children who have special needs.

The Mental Health Unit (MHU) will continue to provide basic needs supplies to non-DCJ clients as well as justice-involved individuals (JIIs) such as blankets, socks, hygiene items, etc. These funds will support 5000 JIIs and extend outreach to Multnomah County community members.

The Victim and Survivor Services Fund provides temporary emergency assistance to victims/survivors through direct support related to a survivor's safety or the safety of their children and/or provides support to a survivor directly related to the impact of a crime or circumstance of a crime. The pandemic has caused an increase in domestic violence, gun violence, and has exacerbated gaps and barriers that survivors of all types of crime face. COVID-19 pandemic-related economic impacts have exacerbated factors associated with domestic violence (i.e. increased unemployment, stress associated with childcare and homeschooling, and an increase in financial insecurity) as well as gun violence. The pandemic has also resulted in increased isolation for survivors of domestic violence that has made it more difficult for them to access supports and safety. These funds will support 40 clients and their families in meeting their immediate needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of contacts by MHU Unit outreach team (JIIs and community members)	N/A	5,000	5,000	5,000
Outcome	Percentage of JIIs in the MHU who are engaged with supervision and services	N/A	50%	50%	50%
Output	Number of JIIs served (WFSU)	N/A	300	300	300
Output	Number of survivors served (Victim and Survivor Services Unit)	N/A	40	40	40

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$220,000	\$0	\$275,000
Total GF/non-GF	\$0	\$220,000	\$0	\$275,000
Program Total:	\$220,000		\$275,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$220,000	\$0	\$275,000
Total Revenue	\$0	\$220,000	\$0	\$275,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$275,000

- WFSU - \$50,000
- VSS - \$50,000
- MHU- \$175,000

Significant Program Changes

Last Year this program was: FY 2022: 50099E ARP Client Assistance

This program addresses Crisis Response & Community Recovery priority area. The Women and family program will use these funds to provide direct client assistance to include childcare, gift cards and emergency assistance. In addition, these funds will be used to assist parents with additional wrap around services such as tutoring, online academies and/or other services to support the children’s education especially children with special needs. The Victim Services program was impacted during the pandemic as instances of domestic violence increased. These funds will support victims and survivors with temporary emergency assistance. The Mental Health unit will provide basic need supplies to our justice-involved individuals such as meals, blankets, socks and hygiene items (increase of \$50k due to high demand).

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

Executive Summary

Funding from the American Rescue Plan (ARP) is establishing a pilot project that will provide gun violence intervention programming and support the development and capacity growth of smaller community organizations and partners to expand the outreach and efficacy of gun violence intervention programs. Work has begun to establish this program but due to continued need, is being requested again for FY 2023.

Program Summary

The goal of this program is to build the capacity of community based organizations with the necessary skills and experience to provide gun violence intervention programming centered around high-intensity life-coaching for individuals at the greatest risk of gun violence.

Multnomah County has seen a spike in gun violence since 2020, with nearly 900 shootings taking place in 2020 and 41 shooting-related deaths. The violent trend has continued into 2021, with the City of Portland alone reporting over 1200 shootings and 92 shooting-related deaths. The Department of Community Justice is looking to build capacity among community-based organizations, so they gain the necessary experience to provide gun violence intervention programming aimed at reducing the number of gun violence incidents in Multnomah County.

The Department of Community Justice (DCJ) is looking to build capacity among community-based organizations, so they gain the necessary experience to provide gun violence intervention programming aimed at reducing the number of gun violence incidents in Multnomah County.

DCJ is partnering with a community provider who will collaborate with community based organizations to provide the following services: intensive case management and life coaching for JIIs 18-25 years of age at a high risk of gun violence provided by trusted community members with relevant lived experience; positive gun violence intervention activities such as recreation out of school hours, youth grief/loss support groups, and decision-making skill-building opportunities; and training for subcontracted organizations on service delivery, nonprofit management, and staff wellness and resiliency. As of February 2022, three organizations have been selected to subcontract and will begin work in the community soon.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of JIIs served	N/A	75	19	75
Outcome	Percentage of JIIs connected to mentors	N/A	50%	13%	50%

Performance Measures Descriptions

Measure 1 and 2: In FY 2022, there was a delay in program start up due to the RFP/contracting process.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$300,000	\$0	\$300,000
Total GF/non-GF	\$0	\$300,000	\$0	\$300,000
Program Total:	\$300,000		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$300,000	\$0	\$300,000
Total Revenue	\$0	\$300,000	\$0	\$300,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$300,000

Significant Program Changes

Last Year this program was: FY 2022: 50099F ARP Gun Violence Prevention Incubator Pilot

This program addresses Crisis Response & Community Recovery priority area.

This program expands the depth and reach of County services. There has been a continued increase in community and gun violence. DCJ's Gang and African American Program will use these funds to build the capacity of community based organizations with the necessary skills and experience to provide gun violence intervention programming centered around high-intensity life-coaching for individuals at the greatest risk of gun violence.

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

Executive Summary

Funding from the American Rescue Plan (ARP) will help establish a pilot project that will leverage the existing incubator program and seek to use the lived experience and expertise of Habilitation, Empowerment, Therapy, Accountability (HEAT) graduates by incentivizing participation in a community violence interruption program. The HEAT curriculum is a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of participants. The ability to address antisocial thinking is an effective way to reduce recidivism especially as it relates to gun violence. While the program was originally focused on Black men leaving prison, it has since expanded to include Black women as well as the Latinx population.

Program Summary

Community Violence continues to grow across Multnomah County. There are individuals who are at high risk to be perpetrators of the violence, particularly gun violence and those who are at high risk to be victims. This program will develop a plan and help build capacity for those with lived experience to positively engage and influence those at high risk by engaging them in intensive and innovative training and coaching using community based urban violence prevention models.

It is also understood that individuals with criminal records experience a myriad of collateral consequences including being under employed and economically marginalized. Participating in intensive programming can be prohibitive as individuals experience the need to financially support their needs and those of their families. This program will pilot compensating individuals who devote their time to gain this knowledge and expertise. In addition, they will be exposed to financial literacy and employment opportunities.

Working through a culturally responsive community organization, individuals involved with this pilot program will be part of collaborative efforts to expand the number of violence interrupters going into our communities and working with people deemed at risk for community violence. Participants will work in coordination with each other to meet the diverse and unique needs of high risk youth and adults in Multnomah County. They will develop relationships and use their experience to assist others in finding ways out of the violence and crime plaguing our communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of individuals referred to the program	N/A	N/A	N/A	20
Outcome	% of individuals completing intensive training	N/A	N/A	N/A	85%
Outcome	% of individuals receiving stipends	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	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$300,000
Total GF/non-GF	\$0	\$0	\$0	\$300,000
Program Total:	\$0		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$0	\$0	\$300,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$300,000

Significant Program Changes

Last Year this program was:

This program addresses supporting people in or care within the County priority areas.

Department Overview

The Department of Community Services (DCS) delivers a diverse array of essential services to Multnomah County through the divisions of Animal Services, Elections, Land Use Planning and Transportation. The common mission of these divisions is articulated in the department’s mission, vision and values.

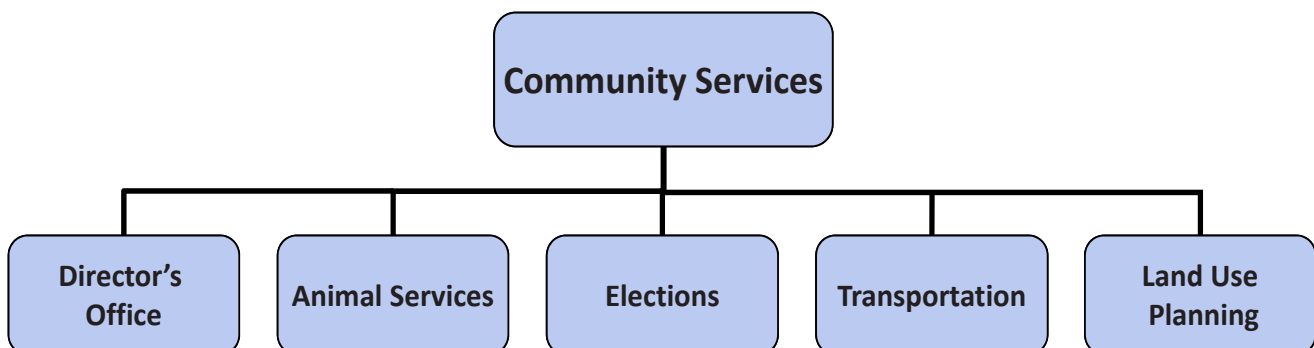
Mission: The Department of Community Services preserves harmony between natural and built environments, keeps people and pets safe, and ensures every voice is heard.

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
- Leadership - We encourage innovation and promote professional growth

The guiding principles for the FY 2023 budget development are to provide our residents and employees with a sense of safety, trust and belonging through our services; to look for efficiencies whenever possible; to align with the DCS mission, vision and values; and to use an equity and inclusion lens in carrying out our programs and initiatives. As part of DCS’ commitment to advancing racial justice, our budget prioritizes activities that ensure all County residents are served equitably.



Budget Overview

The FY 2023 Department of Community Services (DCS) Proposed budget is \$194.5 million of which 11% is General Fund. Other Funds include the Road Fund \$68.9 million (35%), Willamette River Bridge Fund \$35.9 million (18%), Burnside Bridge Fund \$51.1 million (26%), Sellwood Bridge Replacement Fund \$8.7 million (4%), and Land Corner Preservation Fund, Animal Control Fund, Federal/State Fund, Coronavirus Response Fund, Bicycle Path Construction Fund (6%).

Earthquake Ready Burnside Bridge (90019), this program will support the completion of the National Environmental Policy Act (NEPA) phase of the project in the summer of 2022 and the beginning of the design phase with a goal of 30% design completion by the end of FY 2023. The budget assumes the County to issue \$25 million in Full Faith and credit bonds to fund the move into the design phase. The debt service will be covered from the County’s vehicle registration fees.

In FY 2023, DCS Animal Services Animal Care (90007) will transfer \$500,000 from the Animal Control Fund to the Facilities Capital Improvement fund in Department of Community Assets program offer (78234) to begin site planning and conceptual design for a new animal shelter.

New on-going investments include:

- \$464,975 Basic Staffing for Elections (90010B)
- \$174,881 DCS Wide Organizational, Cultural & Equity Support (90001B)

The budget also includes one-time-only funding for:

- \$1,450,000 Construction of Tier 1 ADA Ramps - 1 of 2 years (90018B)
- \$300,000 Elections Capacity – Ballot Production (90010C)

A full list of programs funded as one-time-only can be found in the Budget Director’s message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	216.00	205.00	205.00	215.00	10.00
Personnel Services	\$25,679,778	\$25,399,590	\$27,929,897	\$30,820,679	\$2,890,782
Contractual Services	52,694,540	74,362,413	104,577,801	129,633,754	25,055,953
Materials & Supplies	2,360,205	2,349,034	3,698,210	4,208,158	509,948
Internal Services	20,323,918	20,017,707	22,972,784	25,672,968	2,700,184
Debt Service	0	0	0	0	0
Capital Outlay	566,991	16,800	50,000	4,200,000	\$4,150,000
Total Costs	\$101,625,432	\$122,145,544	\$159,228,692	\$194,535,559	\$35,306,867

Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances.

Successes and Challenges

Over the past year, DCS has faced many challenges and opportunities. As we continue to deliver services during the pandemic, we are focusing on evaluating our services to assess if they are meeting the current needs of our community; meeting our equity goals; and supporting our staff to do the work that our community needs. DCS has embraced the concept of radically rethinking how we do our work. This 'radical rethinking' includes shifting the systems and structures we use to do our work and how our staff work within those new systems and structures. This ultimately leads us towards a transition in our culture. Culture is our shared vision and values. Out of this process, each division has developed a North Star, the vision in which they are heading. Equity is integrated into each North Star.

North Stars:

Elections: Multnomah County voters continue to trust that elections are secure, accurate, transparent and accessible.

Land Use Planning: Support equitable land use outcomes by delivering responsive and inclusive services.

Animal Services: Provide equitable services to the public and ensure high quality care for the animals in our shelter.

Transportation: Manage a transportation system that elevates health and safety, environmental stewardship, resiliency, and asset management through equitable engagement and data driven practices.

As we prepare to enter the next fiscal year, we are focused on supporting the transformations underway across the Department, centering equity in our work, reimagining the workforce as we emerge from COVID-19, and improving communications and transparency for staff and the community.

The investments in this year's budget proposal will restore the supports, systems and capacity necessary for our teams to do the work and serve our community effectively. These requests put DCS on track to be a department that delivers equitable services and is a place of safety, trust and belonging for staff. A workplace where employees feel valued, respected, and safe to be themselves. And finally, a local government service provider that identifies and corrects past injustices and develops inclusive, accessible, and welcoming practices to serve our residents and their communities.

COVID-19 Impacts

DCS has responded to COVID-19 by following and adjusting business operations to meet county and state directives. Much of the DCS workforce shifted to telework but many employees in Elections, Animal Services, Land Use Planning and Transportation continue to report daily to work to fulfill critical services. DCS is focused on reemerging with an even stronger sense of who we are as a department and ensuring that our services meet the needs of our most vulnerable populations. The impacts of COVID-19 have been challenging for DCS. Our Survey, Land Use Planning and Transportation Permit customer counters have reopened but have adjusted to reduced hours as public demand has moved to online access and remote customer support to work with the DCS Divisions.

Diversity, Equity, and Inclusion

DCS is leading with action and ensuring that every employee is engaged in contributing to equitable outcomes for BIPOC and marginalized communities, both internally and in the communities we serve. DCS is actively involved with the community through public meetings, community advisory committees, and the Planning Commission. A recently established DCS committee in partnership with community stakeholders is the Title VI Transportation Equity Workgroup, whose goal is to ensure transportation equity best practices with particular attention to the pervasive and negative health effects of racism that disproportionately impact BIPOC communities.

Dismantling white dominant culture and centering BIPOC and marginalized voices has been at the forefront of guiding our internal equity work. We have made major strides in completing the Workforce Equity Strategic Plan (WESP) measures including restructuring our Equity Committee, completing performance reviews, hosting amazing College to County interns, and being more proactive in integrating diversity and equity into our interview panels and questions. We continue to need extra support in tracking bidirectional feedback between supervisors and supervisees; using a data-driven process to identify barriers in our recruitment and application process for prospective BIPOC and marginalized employees; conducting stay interviews; building workforce pipelines for BIPOC folks through intentional outreach to community based organizations (CBO's); making changes to our orientation and onboarding process to include more discussions about racial equity; and, developing our peer mentor program through the lens of racial equity with new employees. As these measures provide structure and guidance for DCS in building a racially diverse workforce that reflects the community we serve, we also want to empower DCS employees with the awareness, knowledge, and skills to practice racial equity in their teams and in the community.

The DCS Equity Committee actively partners with the Equity and Organizational Culture Manager in conceptualizing, implementing, and providing feedback on DCS equity initiatives. In FY 2022, the committee drafted an equity statement expressing DCS' commitment to eradicating racial injustice and inequity in the workplace and in the services we provide to the community. The committee solicited department-wide staff feedback to finalize the statement, which was then uplifted through a live reading by employees at an All-Staff meeting, followed by video recordings of different employees from diverse backgrounds across divisions reading the statement in multiple languages. The statement inspired and set the tone for the DCS Equity Strategic Plan, which was launched in January 2022.

The DCS Equity Committee incorporated suggested staff feedback into its formulation of the DCS Equity Strategic Plan, incorporating suggestions from staff feedback. Goals for the DCS Equity Strategic Plan fall into three domains: personal, cultural, and institutional, and will be rolled out in three phases moving from awareness and knowledge building to practicing skills and building relationships with the local community.

Diversity, Equity, and Inclusion

The four major priorities and strategies of the plan are: 1) complete a survey to get a baseline of where DCS employees are at in their awareness, knowledge, skills, and attitudes related to equity (with another survey to be completed one year later); 2) provide ongoing training for all employees; 3) learn new skills related to intercultural communication and building interpersonal relationships; 4) build a repository of equity resources to which all employees have access.

The plan’s initiatives support creating more inclusive teams for our BIPOC employees, involving every employee in building a common language and foundation of equity that will guide the department’s work, righting inequities for BIPOC and marginalized folks, and building stronger, more inclusive partnerships with the community with institutional support. This work will aid DCS in completing key WESP initiatives including training for managers and employees in equity and incorporating peer mentoring into the plan for new employees.

This year, leadership in DCS attended the Budgeting with the Equity and Empowerment Lens workshop held by the Office of Diversity and Equity and Organizational Learning. The FY 2023 Budget Equity Tool contains questions and recommendations for integrating equity throughout the budget process, which was used as a guide throughout DCS’ budget process. The Equity and Organizational Culture Manager and the Research and Evaluation Analyst Senior have reviewed all program offers to ensure alignment with department and County initiatives and to include performance measures with a racial equity focus. The Community Budget Advisory Committee will also meet with DCS leadership and the Equity and Organizational Culture Manager for feedback from the community.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$3,674,169	\$2,710,173	\$6,384,342	30.00
Animal Services	8,847,080	3,864,186	12,711,266	59.00
Elections	6,378,006	0	6,378,006	14.00
Land Use Planning	3,092,426	50,000	3,142,426	12.00
Transportation	<u>368,182</u>	<u>195,875,766</u>	<u>196,243,948</u>	<u>100.00</u>
Total Community Services¹	\$22,359,863	\$202,500,125	\$224,859,988	215.00

1-Does include cash transfers, contingencies and unappropriated balances.

Director's Office

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

- Director's Office represents the Chair and Board of County Commissioners in its administration of the Department of Community Services (DCS) and provides leadership, management, executive direction and a unifying vision to department programs and services. The office leads, manages, and oversees both mandated and non-mandated Department services. This includes employee safety programs, compliance with state local budget law and federal, state, county and department regulations covering compensation, disciplinary action and work schedules. DCS is focused on providing cost efficient, quality services to County residents while providing a safe, inclusive and equitable environment for staff and the public. Assuring accessibility, equity, transparency, and accountability is deeply embedded in the work we do to support the health, safety, and justice of our community through our services.
- Human Resources provides direct support to division managers and to current and prospective employees, including recruitment and selection services, 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. This unit provides essential Geographic Information System (GIS), asset management and administrative support and common interpretations of County policy and procedure.

Significant Changes

At DCS, we pride ourselves on our ability to meet our statutory requirements, and provide services and programs that meet the needs and expectations of the community.

This year, DCS's budget was developed with a focus 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 that are mandated by federal, state, or local governments; and 3) organizational culture change by implementing a strategic plan centered on diversity, equity and inclusion. These elements thread our diverse lines of businesses together to enable us to best serve the community.

In FY 2023, DCS builds capacity within the Director's Office to support the underpinnings for implementing the DCS Equity Plan and Workforce Equity Strategic Plan (WESP). A new position has been added to provide the necessary support for the recruitment and outreach for diversifying department staff, and provides more capacity to bring in external resources to build a strong and stable foundation for the personal, cultural and institutional work of the equity plan, radical rethinking and WESP (90001B).

Animal Services

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

- Animal Care provides humane shelter, behavioral support and enrichment for animals that are in need of temporary sheltering. Services include admissions to the shelter, micro-chipping, behavioral evaluation and support, daily enrichment and socialization, pet adoptions, volunteer management, and foster care placement/coordination.
- Animal Health provides veterinary care for animals sheltered by MCAS. Services include health examinations, medical and behavioral interventions, vaccinations, and spay/neuter and general surgical procedures.
- Client Services provides administrative services, including customer service, community information and referrals, lost/ found services and owner reunification, countywide pet licensing, processing of all MCAS revenues, and communication activities including media relations, social media, website (multcopets.org), and weekly newsletters.
- Field Services (Animal Control) provides 24/7 hour public safety emergency response to calls concerning animals attacking and injuring people or animals; 24-hour emergency rescue for injured, sick and abused animals; investigation services for animal bite cases and animal abuse and neglect cases; facility licensing programs and enforcement.

Significant Changes

Historically, the primary role of MCAS has been animal control enforcement and stray animal sheltering. In harmony with County equity goals and the MCAS North Star of providing quality care for animals and equitable services for the community, MCAS is shifting resources toward supporting pet owners to care for and retain their animals. The aim is to prevent animals from needing shelter due to surrender or abandonment, and to intervene prior to the need for enforcement activity.

MCAS is consulting with the University of Wisconsin Shelter Medicine Program to make operational changes to our sheltering model, including intake processes, behavior management, and animal pathways. MCAS will also be reviewing practices in animal law enforcement, and strategies for outreach and partnerships to enhance equity and accessibility in services.

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 30 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 300 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. The Elections Division is also responsible for the campaign finance disclosure program and investigating any related complaints.

Significant Changes

A strategic assessment of the Elections Division conducted in FY 2022 showed that the division has significant strengths—dedicated, mission-driven staff, a voter-focused customer service model that prioritizes education and outreach, advanced technology systems that streamline ballot processing and accessible voter services. However, it is under-staffed during normal operations and overstretched during election periods. These conditions combined with the persistent disinformation campaigns threaten the division's ability to reliably and safely administer elections for the residents of Multnomah County.

In response to the assessment, the budget includes several new programs for FY 2023 that ensure the division's staffing can support new and existing programs. These programs will establish basic, adequate staffing for the division's work year-round with three new FTE, add two limited duration positions on a pilot basis - one that will add additional culturally-specific capacity to the voter education and outreach program and the other will provide direct support to front-line customer service staff during the transition to a new statewide voter registration system. The final program offer will provide additional budget capacity for the high turnout November 2022 gubernatorial 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 between the natural and built environments, 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 haulers for solid waste disposal and recycling in the rural unincorporated areas of the County, provides education and outreach to residents about recycling and waste prevention, and provides technical assistance to businesses to meet state and regional requirements ensuring waste is minimized and the remainder disposed of in a coordinated, efficient and responsible manner.

Significant Changes

An organizational assessment conducted in the second quarter of FY 2022 identified the Zoning Code as the root cause of many organizational issues. In addition, as part of the Division's efforts to address equity in the services it provides, the Zoning Code was found to include barriers to participation by BIPOC and underrepresented community members due to its bias towards property ownership and reliance on complicated and lengthy processes. Funding for an equity audit and comprehensive update of the Zoning Code will align processes with impacts, provide clarity for staff and customers, and remove structural barriers that have fostered inequities in the land use planning process.

Configuration and implementation of a new permitting system will begin in the third quarter of FY 2022 with a targeted implementation date of the first quarter of FY 2024. This project will replace an at-risk software system and expand it to include the Transportation Division, County Service Districts, and Code Compliance. Current Planning staff will be heavily involved in the development of workflows and configuration of the system throughout FY 2023.

Transportation

The Transportation Division comprises Bridges, Roads, the County Surveyor, and Planning and Development:

- 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.
- 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. This program also coordinates the countywide responses to clean water regulations.

Significant Changes

Transportation has significantly increased collaboration with other County teams, including Environmental Health and the Office of Sustainability, to create well-coordinated and informed responses to climate change and disparate health impacts of the transportation system on communities of color. We have also increased engagement on Transportation policy at the regional and state levels, using our expertise informed by the County's strong values for equitable outcomes for communities of color and other historically marginalized groups to influence policy that will create a safer and more just transportation system.

Transportation is at the forefront of establishing an asset management approach at DCS. A department-wide asset management policy adopted at the end of FY 2021 commits to making decisions using a Triple Bottom Line approach: equitable outcomes and impacts, social equity and an anti-racist lens to achieve racial justice; environmental health and sustainability; and fiscal responsibility and economic mobility. The division is embarking on a process to create a strategic asset management plan prioritizing community safety and asset management plans using preventive maintenance strategies for roads, bridges and culverts. In FY 2022, Transportation division revenues began to recover from the COVID-19 pandemic. Receipt of COVID-19 relief funds passed through the State, from the Federal Highway Administration allowed us to program critical updates to our foundational documents and support racial equity through community engagement, address emergency work without impacting staffing or other programmed work, and plan a major capital project to improve pedestrian safety on a critical corridor in East Multnomah County.

Community Services

fy2023 proposed budget

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 2023 General Fund	Other Funds	Total Cost	FTE
Director's Office					
90000	Director's Office	\$1,958,144	\$0	\$1,958,144	7.00
90001A	Human Resources	911,317	0	911,317	5.00
90001B	DCS Wide Organizational, Cultural & Equity Support	174,881	0	174,881	1.00
90002	Business Services	629,827	2,660,173	3,290,000	17.00
90014	Levee Ready Columbia (IGA Obligation)	0	50,000	50,000	0.00
Animal Services					
90005	Animal Services Client Services	1,967,644	1,115,000	3,082,644	16.00
90006	Animal Services Field Services	2,012,687	5,500	2,018,187	14.00
90007	Animal Services Animal Care	3,608,537	2,736,186	6,344,723	21.00
90008	Animal Services Animal Health	1,258,212	7,500	1,265,712	8.00
Elections					
90010A	Elections	5,345,872	0	5,345,872	11.00
90010B	Basic Staffing for Elections	464,975	0	464,975	3.00
90010C	Elections Capacity - Ballot Production	300,000	0	300,000	0.00
90010D	Limited Duration Voter Education & Outreach	123,593	0	123,593	0.00
90010E	Elections Oregon Centralized Voter Registration Implementation	143,566	0	143,566	0.00
Land Use Planning					
90020	LUP Code Compliance	303,554	0	303,554	2.00
90021A	Land Use Planning	2,188,872	50,000	2,238,872	10.00
90021B	Land Use Planning Code Equity Analysis and Update	500,000	0	500,000	0.00
90021C	Land Use Planning Capacity Building Resources for On-call Support	100,000	0	100,000	0.00
Transportation					
90012	County Surveyor's Office	0	5,300,439	5,300,439	10.00
90013	Road Services	100,000	19,544,766	19,644,766	46.60
90015	Bridge Services	0	28,916,022	28,916,022	26.75
90018A	Transportation Capital	0	44,479,069	44,479,069	12.40
90018B	Construction of Tier 1 ADA Ramps (1 of 2 year)	268,182	1,181,818	1,450,000	0.00
90019	Earthquake Ready Burnside Bridge	0	51,085,354	51,085,354	4.25

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 2023 General Fund	Other Funds	Total Cost	FTE
Transportation Division (cont.)					
90022	State Transportation Improvement Fund/Transit	0	1,613,121	1,613,121	0.00
90023	City Supplemental Payments	<u>0</u>	<u>43,755,177</u>	<u>43,755,177</u>	<u>0.00</u>
	Total Community Services	\$22,359,863	\$202,500,125	\$224,859,988	215.00

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Department: Community Services **Program Contact:** Jamie Waltz
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 90001, 90002
Program Characteristics:

Executive Summary

The Department of Community Services (DCS) oversees four areas: land use planning, transportation services for County roads and bridges, animal services and elections. Many of the services provided are mandated through Federal, State or local laws.

The Director's Office leads, manages and oversees these mandated and non-mandated department services. The Director's Office also supports the implementation of both County and DCS initiatives across the divisions. The work of DCS is guided by our mission vision and values.

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, and Transportation services. Business Services, Human Resources and Equity & Organizational Culture sit within the Director's Office.

The Director works with Division Managers to establish priorities and strategies, and provides support to implement projects and programs that are in alignment with DCS and Board policies. DCS is undergoing significant transformation at the department level and within each division. Workforce equity and implementing the DCS Equity Strategic Plan are priorities.

The DCS Equity Strategic Plan was formulated in the DCS Equity Committee along with suggestions that were voiced from the feedback groups. The goals for the DCS Equity Strategic Plan fall into three domains: personal, cultural, and institutional, and will be rolled out in three phases moving from awareness and knowledge building to practicing skills and building relationships with the local community.

The Director's Office is supporting culture change work in each division through building personal and interpersonal communication and relationship-building skills as well as supporting management to meet the County's goals in the Workforce Equity Strategic Plan and core competencies for staff. We are approaching this transformation by meeting the needs of our diverse workforce while operating and adapting our systems and structures to meet current community needs. We are building an organization that values learning, continuous improvement and empowers staff.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of department wide communications	new	24	36	38
Outcome	Percent of employees receiving an annual evaluation	100%	100%	100%	100%

Performance Measures Descriptions

Percent of employees receiving an annual evaluation or have one-on-one meetings with their supervisors reflects the desired outcome that all employees receive performance feedback from their supervisor every year. Department wide communications include all-staff emails from the DCS director, department newsletter, and all-staff meetings.

Legal / Contractual Obligation

The Department of Community Services is established under County Code Chapter 13. The department is assigned the following functions: Land Use Planning and Development; Services and duties prescribed by state law relating to special district annexations and withdrawals, Services relating to county service districts and agencies relating to natural environment; Services and duties prescribed by state law relating to construction maintenance and operations of county roads and bridges; Surveys examinations, inspections, and issuance of permits relating to construction and occupancy of buildings and other facilities: Animal services: and County elections.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,336,040	\$83,852	\$1,422,290	\$0
Contractual Services	\$161,753	\$0	\$262,876	\$0
Materials & Supplies	\$46,480	\$0	\$49,920	\$0
Internal Services	\$169,079	\$24,572	\$223,058	\$0
Total GF/non-GF	\$1,713,352	\$108,424	\$1,958,144	\$0
Program Total:	\$1,821,776		\$1,958,144	
Program FTE	7.00	1.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$108,424	\$0	\$0
Other / Miscellaneous	\$1,271,151	\$0	\$1,483,237	\$0
Total Revenue	\$1,271,151	\$108,424	\$1,483,237	\$0

Explanation of Revenues

The Director's Office is supported by department indirect (Cost Allocation Plan), County General Fund and the dedicated funds in the Transportation division. Department indirect is reflected in Other/Miscellaneous under the program revenues at \$1,269,398 for FY 2022. The Intergovernmental revenue comes the Road Fund revenue to support an administrative position supporting transportation activities but assigned to the Director's Office.

Significant Program Changes

Last Year this program was: FY 2022: 90000 Director's Office

Increase in professional services budget to support our work around equity strategic planning, team building, cultural change and organizational development in DCS. The increase in Other /Miscellaneous revenues is the result of a change in the department indirect rate which had an 11.6% increase above FY 2022 and is now set at 11.91% for FY 2023. Changes in the department indirect revenue also are impacted as positions and salaries fluctuate each year. 1.00 FTE supported by Other Funds moved out of the Director's Office and into the Road Services (offer 90013).

Department: Community Services **Program Contact:** Cynthia Trosino
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 90000, 90002
Program Characteristics:

Executive Summary

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

Program Summary

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

DCS Human Resources staff consults and advises management and employees on interpreting and applying the County's human resources performance planning process, personnel rules, policies, procedures, collective bargaining and labor agreements, and other applicable laws and regulations governing public sector employment.

The program provides DCS managers with additional services including: recruitment and retention services; analyzing recruitment practices to identify barriers to BIPOC candidates; equity-informed orientation and onboarding practices; performance management consultation; discipline and grievance processing; and dispute resolution.

The program facilitates the department's Family Medical Leave Act (FMLA) and Oregon Family Leave Act (OFLA) requirements, maintains its personnel records and provides an essential liaison relationship with the County's Central Human Resources and Labor Relations staff.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average days to fill recruitments	85	69	90	90
Outcome	Percent of new staff provided a 30-day new hire survey	100%	100%	100%	100%

Performance Measures Descriptions

Average days to fill recruitments represents the speed with which HR fills positions, beginning with the hiring manager submitting the recruitment request and ending when a job offer is accepted by a candidate. Percent of new employees provided a 30-day new hire survey represents DCS goal to ensure that all new employees have the opportunity to share what is and is not working and support organizational improvement.

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	2022	2022	2023	2023
Personnel	\$819,635	\$0	\$836,695	\$0
Materials & Supplies	\$2,500	\$0	\$4,480	\$0
Internal Services	\$60,253	\$0	\$70,142	\$0
Total GF/non-GF	\$882,388	\$0	\$911,317	\$0
Program Total:	\$882,388		\$911,317	
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 2022: 90001 Human Resources

No significant changes in this program offer.

Department: Community Services **Program Contact:** Cynthia Trosino
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 90000, 90002
Program Characteristics:

Executive Summary

This program offer adds an HR Analyst Senior position to add capacity to the Department of Community Services (DCS) Human Resources program, with a focus on achieving equity-related goals. The HR program provides direct support to Division Managers and current and prospective employees; including over 200 regular full and part time employees and over 300 on-call employees. This new position will ensure the HR program achieves equity goals in recruitment, onboarding, training and retention activities and measures outcomes related to those activities

Program Summary

Human Resources plays a crucial role in implementing Workforce Equity Strategic Plan (WESP and DCS Equity Strategic Plan goals. This position is instrumental in supporting equity and cultural change work and, in partnership with the Equity Manager, carries out activities foundational to WESP goals including:

- Tracking training on management competencies
- Working with Central HR to provide training on working with employees with disabilities
- Developing and maintaining a mechanism to track professional feedback for managers and stay interviews
- Documenting employee profiles and development plans in Workday
- Building community relationships to diversify applicant pools

This position also supports DCS Equity Strategic plan goals including providing training and applying tools to advance equity awareness and a culture of learning and connection. The position supports measurement of DCS progress on equity goals by:

- Data gathering and analysis, such as tracking recruitment and retention of prospective and current BIPOC DCS staff
- Analyzing recruitment practices to identify barriers to BIPOC candidates
- Integrating equity concepts and tools, such as the Equity and Empowerment Lens, into orientation and onboarding practices

DCS Human Resources staff consults and advises 500+ management and employees on interpreting and applying the County's human resources performance planning process, personnel rules, policies, procedures, collective bargaining and labor agreements, and other applicable laws and regulations governing public sector employment. DCS Human Resources staff serve as Business Partners to managers and employees to provide human resource information system (HRIS) support of Workday and Workday processes including payroll support. This new position will add needed capacity to track and analyze workforce data in support of the County and department's equity goals.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of outreach activities with Community Based Organizations and other stakeholders to increase diversit	N/A	N/A	N/A	4
Outcome	Percent of new employees who complete DCS equity training within the first six months of employment	N/A	N/A	N/A	100%

Performance Measures Descriptions

The output measure represents ramping up of an outreach program to build relationships in communities of color and low income communities. The outcome measure represents our goal to ensure that all new employees are introduced to DCS equity training and resources.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$174,881	\$0
Total GF/non-GF	\$0	\$0	\$174,881	\$0
Program Total:	\$0		\$174,881	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This position will be supported by County General Funds.

Significant Program Changes

Last Year this program was:

New program offer request in FY 2023.

Department: Community Services

Program Contact: Tom Hansell

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs: 90000, 90001

Program Characteristics:
Executive Summary

The Department of Community Services (DCS) Business Services program provides administrative, financial and business support for the department. Services include development, management and administration of the department's annual budget, GIS and asset management, grants management, accounts receivable and accounts payable, payroll, contracts and purchasing. Staff members serve as liaisons between the department and internal service providers such as the Department of County Assets, County Finance and the Central Budget Office.

Program Summary

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

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

Business Services also manages two County service districts: The Dunthorpe-Riverdale Sanitary Sewer and Mid-Multnomah County Street Lighting Service Districts.

Business Services provides responsible leadership and sound budgetary and financial management and delivers results that are consistent with department and County priorities. Centering equity requires us to be intentional about the tools and processes we use to develop our budgets, to smartly use data to understand how we are meeting our goals, and to be thoughtful and transparent in how we talk about who we serve and the impact we're making. We ask for and earnestly listen to feedback from our staff, our customers and clients.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total dollars spent by DCS	\$104 M	\$157 M	\$123 M	\$193 M
Outcome	Percentage of invoices paid on time	94%	95%	97%	95%
Outcome	Percentage of Asset Management and GIS service requests completed on time	N/A	95%	90%	95%

Performance Measures Descriptions

Total dollars spent by DCS provides a general measurement of the activity level of Business Services. Invoices paid on time is the percentage of invoices paid within 30 days of the invoice date, which measures the effectiveness of the accounts payable process to issue timely payment to our vendors. Asset Management/GIS service requests submitted by DCS staff through the request portal must meet the response time proposed by the customer 95% of the time to ensure timely access to information.

Legal / Contractual Obligation

Oregon Revised Statutes (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; and Oregon Budget Law.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$546,993	\$1,939,306	\$556,386	\$2,034,769
Contractual Services	\$5,000	\$16,500	\$0	\$14,000
Materials & Supplies	\$11,980	\$46,600	\$12,220	\$37,050
Internal Services	\$81,824	\$509,960	\$61,221	\$574,354
Total GF/non-GF	\$645,797	\$2,512,366	\$629,827	\$2,660,173
Program Total:	\$3,158,163		\$3,290,000	
Program FTE	3.00	14.00	3.00	14.00

Program Revenues				
Intergovernmental	\$0	\$1,155,263	\$0	\$1,525,023
Other / Miscellaneous	\$0	\$926,535	\$0	\$1,015,150
Beginning Working Capital	\$0	\$330,568	\$0	\$0
Service Charges	\$0	\$100,000	\$0	\$120,000
Total Revenue	\$0	\$2,512,366	\$0	\$2,660,173

Explanation of Revenues

This program generates \$315,390 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 support.

Significant Program Changes

Last Year this program was: FY 2022: 90002 Business Services

No significant changes in the FY 2023 budget.

Department: Community Services **Program Contact:** Wade Sadler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90006, 90007, 90008, 90009
Program Characteristics:

Executive Summary

The Multnomah County Animal Services (MCAS) Client Services program provides a broad range of customer service in the shelter facility, as well as support and resources for our community. Key service areas include staffing the Division's call center, providing community information and referrals, managing the countywide pet licensing program, processing all MCAS revenues, lost and found pet reunification services, and communication activities. Support is prioritized based on equity considerations including income level and housing status, with multilingual support.

Program Summary

The Client Services program provides services 7 days a week to residents of Multnomah County and delivers the following services: call center staffing, pet licensing, revenue processing, lost and found services, and communication.

The MCAS call center provides information, assistance and referrals for 50,000 annual phone customers. Regular business phone lines are staffed seven days a week, typically providing approximately 45 hours of service each week. Calls received by the call center include lost and found inquiries, requests for low-income veterinary services, animal nuisance complaints in neighborhoods, and cruelty/neglect complaints. Call center staff are trained to provide referrals and resources to pet owners with a focus on protecting the human-animal bond and keeping pets in their homes.

Client Services also assists clients in person at the Animal Shelter. Members of the public who visit the shelter are provided support through help with filing lost and found reports, tracing and contact services for owners whose pets have come to the shelter with identification, and helping owners reclaim lost animals that are at the shelter. During the COVID-19 pandemic, impound and boarding fees are waived for all owners to remove financial barriers which may otherwise prevent them from being reunited with their lost pet. MCAS seeks to conduct a fee equity study in FY23 and amend county code to waive these fees on a permanent basis. Beginning in January 2022, Client Services expanded outreach efforts for found pets by posting stray animals with no contact tracing leads to social media platforms including Nextdoor and Facebook.

Client Services also processes all pet licensing, including license sales and renewals received via USPS, license sales by veterinary partners in the community, and online sales at multcopets.org. On average, over 40,000 licenses are processed annually, and the Client Services program manages between 90,000-100,000 active licenses. Licenses are eligible for a fee reduction for senior citizens and low-income clients. A licensing grace period was implemented from March 2020 to July 2021 during the COVID-19 pandemic, reducing these numbers.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Pet licenses processed	39,352	50,000	30,000	40,000
Outcome	Percentage of lost/stray dogs returned to owners	N/A	N/A	N/A	58%
Output	Calls from the public	N/A	N/A	N/A	28,000
Outcome	Percentage of lost/stray cats returned to owners	N/A	N/A	N/A	10%

Performance Measures Descriptions

Pet licenses processed include licenses that have been issued. It does not account for licenses that are not in compliance and are being managed by the staff. MCAS is adding the percentage of animals returned to owners (RTO) for dogs and cats. Nationally, RTO rates for dogs are 40% and for cats 5%. Calls from the public represent phone calls received seeking assistance with licensing, rehoming, adoption, lost & found pets, and a variety of other supports provided to the community with the goal of protecting and preserving human-animal bonds.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 609.100 to 609.110 pertains to Animal Control mandates, which includes dog license requirements. 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. MCC 13.100-13.104 pertains to pet licensing for dogs and cats, as well as rabies requirements for licensing. MCC Resolution 2019-067 establishes fees required.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,691,056	\$0	\$1,767,718	\$0
Contractual Services	\$70,000	\$14,240	\$55,000	\$9,391
Materials & Supplies	\$28,556	\$11,717	\$32,190	\$8,723
Internal Services	\$114,121	\$0	\$112,736	\$0
Cash Transfers	\$0	\$1,398,043	\$0	\$1,096,886
Total GF/non-GF	\$1,903,733	\$1,424,000	\$1,967,644	\$1,115,000
Program Total:	\$3,327,733		\$3,082,644	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,374,000	\$0	\$1,115,000
Other / Miscellaneous	\$0	\$50,000	\$0	\$0
Financing Sources	\$1,398,043	\$0	\$1,096,886	\$0
Total Revenue	\$1,398,043	\$1,424,000	\$1,096,886	\$1,115,000

Explanation of Revenues

In the General Fund, the revenue (\$1,096,886) represents the cash transfer from the Animal Services Fund to the General Fund. It includes revenue from pet licensing fees, plus fines collected related to pet licensing. State law requires counties to collect animal fees and licensing revenue in a dedicated fund.

Significant Program Changes

Last Year this program was: FY 2022: 90005 Animal Services Client Services

Current state legislation contains a requirement for proof of rabies at time of an animal license issuance, which creates barriers to pet licensing. The rabies requirement significantly impacts the ability of owners to license their pets and this has become more challenging due to the COVID-19 pandemic as many veterinary clinics continue to have limited availability. Current year forecasted revenue continue to fall short of budget and in FY 2023 the plan has been lowered to better align with what is expected due to enforcement of proof of rabies.

Department: Community Services **Program Contact:** Wade Sadler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90005, 90007, 90008, 90009
Program Characteristics:

Executive Summary

The Multnomah County Animal Services (MCAS) Field Services program is responsible for enforcement of a broad range of city, county and state laws, and provides 24-hour public safety emergency response to calls concerning animals attacking and injuring people and animals, as well as 24-hour emergency animal rescue for injured, sick and abused animals. Field Services also provides investigation services for animal bite, animal abuse and neglect, and other animal nuisance cases. Field Services equitably supports the community with education and assistance in helping resolve neighborhood animal issues, provides owners with tools and resources to ensure appropriate care for their pets and coordinates with other county departments to holistically support issues and concerns.

Program Summary

The Field Services program delivers animal control services to ensure public safety relating to animals. Services include responding to dog attacks, investigating animal bites, quarantining animals to meet public health requirements for rabies, picking up stray or deceased animals, and assisting law enforcement agencies as first responders for situations that impact pets and people in the community such as house fires, emergency hospitalization, incarceration, vehicle accidents, and evictions. Service is provided seven days a week, and emergency services are available 24 hours a day. This program serves all cities and unincorporated areas in Multnomah County.

Field Services responds to and investigates all cases of suspected animal abuse/neglect/abandonment, reports of dog fighting activities and ensures that humane standards of care are provided to all animals in licensed animal facilities (boarding facilities, breeding kennels, retail stores, etc.). Field Services responds to calls regarding animal nuisance complaints and provides community education, resources, and information related to responsible pet ownership and compliance with city, county, and state laws involving animals. This program handles public records requests and coordinates administrative hearings for animal-related ordinance violations.

Field Services officers are from diverse backgrounds, with multilingual capabilities. They consider equity and possible community bias in filed complaints, and respond with the goal of helping community members and disadvantaged pet owners retain and care for their animals. This includes direct support for residents experiencing low-income or homelessness, as well as marginalized communities that have historically been underserved. Services often include responding to pet crises within camps for people experiencing homelessness, facilitating both emergency and non-emergency veterinary care, providing education and resources for stray dog issues due to limited secure enclosures or leash compliance, and providing boarding due to unanticipated emergency crises. Officers carry pet food and other supplies to meet the immediate needs of community members.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Calls Responded to by Officer	6,957	7,500	8,000	7,500
Outcome	Percentage of animal complaints resolved through non-punitive, supportive enforcement	N/A	N/A	N/A	90%

Performance Measures Descriptions

Number of calls responded to by officers reflects complaints received by dispatch that ACO-2 positions respond to over the course of a year. These calls include dog attacks, cruelty/neglect complaints, nuisance and stray animals, and bite investigations. Complaints resolved through supportive enforcement is a new performance measure; it tracks complaints where community members were provided education, resources, or other guidance that did not result in a notice of infraction or citation.

Legal / Contractual Obligation

Oregon Revised Statute (ORS) 609.010 to 609.190 pertains to state Animal Control mandates, which include: dogs running at large prohibited, dangerous dogs regulations, dogs as public nuisance prohibited, 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. Multnomah County Code 13.150-13.999 pertains to county Animal Control mandates.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,518,785	\$0	\$1,587,445	\$0
Contractual Services	\$157,500	\$55	\$130,000	\$0
Materials & Supplies	\$41,500	\$0	\$41,500	\$0
Internal Services	\$250,914	\$0	\$253,742	\$0
Cash Transfers	\$0	\$5,445	\$0	\$5,500
Total GF/non-GF	\$1,968,699	\$5,500	\$2,012,687	\$5,500
Program Total:	\$1,974,199		\$2,018,187	
Program FTE	14.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,500	\$0	\$5,500
Financing Sources	\$5,445	\$0	\$5,500	\$0
Total Revenue	\$5,445	\$5,500	\$5,500	\$5,500

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 facility licensing fees, Dangerous and Potentially Dangerous Dog fees, appeal fees, public record fees, plus fines collected for notices of infractions related to enforcement of Multnomah County Code

Significant Program Changes

Last Year this program was: FY 2022: 90006 Animal Services Field Services

MCAS is partnering with the University of Wisconsin Shelter Medicine Program. One of the primary goals of the partnership is to evaluate the impacts of implementing diversity, equity, and inclusion interventions in Animal Control and enforcement. This includes a review of current policies and enforcement practices, followed by reform or creation of new policies and practices that support the human-animal bond in our community and ensure equitable access and engagement from Field Services. This work will focus on providing resources to the community and reserve punitive interventions for times when there is no other alternative.

Department: Community Services **Program Contact:** Wade Sadler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90005, 90006, 90008, 90009
Program Characteristics:

Executive Summary

The Multnomah County Animal Services (MCAS) Animal Care program provides humane shelter 365 days a year for lost, stray, injured, sick, abandoned, abused and neglected animals in Multnomah County. The program reunites animals with their owners and adopts animals into new homes. The primary goal for Animal Care is providing excellence in shelter care that supports the health and welfare of animals and supports the transition of animals from the shelter back to their owners, or into new homes when necessary.

Program Summary

The Animal Care program provides comprehensive care to all animals in need of sheltering within Multnomah County, maintaining a clean, comfortable, safe and healthy environment, with a focus on providing medical and behavioral support from the time of admission until the animal is either reunited with its owner, placed in a new home, transferred to regional adoption partners and rescues, or other outcomes.

In addition to providing shelter for stray, lost, sick, and injured animals in Multnomah County, Animal Care provides emergency boarding services for pets of underserved community members who are in crisis facing circumstances ranging from eviction, hospitalization, domestic violence, arrest, or other unforeseen events.

Animal Care provides pet adoption services based on the Adopters Welcome model from the Humane Society of the United States, which focuses on matching animals with new owners by eliminating barriers such as income or residence checks and excessive adoption fees. The adoption model embraces adopters, and helps them succeed by providing ongoing support. MCAS is working to prevent adoption returns for preventable conditions and behaviors by developing pilot programs to expand post-adoption support to include enhanced transitional medical and behavioral support.

To produce the best outcomes and prevent behavioral deterioration, Animal Care conducts behavior and medical evaluations at the time of intake, and works alongside Animal Health to provide interventions and treatments to address behavior or medical concerns as early as possible. This results in better outcomes for animals and prevents behavioral deterioration in a sometimes stressful shelter environment.

Animal Care coordinates with volunteers in the shelter to provide enrichment, care, and support to shelter animals as well as volunteer foster homes for animals in need of behavioral or medical rehabilitation, management, or socialization, and coordinates animal transfers with over 50 partner agencies to facilitate transfer of animals to their services as needed.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average length of stay (in days)	N/A	N/A	N/A	18
Outcome	Live Release Rate - Dogs (calendar year)	92.5%	92.0%	92.0%	92.0%
Outcome	Live Release Rate - Cats (calendar year)	83.6%	85.0%	85.0%	85.0%
Output	Emergency boarding provided (number of animals)	N/A	N/A	N/A	375

Performance Measures Descriptions

Live Release Rate is an industry benchmark that represents the percent of all animals returned to owner, adopted or transferred to placement partners. Average Length of Stay is being added as a performance measure, the lower the number, the better long-term outcomes are for the animals. The FY 2023 goal is lower than the FY 2021 average. Emergency boarding is also being added as a performance measure; it represents the number of pets provided boarding when their owners were experiencing unanticipated crises and temporarily could not care for their pets.

Legal / Contractual Obligation

Oregon Revised Statute (ORS) 609.010 to 609.190 pertains to Animal Control mandates, which includes impoundment and shelter requirements for violations. ORS 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements. Multnomah County Code (MCC) 13.505-13.506 pertains to impoundment and disposition of animals. MCC 13.153 pertains to facility and housing standards for animals.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,102,299	\$0	\$2,210,542	\$0
Contractual Services	\$15,000	\$1,088,492	\$7,000	\$734,792
Materials & Supplies	\$88,809	\$227,123	\$106,780	\$227,464
Internal Services	\$1,216,994	\$0	\$1,284,215	\$0
Cash Transfers	\$0	\$247,448	\$0	\$674,536
Unappropriated & Contingency	\$0	\$1,097,088	\$0	\$1,099,394
Total GF/non-GF	\$3,423,102	\$2,660,151	\$3,608,537	\$2,736,186
Program Total:	\$6,083,253		\$6,344,723	
Program FTE	21.00	0.00	21.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$275,000	\$0	\$225,000
Other / Miscellaneous	\$0	\$115,000	\$0	\$165,000
Financing Sources	\$247,448	\$300,000	\$174,536	\$0
Interest	\$0	\$26,000	\$0	\$16,800
Beginning Working Capital	\$0	\$1,944,151	\$0	\$2,329,386
Total Revenue	\$247,448	\$2,660,151	\$174,536	\$2,736,186

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer (\$174,536) from the Animal Services Fund (Other Funds) to the General Fund. It includes revenue from adoptions as well as impound and boarding fees. In response to the community impacts of COVID-19, MCAS has temporarily suspended the assessment of impound and board fees in order to remove barriers for pet owners reuniting with lost pets. Other/Misc revenue represents our estimate of donation funds received during the year.

Significant Program Changes

Last Year this program was: FY 2022: 90007 Animal Services Animal Care

The program is continuing the process of a Facility Master Plan to explore the replacement or renovation of the existing shelter. Funding to support the Master Plan is supported through the Animal Control Capital Donation Fund (Shelter Dreams Account/Dedicated Revenue). In order to better inform the Master Plan, MCAS is partnering with the University of Wisconsin Shelter Medicine Program. A primary goals of the partnership is to review and evaluate internal processes to ensure excellence in the quality of care we provide for animals in our shelter, including prioritizing behavioral and medical needs, providing enhanced enrichment, shortening length of stay, and improving re-homing processes. The increase in Cash Transfers is a result of a \$500,000 transfer into the Facilities Capital Fund (Offer 78234) is budgeted to continue work on a new animal shelter, using the proceeds from the sale of the County Pig Farm.

Department: Community Services **Program Contact:** Wade Sadler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90007
Program Characteristics:

Executive Summary

The Multnomah County Animal Services (MCAS) Animal Health program provides veterinary care 365 days a year for lost, stray, injured, sick, abandoned, abused and neglected animals found in Multnomah County. The program provides comprehensive veterinary care in our American Animal Hospital Association (AAHA) accredited hospital and contracts services with veterinary emergency hospitals in the community. In addition to standard veterinary care, the Animal Health program performs surgical procedures including spay and neuter, dental, amputations, and a variety of other procedures. The primary goal for Animal Health is improving medical and behavioral outcomes for animals, and providing palliative care to improve the quality of life for sick and injured animals.

Program Summary

The Animal Health (AH) program supports Animal Care in providing a clean, comfortable, safe and healthy environment to house and care for all animals that enter the shelter by providing medical protocols and guidelines that protect animals in the shelter from infectious disease outbreaks. AH also provides direct veterinary care including treatments for injuries and illnesses, preventative treatments including vaccinations, and emergency medical care for animals in distress.

AH provides surgical care when necessary, including performing spay and neuter surgeries for animals prior to placement into new homes, amputations, wound repair, dentals, and other procedures as needed. Animal Health facilitates enhanced care for animals in need of specialty procedures such as neurological or orthopedic care. These types of specialized care are funded by private donations via Dolly's Fund, which was established to provide medical care for animals that otherwise would not receive the treatment they need.

In addition to surgical procedures for shelter animals, AH provides spay and neuter services to low-income community members through a subsidized program called Spay & Save, which is coordinated in partnership with the Animal Shelter Alliance of Portland (ASAP), of which MCAS is a founding member. This program provides equitable services to underserved community members who are unable to access this vital type of veterinary care through other means. The success of this program is systemically correlated with a manageable shelter population, reduced euthanasia, and reduced pet overpopulation in the community over time.

AH provides post-placement support for recent adopters, as well as longer-term support for shelter animals in need through more than 200 volunteer foster homes, which work to rehabilitate or socialize homeless animals in preparation for placement into new homes. AH coordinates with Field Services and contracts with veterinary hospitals to provide emergency care for animals in the community in need of immediate intervention.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Veterinary Consultations and Treatments Provided	N/A	8,500	7,000	7,500
Outcome	Surgeries provided to improve medical and behavior conditions for shelter animals	N/A	2,000	1,200	1,500
Outcome	Low-cost spay/neuter surgeries provided to the public	N/A	N/A	N/A	300

Performance Measures Descriptions

This program was previously included in the Animal Care program, resulting in a lack of historic comparable data. Veterinary consultations and treatments provided include exams, diagnostic consultations and care/treatment of injuries and illnesses. Surgeries performed are primarily spay and neuter procedures, but also include other general procedures such as amputations, wound repair, and dental procedures. A new performance measure was added for FY23 to track spay and neuter surgeries provided to members of the public that are low/no-income.

Legal / Contractual Obligation

Oregon Revised Statute 433.340 - 433.390 pertains to Rabies Control which includes: requirements to report animal bites, impoundment, quarantine and disposition requirements, inoculations against rabies requirements, and records requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$796,560	\$192,429	\$1,019,752	\$0
Contractual Services	\$40,000	\$0	\$91,000	\$0
Materials & Supplies	\$134,551	\$0	\$147,460	\$0
Cash Transfers	\$0	\$10,000	\$0	\$7,500
Total GF/non-GF	\$971,111	\$202,429	\$1,258,212	\$7,500
Program Total:	\$1,173,540		\$1,265,712	
Program FTE	6.00	2.00	8.00	0.00

Program Revenues				
Financing Sources	\$10,000	\$0	\$7,500	\$0
Beginning Working Capital	\$0	\$192,429	\$0	\$0
Service Charges	\$0	\$10,000	\$0	\$7,500
Total Revenue	\$10,000	\$202,429	\$7,500	\$7,500

Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. Service Charges (\$7,500) primarily includes revenue from co-pays for spay and neuter procedures performed for community members and their pets. These revenues have been significantly impacted by COVID-19 as surgery was initially fully suspended to conserve PPE at the beginning of the pandemic, and has slowly been resumed with a focus primarily on shelter animals.

Significant Program Changes

Last Year this program was: FY 2022: 90008 Animal Services Animal Health

MCAS is partnering with the University of Wisconsin Shelter Medicine Program. A primary goal of the partnership is to ensure excellence in the quality of care we provide for animals in our shelter, including prioritizing behavioral and medical needs and providing focused, individualized care for high-needs animals. This will result in healthier outcomes for animals by redirecting resources for animals most in need, and eliminating unnecessary routines. MCAS is also expanding services contracted with emergency veterinary hospitals to equitably serve community members and their animals.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90010B
Program Characteristics:

Executive Summary

The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. Under Oregon law, regular election dates are in March, May, September and November. Under state and local law, special elections and recall elections can also be called at any time of the year. This program offer supports the entire elections program, covering 11 full-time and up to 300 on-call election workers' pay, materials and supplies to cover four possible elections, contracts with vendors to support ballot production, mailing and technology, and all of the county facilities and support services that make elections possible.

Program Summary

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

Conducting elections involves many processes including registering voters; maintaining the statewide voter registration and election management database; maintaining address and district data; checking signatures on city and local candidate and initiative petitions; accepting candidate and measure filings; producing voters' pamphlets; issuing and mailing ballots; managing the main office, a satellite voting center and 30 other drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities and voters who speak languages other than English; counting ballots; and releasing results. During major elections, the Elections Division brings on as many as 300 on-call election workers to assist its 11 full time staff.

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

Elections is also responsible for the county campaign finance contribution limits and disclosure program that became fully operational in September of 2021. Elections is responsible for educating candidates about contribution limits and disclosure requirements on campaign advertising and is responsible for investigating complaints.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of voters using ballot tracking	29%	29%	29%	31%
Outcome	Percent of customers who are satisfied with counter service	95%	97%	98%	97%
Efficiency	Personnel cost per 1,000 ballots cast	\$1,385	\$1,100	\$1,100	\$1,000

Performance Measures Descriptions

Percent of voters using ballot tracking is percent of voters using BallotTrax to track and receive messages about their ballot status. Percent of customers satisfied with counter service is percent of customers indicating that service met or exceeded expectations. FY 2021 Actual for the personnel cost measure is for the Nov. 2020 election, FY 2022 Purchased and FY 2022 Estimate are for the 2022 primary election and FY 2023 Offer is for the Nov. 2022 election.

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	2022	2022	2023	2023
Personnel	\$1,890,437	\$0	\$2,067,886	\$0
Contractual Services	\$1,526,713	\$0	\$1,479,675	\$0
Materials & Supplies	\$461,037	\$0	\$522,924	\$0
Internal Services	\$1,215,367	\$0	\$1,275,387	\$0
Total GF/non-GF	\$5,093,554	\$0	\$5,345,872	\$0
Program Total:	\$5,093,554		\$5,345,872	
Program FTE	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$85,000	\$0	\$85,000	\$0
Service Charges	\$1,336,397	\$0	\$1,470,414	\$0
Total Revenue	\$1,421,397	\$0	\$1,555,414	\$0

Explanation of Revenues

Intergovernmental Revenue includes \$85,000 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.

The Service Charges Revenue includes two smaller special elections at \$350,000 each, November 2022 general election at \$48,589, May 2023 special election at \$711,125, Petition processing at \$10,700.

Additional funding is provided by the County General Fund.

Significant Program Changes

Last Year this program was: FY 2021: 90010A Elections

No significant changes in FY 2023

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 90010A, 90010C, 90010D, 90010E
Program Characteristics:

Executive Summary

This program offer is for an additional three ongoing, full time positions in the Elections Division. These positions will give Elections critical capacity to meet its mandated responsibilities, reduce risks, and safeguard the trust of Multnomah County voters; all of which are essential to the division’s mission. Additional staffing will add depth to leadership and management support for on-call workers as well as reducing the current burden on regular staff.

Program Summary

The Multnomah County Elections Division has significant strengths—dedicated, mission-driven staff and high levels of voter turnout. However, it is under-staffed during normal operations and overstretched during election periods. These conditions threaten the division’s ability to reliably and safely administer local, state, and federal elections for county residents.

In election administration it is a best practice to ensure that all critical systems have redundancies and backups to reduce the risk of failure in a system at a critical time leading up to and on election day. Elections has achieved that in all its election systems except staffing. This program offer would add capacity in staffing by adding three new positions. The goal of these positions would be to increase resiliency and reduce the risk of failure by adding new staff and realigning existing positions to meet the program’s needs.

- Position 1: Office Assistant Senior (bilingual) Purpose: Responding to sustained growth in population and voter registration, this position supports voter registration and customer service, and adds clerical, administrative, and culturally specific language capacity in one of Multnomah County’s top five most commonly spoken languages which increases access and reduces barriers for marginalized communities.
- Position 2: Campaign Finance, Districts and Candidates Coordinator Purpose: Addresses new responsibilities related to education and enforcement of campaign finance contribution limits and disclosure rules. Transfers responsibilities for coordinating with partner jurisdictions and candidates, processing public records requests, and managing candidate, voter pamphlet and measure filings from the existing Program Communications Coordinator position in order to allow that position to focus more on communications.
- Position 3: Elections Operations Manager Purpose: Operations Manager is responsible for overseeing and supporting the election operations of the division. Position supervises On-Call Election Workers, the Clerical Unit and all Program positions except for Communications and Campaign Finance. This position adds considerable capacity to the Elections Director to focus on strategic initiatives for the division including the Workforce Equity Strategic Plan, DCS Equity Strategic Plan, Elections strategic planning and visioning, staff leadership, legal analysis and legislative analysis and advocacy.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of campaign finance inquiries addressed	N/A	N/A	N/A	25
Outcome	Customer service interactions with voters in languages other than English	N/A	N/A	N/A	125

Performance Measures Descriptions

Number of campaign finance inquiries addressed is the number of inquiries about the campaign contribution limits and disclosure program that the Campaign Finance, Districts and Candidates Coordinator responded to throughout FY2023

Customer service interactions with voters in languages other than English is measuring the number of times customer service is provided in a language other than English for the November 2022 gubernatorial election.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$414,975	\$0
Materials & Supplies	\$0	\$0	\$11,000	\$0
Internal Services	\$0	\$0	\$39,000	\$0
Total GF/non-GF	\$0	\$0	\$464,975	\$0
Program Total:	\$0		\$464,975	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

Supported by County General Fund

Significant Program Changes

Last Year this program was:

This is a new program offer that will establish basic, adequate staffing for the division's work year-round.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 90010A, 90010B, 90010D, 90010E
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides additional one time only (OTO) funds to pay for the estimated \$300,000 in additional printing and processing costs associated with a two page ballot for the November 8, 2022 election. A two page ballot is a very unusual situation that has not happened since the November 7, 2000 election.

Program Summary

The City of Portland and Multnomah County have both convened statutorily required Charter Review Commissions (CRC) to examine the charters of their respective organizations and make recommendations for changes to the charter language. The recommendations by each CRC would become measures on the November 2022 ballot. Based on history, it is possible that both organizations could submit five charter measures, adding ten measures to the ballots of more than 450,000 out of 570,000 Multnomah County voters. This many measures being added to an already crowded November ballot would likely push the ballots of almost every voter to two pages. The November 2022 ballot will contain votes on Federal, State and Local candidate contests as well as many state and local measures.

Elections has estimated that the second ballot page printing costs and labor for processing the additional page would cost \$300,000. Elections' main program offer (90010A) does not have the capacity to absorb an additional \$300,000. This one-time-only program offer would cover these additional costs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Minimum number of voters served by the second page ballot	N/A	N/A	N/A	456,492
Outcome	Two page ballot printed	N/A	N/A	N/A	yes

Performance Measures Descriptions

Minimum number of voters served by the second page ballot is the number of voters likely to receive a ballot that contains both City of Portland and Multnomah County charter amendment measures along with other candidate contests and measures.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$43,200	\$0
Contractual Services	\$0	\$0	\$256,800	\$0
Total GF/non-GF	\$0	\$0	\$300,000	\$0
Program Total:	\$0		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County general funds one-time-only.

Significant Program Changes

Last Year this program was:

New program offer request in FY 2023.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 90010A, 90010B, 90010C, 90010E
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer adds a Program Technician (bilingual) to support work of the Voter Education & Outreach (VEO) program. VEO is central to Elections' equity goals. It works to identify and remove barriers to voting for marginalized and underserved communities through engagement, education and outreach. This position is proposed as limited duration to pilot this position and measure its impact. Expanding VEO capacity is central to achieving the vision of conducting accessible elections, providing outreach and education for all potential voters and candidates, and centering the needs of communities of color, people with disabilities and speakers of languages other than English.

Program Summary

The Program Technician (bilingual) will directly support & contribute to the work of the Voter Education & Outreach (VEO) program to conduct accessible elections and foster public trust in Multnomah County elections. The position will work under the direction of the program specialist, assisting in voter education activities, attending outreach events, providing language services and staffing the Voting Center Express. The position will support data collection, content and communication development and provide limited administrative support for the program. This position will also support the work of combating misinformation and disinformation through developing relationships and establishing Elections as a trusted source for accurate and accessible information.

This Program Technician is proposed as limited duration to pilot this position and measure its impact. Expanding VEO capacity is central to achieving the Division's vision of conducting accessible elections, providing outreach and education for all potential voters and candidates, and centering the needs of communities of color, people with disabilities and speakers of languages other than English.

The Program Technician will support key components of the program, including strengthening language assistance services by conducting outreach, providing customer service & delivering voter services in languages other than English (Vietnamese, Chinese – Cantonese, Chinese – Mandarin, Russian, or Somali) and continuing to build a framework to support voting for citizens who speak a language other than English in the home. With the addition of this position, VEO staff will also be able to support and expand upon the work of the Voter Assistance Team by improving outreach efforts to voters with disabilities. The Help America Vote Act requires outreach programs to inform individuals with disabilities about the availability of accessible voting options.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of outreach and education events focused on identified underrepresented communities	N/A	N/A	N/A	30
Outcome	Customer service interactions with voters in languages other than English	N/A	N/A	N/A	125

Performance Measures Descriptions

Legal / Contractual Obligation

The VEO program helps prepare Multnomah County to meet any possible future legal requirements should the mandatory language thresholds change in Oregon and as non-English language communities continue to increase in Multnomah County. This program also informs and provides support to the Voter Assistance Teams and does outreach to the disabled community for the federally mandated (Help America Vote Act 2002) program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$107,093	\$0
Materials & Supplies	\$0	\$0	\$16,500	\$0
Total GF/non-GF	\$0	\$0	\$123,593	\$0
Program Total:	\$0		\$123,593	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only County General Fund.

Significant Program Changes

Last Year this program was:

This is a new program offer that will create a limited duration position to expand the capacity of the voter education and outreach program.

Department: Community Services **Program Contact:** Tim Scott
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 90010A, 90010B, 90010C, 90010D
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer adds one new Limited Duration position. The Clerical Unit Supervisor will provide daily supervision and leadership to clerical staff and on-call Election Workers at times of increased voter customer service needs. This position also provides additional capacity and support to staff that will be spending time working with the State to test and implement the new Oregon Centralized Voter Registration (OCVR) software system. The position is proposed as limited duration in order to pilot this position and measure its impact toward reaching Election’s vision of a robust and resilient team, as well as providing Elections with the capacity to meet its mandated responsibilities in a changing environment.

Program Summary

The Oregon Centralized Voter Registration database is the primary tool for foundational voter registration services as well as management of all election activities such as creating and issuing ballots. The state is replacing this 17 year old database with the new Oregon Votes registration database which is scheduled to go-live in 2023. The new system will also have enhancements for Elections’ voter education and outreach activities by streamlining electronic registration and allowing for improved data collection on the effectiveness of voter outreach activities to underrepresented communities.

As the largest and most complex county in the state, Multnomah County Elections will play an outsized role in testing the functionality of Oregon Votes prior to it going live. This new position will provide daily supervision and leadership to the clerical staff responsible for testing the new system, maintaining voter registration records, and providing direct customer service. This will directly reduce the demands on the Election Systems Specialist (Program Specialist Senior) responsible for leading voter registration and customer service.

This position will directly support Elections customer service staff who are the first point of contact to voters that need help with voter registration and voting. Customer service staff are the access point for many voters that speak languages other than English to get help in their native language and for disabled voters to get assistance with voting. Aside from four full time Office Assistant Seniors, Elections has up to 40 on-call Election Workers directly interacting with voters during large elections like the upcoming November 2022 election and it is critical for these staff to receive consistent messaging, supportive supervision, and regular training. Having this pilot position during this critical time of transition to the new statewide voter registration system will ensure that there is adequate leadership capacity to support frontline workers by reinforcing training on language interpretation services, racial equity, Think Yes customer service standards, and trauma informed service delivery. This position will also support Elections’ vision of a robust and resilient team by providing additional supervisory support to customer service staff who are addressing voters’ concerns about disinformation and are more likely to experience racism and microaggressions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of functionality tests conducted in Oregon Votes	N/A	N/A	N/A	500
Outcome	Percentage of customer service staff receiving training on language interpretation services	N/A	N/A	N/A	100%

Performance Measures Descriptions

This new position creates capacity for testing functionality in the Oregon Votes system and increased supervisory capacity for frontline customer service workers. Number of functionality tests conducted in Oregon Votes is the number of tests that will be possible with the support of this new position. Percentage of customer service staff receiving training on language interpretation services measures the increase in supervisory capacity to support training of customer service staff.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$126,566	\$0
Materials & Supplies	\$0	\$0	\$17,000	\$0
Total GF/non-GF	\$0	\$0	\$143,566	\$0
Program Total:	\$0		\$143,566	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County general funds one-time-only.

Significant Program Changes

Last Year this program was:

This is a new one-time-only program offer that will create a limited duration position to provide direct support to front line customer service staff during the transition to the new statewide voter registration system, Oregon Votes.

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

Executive Summary

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

Program Summary

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

Mandated functions (required by state statute) include:

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

Other functions include:

- Provide surveying support for capital improvement projects on county roads and bridges. Current projects include the NE 238th/242nd Drive Improvement Project.
- Provide surveying support for County departments and local agencies. The program provides ongoing support to Road and Bridge Engineering and Road Maintenance for various projects (other than CIP).
- Provide surveying expertise to County and local agencies. Answer questions and provide assistance to the public regarding property boundaries and other property related issues.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of public land corner visits performed	103	100	100	100
Outcome	Percent of plats reviewed within 21 days	97.6%	95%	95%	95%
Output	Number of plats reviewed for approval	127	150	150	150
Output	Number of images added to SAIL website	1,049	1,000	1,100	1,000

Performance Measures Descriptions

The Surveyor's Office performs regular maintenance on over 1,000 public land survey corners on a 10 year cycle, addressing other work on these corners as needed and approves all land division plats in the County. Our goal to review plats within 21 calendar days of submittal represents an ambitious timeline that allows projects to move forward quickly. The Surveyor's Office makes survey-related records available to the public on our SAIL website, adding new images weekly.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,445,141	\$0	\$1,478,944
Contractual Services	\$0	\$90,843	\$0	\$50,000
Materials & Supplies	\$0	\$78,722	\$0	\$84,460
Internal Services	\$0	\$519,785	\$0	\$563,267
Unappropriated & Contingency	\$0	\$2,653,428	\$0	\$3,123,768
Total GF/non-GF	\$0	\$4,787,919	\$0	\$5,300,439
Program Total:	\$4,787,919		\$5,300,439	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,385,000	\$0	\$1,368,777
Interest	\$0	\$45,000	\$0	\$30,000
Beginning Working Capital	\$0	\$2,906,419	\$0	\$3,461,662
Service Charges	\$0	\$451,500	\$0	\$440,000
Total Revenue	\$0	\$4,787,919	\$0	\$5,300,439

Explanation of Revenues

This program generates \$229,237 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. Other/Misc Revenue consists of a fixed filing fee of \$475 per map filed in the survey records, a fixed recording fee at \$10 per recording of a property related deed document, and Offset Project Overhead Revenue collected from working for Transportation Capital projects. Interest is an estimate of interest revenue earned on the BWC of \$3.4M at the beginning of FY 2023. Service Charges reflect funds collected for the review of Condominium, Partition, and Subdivision plats, which are based on actual costs incurred.

Significant Program Changes

Last Year this program was: FY 2022: 90012 County Surveyor's Office

No significant changes for FY 2023.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90018
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 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. Before project prioritization and delivery we apply principles of equity and public outreach.

Program Summary

Road Services is responsible for planning, funding, designing, constructing, maintaining, and preserving County-owned roads and associated assets. 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 data driven 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 that Multnomah County residents communicated through our public outreach efforts.

In FY 2023 Road Services will begin to shift from our past practice of planning and managing projects and maintaining road system assets to a new paradigm. That paradigm is founded on planning, engineering and maintenance staff trained in strong project management skills, inclusive interpersonal skills and practices; data driven asset management systems that inform project and maintenance work priorities; and outreach and community engagement that cultivates deeper relationships with underserved communities. Road Services will learn from those relationships how the current transportation system meets or does not meet community needs, with a special focus on BIPOC and historically marginalized populations.

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 has remained 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of development proposals reviewed	102	160	120	150
Outcome	Urban Pavement Condition Index (PCI)	70	69	69	69
Outcome	Rural Pavement Condition Index (PCI)	63	59	59	57

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 Oregon Revised Statutes 368 and 371, and OAR 660-012. The Federal Highway Administration's Manual on Uniform Traffic Control Devices, Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts, Americans with Disabilities Act (ADA) provides standards 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	2022	2022	2023	2023
Personnel	\$0	\$6,691,410	\$0	\$6,133,474
Contractual Services	\$0	\$1,687,117	\$0	\$2,607,712
Materials & Supplies	\$0	\$1,218,379	\$0	\$1,521,694
Internal Services	\$100,000	\$4,268,712	\$100,000	\$4,402,156
Unappropriated & Contingency	\$0	\$1,274,448	\$0	\$4,879,730
Total GF/non-GF	\$100,000	\$15,140,066	\$100,000	\$19,544,766
Program Total:	\$15,240,066		\$19,644,766	
Program FTE	0.00	50.00	0.00	46.60

Program Revenues				
Fees, Permits & Charges	\$0	\$70,000	\$0	\$80,000
Intergovernmental	\$0	\$11,631,516	\$0	\$13,648,316
Taxes	\$0	\$0	\$0	\$96,329
Other / Miscellaneous	\$0	\$830,910	\$0	\$692,747
Financing Sources	\$0	\$316,491	\$0	\$316,491
Interest	\$0	\$88,349	\$0	\$134,752
Beginning Working Capital	\$0	\$1,486,721	\$0	\$4,211,131
Service Charges	\$0	\$375,000	\$0	\$365,000
Total Revenue	\$0	\$14,798,987	\$0	\$19,544,766

Explanation of Revenues

This program generates \$834,642 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 2022: 90013 Road Services

Transportation revenue has continued to recover and other one time only funds from grants and bridge fund transfers allows for the addition of a Senior Planner, Engineering Technician (Inspector), Road Supervisor, and an Office Assistant Senior to support the road program. Total Program FTE is showing changes as positions are now programmed across all Transportation program offers which is a change in FY 2023. The Road fund is also rebuilding a reserve which is included in a portion of the Unappropriated & Contingency (revenue/expense detail table).

Department: Community Services **Program Contact:** Jamie Waltz
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 2023 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. This payment fulfills the fourth year of a five year intergovernmental agreement.

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 7,500 residents (of whom 45% are people of color according to 2020 Census data), critical public infrastructure (including the state's second largest source of drinking water), businesses and employment centers, community assets, and hazardous materials at risk of flooding. Failing to act also risks 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 authority 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 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. FY 2023 represents the fourth year of a five year intergovernmental agreement.

Legal / Contractual Obligation

County commitments include contractual loan repayment obligations to the project and cash contribution for FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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.

Significant Program Changes

Last Year this program was: FY 2022: 90014 Levee Ready Columbia (IGA Obligation)

No significant changes to report in FY 2023.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 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 Planning, Engineering, Maintenance and Operations.

Program Summary

Bridge Services is responsible for planning, funding, designing, constructing, maintaining, operating, and preserving the County's six Willamette River Bridges and supporting the Road Services program for 24 other small bridge structures. The program contributes to the goals and strategies of the Department of Community Services in providing reliable infrastructure for diverse communities traveling in and through Multnomah County. This program offer supports four areas (Bridge Planning, Engineering, Maintenance, and Operations) to deliver services that comply with local, state, and federal transportation requirements while striving to achieve the transportation priorities that Multnomah County residents communicated through our public outreach efforts.

Each of the four areas work in tandem to preserve the long-term functionality of the County's Willamette River Bridges: Bridge Planning provides long range planning and regional coordination for the Willamette River Bridges, advocates for sustainable funding for the long-term health of the program, and facilitates advisory committees that provide critical input on Bridge Services program priorities and impacts to the community. Bridge Engineering provides engineering solutions and project management in support of Bridge Maintenance and Operations activities and identifies existing and future system repair needs.

Bridge Maintenance performs preventative maintenance and minor 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 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. Multilingual announcements were added to the remaining three movable bridges in FY 2022.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of preventative maintenance tasks completed	1,884	1,449	1,884	1,978
Outcome	Percent of bridge openings with minimal delay to river traffic	100%	99%	100%	99%

Performance Measures Descriptions

Preventative maintenance tasks help keep the bridges working properly and avert 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	2022	2022	2023	2023
Personnel	\$0	\$5,050,863	\$0	\$3,806,468
Contractual Services	\$0	\$377,500	\$0	\$7,296,566
Materials & Supplies	\$0	\$622,250	\$0	\$605,140
Internal Services	\$0	\$2,248,595	\$0	\$2,151,149
Capital Outlay	\$0	\$50,000	\$0	\$25,000
Unappropriated & Contingency	\$0	\$14,186,648	\$0	\$15,031,699
Total GF/non-GF	\$0	\$22,535,856	\$0	\$28,916,022
Program Total:	\$22,535,856		\$28,916,022	
Program FTE	0.00	33.00	0.00	26.75

Program Revenues				
Fees, Permits & Charges	\$0	\$3,500,000	\$0	\$3,780,000
Intergovernmental	\$0	\$1,465,132	\$0	\$2,360,290
Other / Miscellaneous	\$0	\$867,678	\$0	\$695,372
Beginning Working Capital	\$0	\$16,246,969	\$0	\$22,075,360
Service Charges	\$0	\$10,000	\$0	\$5,000
Total Revenue	\$0	\$22,089,779	\$0	\$28,916,022

Explanation of Revenues

This program generates \$563,836 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. Other/miscellaneous revenue comes from reimbursements for work performed for other projects and programs.

Significant Program Changes

Last Year this program was: FY 2022: 90015 Bridge Services

In FY 2023 add one Engineering Technician (Inspector) position in anticipation of the capital program work over the next 5 years. Total Program FTE is showing changes as positions are now programmed across all Transportation program offers which is a change in FY 2023.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90013, 90015
Program Characteristics:

Executive Summary

The Transportation Capital program offer represents capital improvements on County-owned Willamette River bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), roads, bicycle/pedestrian facilities, culverts, and small East Multnomah County bridges. The purpose of this program is to maintain, repair, and enhance the existing transportation system through the successful delivery of capital projects.

Program Summary

The Transportation Capital program is responsible for delivering capital improvement projects on the County-owned transportation system. These capital improvement projects aim to rehabilitate, enhance, or replace transportation infrastructure assets to serve the diverse communities who rely on these assets to safely get where they need to go.

The Transportation Capital Improvement Plan (TCIP) identifies road and bridge improvements, which have been created and prioritized using a variety of criteria including equity, sustainability, safety, asset management, mobility, and resilience. The Transportation Capital program includes projects selected from the TCIP as well as projects that prolong the lifespan of existing assets and address urgent needs of the system. The projects included in the FY 2023 program offer were selected based on their ranking in the TCIP, their alignment with available funding opportunities, and feedback from listening sessions with the public, which included targeted outreach to recruit BIPOC community members onto the focus groups. From that feedback the County heard that asset management and creating a safe and equitable transportation system for all, including BIPOC and other historically marginalized communities, were top priorities for the public.

Capital projects on the Willamette River Bridges in the FY 2023 program offer include: construction of the Morrison Bridge Paint Project, replacement of the Hawthorne Bridge control system, construction of the Broadway Bridge Deck Replacement Project, design of the Hawthorne Ramp Overlay Project, and design of the Morrison Bridge Strengthening. Capital projects on the County road system in the FY 2023 program offer include: construction of the Latourell Creek Bridge Replacement Project, design and construction of the Larch Mountain Overlay Project, design and construction of the Germantown Safety Project, design and overlays on Stark St and Scholls Ferry Road, design of the 257th Dr Improvement Project, design and construction of the Troutdale Roundabout Project, design of the Stark St Wingwall Replacement Project, and design of the Sandy & 223rd Improvement Project. This program relies upon the Bridge and Road Engineering programs to provide County staff to plan and oversee the design and construction associated with capital projects.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Dollar value of capital improvements	\$7.1M	\$37.0M	\$20.5M	\$31.8M
Outcome	Percent of project costs covered by grants	61%	90%	61%	65%

Performance Measures Descriptions

The dollar value of capital improvements includes all funds spent, regardless of source. The percentage of project costs covered by grants looks at the total cost of the project vs the expected contribution from the County to determine the percentage of funds that is covered by grants. This reflects the leveraging of County funds for grant dollars to build capital projects. The capital improvement totals do not include Earthquake Ready Burnside Bridge project costs (see offer 90019 for EQRB).

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$2,234,793
Contractual Services	\$0	\$37,009,692	\$0	\$28,411,112
Materials & Supplies	\$0	\$160,000	\$0	\$160,000
Internal Services	\$0	\$8,988,931	\$0	\$9,717,725
Capital Outlay	\$0	\$0	\$0	\$175,000
Unappropriated & Contingency	\$0	\$0	\$0	\$3,780,439
Total GF/non-GF	\$0	\$46,158,623	\$0	\$44,479,069
Program Total:	\$46,158,623		\$44,479,069	
Program FTE	0.00	0.00	0.00	12.40

Program Revenues				
Fees, Permits & Charges	\$0	\$10,357,929	\$0	\$10,130,172
Intergovernmental	\$0	\$35,801,801	\$0	\$28,968,391
Interest	\$0	\$15,000	\$0	\$5,000
Beginning Working Capital	\$0	\$771,049	\$0	\$5,375,506
Total Revenue	\$0	\$46,945,779	\$0	\$44,479,069

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 2022: 90018 Transportation Capital

We continue to be successful in securing grants from the Local Agency Bridge Program to fund capital projects on the Willamette River Bridges. Bridge Funds that were returned for three years to the Road Fund and backfilled by Vehicle Registration Fee dollars have allowed the funding of major safety improvements on a segment of 257th from Cherry Park North to Stark Street. Unanticipated asset failures continue to plague this program. We will have to take a loan to fund the replacement of two failed culverts on Sauvie Island with a new bridge. The loan will be paid off over 20 years and design work will begin in FY 2023 with construction in FY 2023 and FY 2024. Total Program FTE is showing changes as positions are now programmed across all Transportation program offers which is a change in FY 2023.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 90013, 90015, 90018
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Transportation Division in the Department of Community Services (DCS) developed an Americans with Disabilities Act (ADA) compliant Transition Plan (the Plan) for the County Maintained Road System that identifies barriers to pedestrian accessibility within the County right-of-way, recommends mitigation measures, estimates funding for proposed mitigation, and proposes a schedule to implement the improvements. Mitigation is currently focused on curb ramps.

Program Summary

In addition to the legal obligation to comply with federal requirements of the ADA, the County has an ethical obligation to ensure equitable access and outcomes for Multnomah County residents. Curb ramps that do not meet ADA pose significant safety risks and barriers to people living with disabilities and mobility restrictions. The consequences of failing to act include serious negative impacts on the quality of people's lives when they cannot get to where they need or want to go.

The cost to bring all of the County curb ramps into compliance is estimated at \$62M in today's dollars. Today, 890 County-owned curb ramps are out of compliance, 58 are in compliance, and more data is needed for the remaining 134 ramps. Curb ramps are prioritized for replacement based on the condition of the ramp (does it physically meet the legal requirements, including the presence of truncated domes) and its proximity to higher concentrations of people with disabilities and critical destinations such as medical care, transit, government services, shopping, significant sources of employment, etc.

The curb ramps selected for this phase of replacement are located in marginalized communities with a high percentage of residents with disabilities and a significantly higher percentage of Latinx residents, veterans, and children than the County as a whole. The ramps are located along busy streets including Halsey, Stark, Glisan, and Buxton that provide access to TriMet bus lines and other critical destinations. In addition, the County's Racial and Ethnic Approaches to Community Health (REACH) recent Transportation Crash and Safety Report finds that "any barrier to safe transportation influences risk factors for chronic disease and can inhibit healthy lifestyles" and reveals unacceptable inequities in transportation safety outcomes for Black residents, particularly in East Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of ramps designed for Phase II	N/A	N/A	N/A	50
Outcome	Number of ramps constructed not requiring ROW purchases Phase Ia	N/A	N/A	N/A	12
Outcome	Number of ramps requiring ROW purchases Phase Ib: Complete design (90% to 100%) and acquire ROW	N/A	N/A	N/A	40

Performance Measures Descriptions

Phase I of the ADA project constructs the top 52 highest scoring (most out of compliance) ramps in the ADA transition plan. Phase II of the ADA project will design and identify right of way (ROW) requirements for the next 50 highest scoring ramps in the ADA Transition Plan. The funding requested for FY23 will construct 12 Phase I ramps that are already at 100% design, complete design of 50 Phase II ramps and acquire ROW for 40 Phase II ramps. The remaining \$2.2M for FY 24 would construct the 40 ramps included in Phase 2.

Legal / Contractual Obligation

Compliance with the ADA is required by federal law. Failure to make significant, sustained efforts to comply with ADA through the replacement of deficient curb ramps puts the County at significant risk of lawsuits which could force short timelines and mandate levels of expenditure that would require all other transportation work to be suspended or require significant short term investment from the County general fund.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$268,182	\$1,181,818
Total GF/non-GF	\$0	\$0	\$268,182	\$1,181,818
Program Total:	\$0		\$1,450,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County general funds one-time-only and video lottery funds.

Significant Program Changes

Last Year this program was:

This is the first year of the program to begin replacing non compliant ramps. In FY 2020, DCS received \$500,000 in County general fund to design the first 52 Phase I ramps.

Department: Community Services **Program Contact:** Jon Henrichsen
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90015
Program Characteristics:

Executive Summary

The purpose of the Earthquake Ready Burnside Bridge (EQRB) Project is to create a seismically resilient Burnside Street lifeline crossing of the Willamette River that would remain fully operational and accessible immediately following the next Cascadia Subduction Zone earthquake. None of the old bridges downtown were designed to withstand this type of seismic event. A seismically resilient Burnside Bridge would support the region's ability to provide rapid and reliable emergency response. The County is currently in the process of completing an Environmental Impact Statement (EIS) for the Project. A Final EIS and Record of Decision is anticipated to be complete by summer of 2022. This program offer represents the effort required in FY 2023.

Program Summary

The EQRB program encompasses the work to replace the existing Burnside Bridge in downtown Portland with a seismically resilient bridge. The EQRB program includes the National Environmental Policy Act (NEPA), Design, Right-of-Way (ROW), Utility, and Construction phases. The Design phase is estimated to begin in October 2022, and construction is expected to be substantially complete by 2030. In FY23, this program offer will support the completion of the NEPA phase of the project and the launch of the Design phase. By the end of FY 23 the NEPA phase will be finished and 30% of the design will be completed. The work in FY 23 will be supported by financing bonds to be paid for with County vehicle registration fee (VRF).

The project team is developing a planning level not-to-exceed budget for the entire project which will be shared with the public in spring of 2022. At the end of each key milestone of the design phase (30%, 60%, 90%, 100%), cost estimating and risk assessment efforts will improve cost certainty, but the cost will always be kept under the set cap via value engineering and scope reduction, if required. Progressing to the construction phase of the project in FY 2024 to FY 2030 will require additional bonding with County VRF funds and securing funding from local, state, and federal sources.

From the beginning, the County has incorporated equity into the EQRB project. During the initial Feasibility Study (2016-2018), the County did outreach to local impacted marginalized communities and recruited diverse stakeholders to be an advisory body. It included representatives from social service agencies as well as groups representing pedestrians, bicyclists and people with disabilities.

Upon completion of the Feasibility Study, interviews were conducted with stakeholder groups representing environmental justice communities (low income and people of color). The themes gathered from the interviews were used to inform the Environmental Review phase (2018 - 2021), and a diversity, equity and inclusion plan was developed for the project. It included increased efforts to bring diversity to the project's Community Task Force, adding representatives from different cultural communities and the disabled community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of the new bridge design complete	N/A	5%	5%	30%
Outcome	Percent of project NEPA Phase milestones met	N/A	100%	75%	100%

Performance Measures Descriptions

The NEPA phase was originally anticipated to be completed in FY22, however, in Feb 2021, additional time was added to explore ways to reduce the overall project cost. This resulted in an extension of the NEPA phase schedule by approximately 12 months, the publication of a Supplemental Draft EIS in May 2022, and the publication of a combined Final EIS and Record of Decision in Dec 2022. The design phase of the new bridge is expected to extend from Oct 2022 through Dec 2024. The construction of the new bridge is expected to be substantially completed between Jan 2025 - June 2030.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$99,833	\$0	\$849,696
Contractual Services	\$0	\$20,455,000	\$0	\$41,584,004
Materials & Supplies	\$0	\$450,000	\$0	\$486,533
Internal Services	\$0	\$2,553,209	\$0	\$4,165,121
Capital Outlay	\$0	\$0	\$0	\$4,000,000
Total GF/non-GF	\$0	\$23,558,042	\$0	\$51,085,354
Program Total:	\$23,558,042		\$51,085,354	
Program FTE	0.00	0.00	0.00	4.25

Program Revenues				
Fees, Permits & Charges	\$0	\$20,921,018	\$0	\$25,577,854
Financing Sources	\$0	\$0	\$0	\$25,000,000
Interest	\$0	\$7,500	\$0	\$7,500
Beginning Working Capital	\$0	\$2,629,524	\$0	\$500,000
Total Revenue	\$0	\$23,558,042	\$0	\$51,085,354

Explanation of Revenues

Project is supported by County Vehicle Registration Fees which allow for financing to move the project through design and right of way phases. Fees, Permits, and Charges is reduced as the project pursues financing to cover design and right of way costs occurring in FY 2023. Moving into the Design Phase will require \$25M in bond financing supported with the County's vehicle registration revenue .

Significant Program Changes

Last Year this program was: FY 2022: 90019 Earthquake Ready Burnside Bridge

In FY 2022, this program offer was intended to support the completion of the NEPA phase. However, the NEPA phase will now be completed in FY 2023 due to additional time needed to bring the overall project costs down. The Design Phase, will be kicked-off in FY 2023 and will advance the project to the 30% completion milestone and preliminary Right-of-Way activities will be initiated. A solicitation for the Design team and Construction Manager/General Contractor (CM/GC) team will be advertised and contracts for both teams will be executed in FY 2023. The proposer's experience and ability to meet the County's workforce equity, apprenticeship, and disadvantaged business contracting goals will be evaluated and scored as part of the selection process for the Design and CM/GC teams. Finally, two internal FTE Engineer 1 positions will be created within the Transportation Division program in order to support the project moving forward.

Department: Community Services **Program Contact:** Carol Johnson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90021
Program Characteristics:

Executive Summary

Code Compliance ensures compliance with land use and transportation right-of-way rules through education and creative problem-solving. This helps preserve harmony between the natural and built environments, and protects the public health and safety.

Program Summary

The Code Compliance program responds to complaints of possible violations of the County's land use, transportation, solid waste, and grading and erosion codes.

The County and community both benefit from an effective code compliance system that ensures the health and safety of residents and protects the environment. County land use and right-of-way codes cover a broad spectrum of activities. Examples include development codes, special protections for resource areas such as wildlife habitats, sensitive environmental areas, scenic view sheds, mapped wetlands, floodplains and slope hazard areas.

When code violations are discovered, the program focuses first on education and voluntary compliance to resolve issues. If voluntary compliance fails, the program can assess civil fines and/or seek a court order or injunction.

The Code Compliance program is also responsible for managing the County's Solid Waste and Recycling Management program in the unincorporated areas. State law requires that comprehensive and consistent recycling and garbage services are provided to our constituents, together with education, information, and technical assistance programs for residents and businesses about waste prevention, reuse and recycling. The program has the capacity to meet only the minimum mandated requirements.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of compliance cases opened	23	12	17	25
Outcome	Percentage compliance cases resolved within one year of being opened	N/A	N/A	N/A	100%

Performance Measures Descriptions

Measures describe the total number of compliance cases opened and the time it takes for cases to be resolved.

Legal / Contractual Obligation

Program mandates originate from Oregon Revised Statutes Chapter 197.013; the County's agreement to implement the Management Plan for the Columbia Gorge National Scenic Area; Metro Code Title V, specifically 5.10 Regional Waste Plan; and Oregon Revised Statutes 459A and Oregon Administrative Rules Chapter 340-090.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$255,742	\$0	\$261,513	\$0
Contractual Services	\$42,000	\$0	\$0	\$0
Materials & Supplies	\$15,882	\$0	\$1,260	\$0
Internal Services	\$28,627	\$0	\$40,781	\$0
Total GF/non-GF	\$342,251	\$0	\$303,554	\$0
Program Total:	\$342,251		\$303,554	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Fees, Permits & Charges	\$23,000	\$0	\$23,000	\$0
Intergovernmental	\$14,000	\$0	\$14,000	\$0
Total Revenue	\$37,000	\$0	\$37,000	\$0

Explanation of Revenues

The Code Compliance program is supported by the County General Fund. Metro provides additional support of \$14,000 to assist with the administration of the rural waste hauler and rural recycle at work program. We estimate \$23,000 in revenue from permits and fees.

Significant Program Changes

Last Year this program was: FY 2022: 90020A LUP Code Compliance

The Code Compliance program was increased to 2.0 FTE in FY22; however, vacancies have prevented the program from realizing the full benefit of the second position.

Department: Community Services **Program Contact:** Carol Johnson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 90020, 90021B, 90012C
Program Characteristics:

Executive Summary

Land Use Planning (LUP) supports equitable land use outcomes by delivering responsive and inclusive services for the unincorporated areas of Multnomah County. This is achieved by removing barriers to participation in the land use regulatory system and increasing economic opportunities for marginalized groups while balancing preservation of natural resources and the rural character of our unincorporated communities.

Program Summary

Unincorporated Multnomah County is a unique and highly sought after location 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 natural resources and the rural character by preventing urban sprawl, while also seeking to dismantle systems that have perpetuated racism in the ownership and regulation of land in Multnomah County.

The Long-Range Planning program creates, revises and adopts plans, policies, and land use regulations in a thoughtful 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. The Plan was built around value statements that the Board of County Commissioners adopted in 1999 and readopted in 2007. Those value statements include promoting inclusion, diversity, and equity in and throughout our communities, and seeking fairness, equity, and balance in finding creative solutions that build community as well as benefit the public.

Long-Range Planning staff will revisit the values, goals and policies in the Comprehensive Plan and develop a framework for a proposed comprehensive Zoning Code update and equity audit. Long-Range Planning staff will 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 with the land use process to property owners, neighbors, developers, realtors and other agencies 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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Legislative actions completed	3	4	5	4
Outcome	% of land use decisions made in 120 days	73%	65%	60%	65%
Output	Average calendar days to resolve customer inquiries	N/A	7	6.5	7

Performance Measures Descriptions

The first measure describes the percentage of final land use decisions issued within 120 days of the application being deemed complete, 30 days earlier than mandated by the State. The second measure describes the number of legislative applications processed each year by ordinance adoption. The third measure describes the average number of calendar days to resolve customer inquiries received by phone and email.

Legal / Contractual Obligation

Multnomah County must adopt a Comprehensive Plan that meets State planning goals, including implementing regulations as provided under Oregon Revised Statutes 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 Columbia River 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	2022	2022	2023	2023
Personnel	\$1,443,172	\$26,344	\$1,492,302	\$43,291
Contractual Services	\$89,400	\$0	\$188,554	\$0
Materials & Supplies	\$52,124	\$0	\$113,860	\$0
Internal Services	\$357,289	\$3,656	\$394,156	\$6,709
Total GF/non-GF	\$1,941,985	\$30,000	\$2,188,872	\$50,000
Program Total:	\$1,971,985		\$2,238,872	
Program FTE	9.78	0.22	9.68	0.32

Program Revenues				
Fees, Permits & Charges	\$175,000	\$0	\$200,000	\$0
Intergovernmental	\$0	\$30,000	\$0	\$50,000
Service Charges	\$3,000	\$0	\$40,000	\$0
Total Revenue	\$178,000	\$30,000	\$240,000	\$50,000

Explanation of Revenues

This program generates \$6,709 in indirect revenues.

Fees are set and collected for land use permits. We estimate \$200,000 in revenues from land use permits in FY 2023. LUP receives \$80,000 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 over the State's biennium budget (FY 2022 \$30K and \$50K FY2023).

Significant Program Changes

Last Year this program was: FY 2022: 90021 Land Use Planning

Contractual services increased to accommodate the increase in Hearing Officer usage due to more Type 3 applications and appeals of Type 2 decisions and increases in printing and public notice costs. The increase in Materials and Supplies is largely due to costs associated with the new permitting software which will require software maintenance costs for two systems throughout the implementation phase.



Program #90021B - Land Use Planning Code Equity Analysis and Update

4/28/2022

Department: Community Services **Program Contact:** Carol Johnson
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 90020, 90021A, 90021C
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides funding for an equity audit and comprehensive update of the Multnomah County Zoning Code. An organizational assessment conducted in FY 2022 identified the Zoning Code as the root cause of delays in processing permits, and difficulties with understanding the land use regulatory environment. In addition, the Zoning Code was found to include barriers to participation by Black, Indigenous, and People of Color (BIPOC) and underrepresented community members due to its bias towards property ownership and reliance on complicated and lengthy processes. This program offer would align processes with impacts, provide clarity for staff and customers, and remove structural barriers that have fostered racial inequities in the land use planning process.

Program Summary

The Multnomah County Zoning Code was analyzed to evaluate its organization, clarity, and usability as part of an organizational assessment in FY 2022. The analysis concluded that the Code is poorly and inconsistently organized, uses complex and often confusing language, is vague when it should provide clear direction, and lacks flexibility to address minor modifications to properties through the permitting process. Staff have also documented several cases demonstrating required approval processes that were significantly out of proportion to the potential impact of the proposed project in terms of time, degree of review, and costs. In other cases, the Code was found to be missing critical provisions commonly found in most zoning regulations which resulted in the inability to address neighborhood concerns. The Code’s complex language negatively impacts equity, access, and efficiency. A recent readability analysis found that a sample paragraph scored 19.25 (17 is equivalent to college graduate level and it’s a best practice for text to be written at the 8th grade level or lower for the general public).

The program offer would provide funding to hire a consultant, and for a limited duration Planner 2 to create capacity for existing staff to provide project management, input and review of the Code update. It would also fund services from a consulting team to (1) conduct an equity audit of the Zoning Code and prepare recommendations for changes to processes, practices and policies that directly or indirectly impact BIPOC and underrepresented community members, and (2) conduct an independent technical evaluation of the Code; synthesize issues identified by staff, the Planning Commission, previous code analyses, and the equity audit; prepare a summary report to confirm understanding and direction; and draft a comprehensive update to the Code.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Code processes simplified	N/A	N/A	N/A	4
Outcome	Readability Index (grade level) of the Zoning Code	N/A	N/A	N/A	12 or less

Performance Measures Descriptions

The number of Code processes simplified represents one measure of how the Code is updated to reduce barriers and be more accessible.

The Readability Index of the Zoning Code is a proxy to measure the clarity and usability of the Zoning Code, and the elimination of barriers to the land use planning process.

Legal / Contractual Obligation

ORS 197.610 - Submission of proposed comprehensive plan or land use regulation changes to Department of Land Conservation and Development.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$150,000	\$0
Contractual Services	\$0	\$0	\$350,000	\$0
Total GF/non-GF	\$0	\$0	\$500,000	\$0
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County general funds one-time-only.

Significant Program Changes

Last Year this program was:

N/A

Department:	Community Services	Program Contact:	Carol Johnson
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	90020, 90021A, 90021B		
Program Characteristics:	One-Time-Only Request		

Executive Summary

This program offer provides funding for consulting assistance to address the need for specific technical expertise in subject areas that impact land use applications; for example: geotechnology, biology, and civil engineering. It would also add critical consulting capacity to backfill County Land Use Planning staff so they may fully engage in the configuration and implementation work required to launch the new permitting software in FY24.

Program Summary

The intent of this program offer is to establish an on-call contract so the Land Use Planning Division can engage specialized expertise when necessary to review land use applications with complex or unique issues. This contract will also give the program the flexibility to contract for additional staff capacity when necessary. The Land Use Planning program needs the ability to access a variety of specialized technical expertise in a timely manner in order to issue land use decisions within the state mandated timeline of 150-days.

Beginning in the third quarter of FY22, the new permitting software implementation project will begin a series of intensive training sessions. This will require the participation of a majority of Land Use Planning Division staff resulting in delays in processing land use applications. The proposed consulting services would augment staff by reducing the caseloads of those team members participating in the permitting software implementation, as well as addressing those cases which may be close to exceeding the 150-day timeline.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of hours worked by consultants	N/A	N/A	N/A	12/week
Outcome	Percentage of Land Use Decisions issued within 120 days	N/A	N/A	N/A	100%

Performance Measures Descriptions

The number of hours worked by consultants represents the level of augmentation required during the implementation of the new permitting system. The percentage of Land Use Decisions issued after 150 days represents the risk of legal action for exceeding the time limit.

Legal / Contractual Obligation

ORS 215.427- Final action on permit or zone change application; refund of application fees.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by County general funds one-time-only.

Significant Program Changes

Last Year this program was:

N/A

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 Oregon Administrative Rules 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 including 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, receives revenue from the Oregon Department of Transportation (ODOT) and provides it to the County to implement transit services via an intergovernmental agreement that Multnomah County and TriMet entered into in June 2019. Multnomah County began providing shuttle service on Swan Island in July 2019 and to Troutdale Reynolds Industrial Park in January 2020. The procurement process for the Airport Industrial Area shuttle (near Portland International Airport) is underway and service is anticipated to begin in late FY 22. This newest shuttle will provide brand-new transit service connecting two racially diverse and low-income neighborhoods to family-wage jobs that currently are inaccessible via existing transit services.

Rural Transit Planning began in early 2020 and is continuing. Multnomah County began providing rural demand-response (dial-a-ride) service in November 2020, with an emphasis on providing rides to elderly and disabled community members . A plan for how Multnomah County will spend the revenue for FY2021 and FY2023 was approved by ODOT in November 2021. Funding for the activities is ongoing and is expected to continue beyond the current biennium. The services provided by Multnomah County 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’s Transportation System Plan, Portland’s Growing Transit Communities Plan, and TriMet’s Service Enhancement Plans. Projects in this program offer were approved in the TriMet STIF Plan, approved by ODOT.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of rides per month provided in urban areas	1583	3000	1450	2100
Outcome	Number of number of rides per month in rural areas	2	20	5	10

Performance Measures Descriptions

The first describes the number of individuals that take a trip on one of the transit routes that are operating between Rose Quarter and Swan Island or between Gresham Transit Center and Troutdale Reynolds Industrial Park (TRIP) and a new route that will operate between the Parkrose Transit Center and the Airport Industrial Area. The second measure describes the number of rides provided outside the TriMet service boundary on the demand response (dial-a-ride) service to get to/from places that don't have regular fixed route service.

Legal / Contractual Obligation

HB 2017 created the 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	2022	2022	2023	2023
Contractual Services	\$0	\$575,507	\$0	\$750,095
Internal Services	\$0	\$260,896	\$0	\$238,049
Unappropriated & Contingency	\$0	\$633,317	\$0	\$624,977
Total GF/non-GF	\$0	\$1,469,720	\$0	\$1,613,121
Program Total:	\$1,469,720		\$1,613,121	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$598,480	\$0	\$602,798
Interest	\$0	\$6,600	\$0	\$5,500
Beginning Working Capital	\$0	\$864,640	\$0	\$1,004,823
Total Revenue	\$0	\$1,469,720	\$0	\$1,613,121

Explanation of Revenues

This program generates \$23,380 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. The Intergovernmental Revenue reflects the County's share of the revenue.

The interest earned is estimated based on the Beginning Working Capital balance, which is the carryforward from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 90022 State Transportation Improvement Fund/Transit

In FY 2023, the new transit service in the columbia corridor west of I-205 will likely begin. This will increase spending. Revenue for this has been budgeted and has been unspent to date.

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

Executive Summary

In 1984, Multnomah County entered into intergovernmental revenue sharing agreements with the cities of Portland, Gresham, Troutdale and Fairview, whereby dedicated County road funds receipts are transferred as County roads are annexed. The supplemental payments executed by this program offer fulfill the funding requirements of these agreements as it pertains to County road funds.

Program Summary

These agreements require the County to transfer prescribed revenue amounts it receives from the County gas tax and State highway funding. County road funds are transferred to the cities, where they are commingled into the cities' transportation operating budgets. The cities are not required to report how County funds are used. The cities' allowed uses of these funds are defined under ORS 366, which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

For Troutdale and Fairview, the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. For Portland and Gresham, the supplemental payment formula is adjusted based on actual receipts collected by the County.

Planned FY 2023 Payments:

- City of Fairview \$15,908
- City of Troutdale \$19,611
- City of Gresham \$5,094,244
- City of Portland \$38,625,414

Between 1984 and 2022 the County has transferred 607 miles of roads to the cities.

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

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	N/A	N/A	N/A	N/A	N/A
Outcome	N/A	N/A	N/A	N/A	N/A

Performance Measures Descriptions

County road funds are transferred to cities, where they are commingled in the cities' transportation operating budgets. The cities are not required to report how county funds are used. The cities' use of these funds are defined under Oregon Revised Statutes 366, which requires funds only be used for construction, reconstruction, improvement, repair, maintenance, operation and use on public highways, roads, streets and the administration thereof.

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	2022	2022	2023	2023
Contractual Services	\$0	\$41,005,489	\$0	\$43,755,177
Total GF/non-GF	\$0	\$41,005,489	\$0	\$43,755,177
Program Total:	\$41,005,489		\$43,755,177	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$34,205,489	\$0	\$37,355,177
Taxes	\$0	\$6,800,000	\$0	\$6,400,000
Total Revenue	\$0	\$41,005,489	\$0	\$43,755,177

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 2022: 90024 City Supplemental Payments

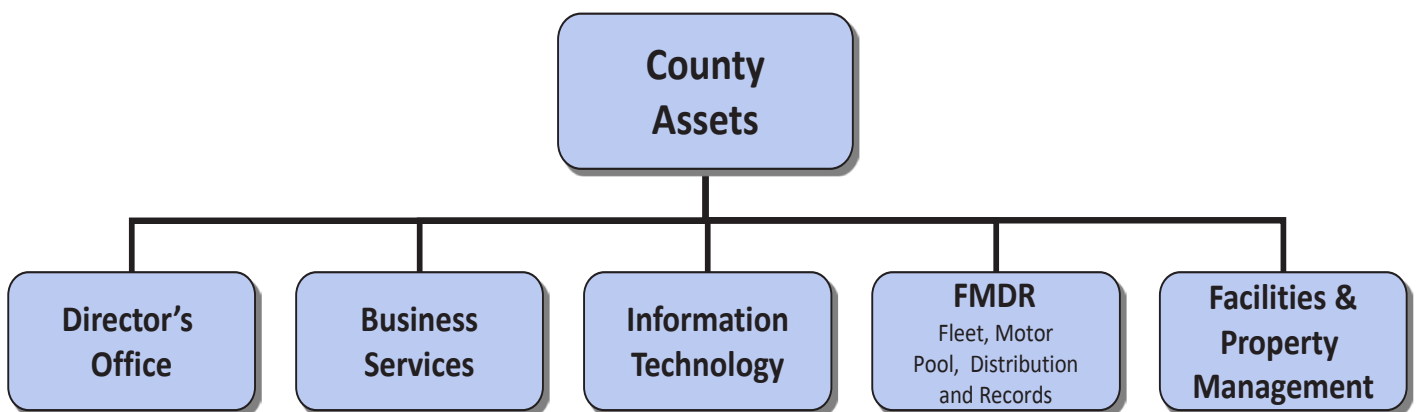
Fiscal year 2023 transportation revenues continue to rebound after the significant decline of gas tax revenue from COVID-19. This program offer reflects the forecasted revenues that are expected in this new fiscal year. Payments to both the City of Portland and Gresham are adjusted based on actual revenue the County receives and the cities of Troutdale and Fairview are adjusted based on the inflation (CPI-W West).

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 in order to ensure that those who serve the community have what they need to provide excellent services. DCA strives for a thriving community built on information, spaces, and services for everyone.

DCA is comprised of the Director’s Office and four divisions :

- The Director’s Office provides strategic leadership and planning, human resources, diversity and equity and budget support for the overall Department. DCA identifies and evaluates opportunities to implement best practices, integrate service delivery, streamline and improve administrative functions, and promote innovative business tools and processes.
- Facilities and Property Management (FPM) manages over 3.5 million gross square feet of offices, libraries, courts, detention centers, shops, clinics, shelters, and other leased and owned space in more than 150 locations.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages over 10,000 PCs, laptops, and tablets, 6,900 phone numbers, 120 network circuits, 700 servers and about 500 business applications that provide rich information from which County programs make decisions.
- Fleet, Motor Pool, Records, and Distribution maintain and manage fleet and motor pool vehicles; maintain and archive County records; and provide pickup and delivery of mail and other items.
- Business Services Division provides procurement, contracting, finance, capital planning and accounts payable, and other services to DCA. The team also provides countywide strategic sourcing functions and provides procurement, contracting and administrative support to non-departmental agencies and offices (NOND).



Budget Overview

The FY 2023 budget for the Department of County Assets (DCA) is \$665.8 million, a \$33.5 million increase from the FY 2022 budget. It includes: \$10.5 million in the General fund, \$174.1 million in Internal Service funds and \$478.8 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments. \$2.4 million is budgeted in the Coronavirus (COVID-19) Response Fund.

Increases totaling \$33.5 million include the following: \$20.3 million in the Behavioral Health Resource Center Capital Fund which was not budgeted in the FY 2022 Adopted budget, \$7.1 million in the new Justice Center Capital Fund to upgrade the electrical system, and \$7.2 million in the Information Technology Capital Fund which includes \$2 million for IT reinvestment. There is a small increase in personnel costs and an increase of 12.50 FTE in DCA, mostly in Facilities and Property Management and in the Director’s Office for workplace security. The relatively minor personnel cost increase is due to the allocation of personnel costs in the Multnomah County Library Capital Construction Fund to Contractual Services in FY 2023.

The following programs are new or restructured: A full list of new DCA programs can be found in the Budget Director’s Message.

- Library Capital Bond Construction projects are now budgeted in distinct programs by project (78228A-J) \$416,557,464.
- Workplace Security (78003) and Countywide Safety and Security Infrastructure (78003B) \$1,600,000.
- Facilities capital projects such as the Justice Center Critical Electrical System Upgrade (78233B), New Animal Services Facility (78234) and Walnut Park Renovation (78235) \$8,200,000.
- Information Technology capital projects such as Food Handler Replacement (78301F), Red Cap and Lawlog (78301G), SQL Server Upgrade Phase 2 (78301H), Radio System Replacement (78304B), Financial Data Mart (78329) and CEDARS Replacement (78330) \$7,705,000.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	361.50	384.50	384.50	397.00	12.50
Personnel Services	\$58,462,806	\$63,298,861	\$67,652,795	\$67,703,640	\$50,845
Contractual Services	36,062,596	45,481,584	469,520,090	490,146,260	20,626,170
Materials & Supplies	40,135,289	56,157,730	50,496,527	53,651,715	3,155,188
Internal Services	29,562,344	29,042,476	27,146,167	28,294,306	1,148,139
Debt Service	0	0	0	7,097,729	7,097,729
Capital Outlay	<u>2,663,786</u>	<u>14,212,879</u>	<u>17,483,705</u>	<u>18,939,618</u>	<u>1,455,913</u>
Total Costs	\$166,886,821	\$208,193,528	\$632,299,284	\$665,833,268	\$33,533,984

Does not include cash transfers, contingencies or unappropriated balances.

Successes and Challenges

DCA's FY 2022 strategic project accomplishments include:

- Supported the opening of shelters and motels for vulnerable populations
- Adapted County facilities to respond to catastrophic heat and smoke events
- Completed the second year of the Equity in Budgeting initiative
- Rollout of the three-year Strategic Plan
- Hired the Digital Access Coordinator and developed the County Digital Access roadmap
- Updated the Animal Services Website to a new platform incorporating automated testing
- Fleet, cooperating with the Multnomah County Library and IT staff designed and rolled out the new Library Tech Mobile
- Confirmed new safe and secure Enterprise CarShare rental location
- Ensured that the three mass vaccinations sites were able to operate effectively in early FY 2022
- Launched Multco Capstone as the county's strategy for management of email, text, and chat records.
- Expanded functionality of the county's enterprise electronic document and records management system (EDRMS) Content Manager to manage public-facing documents in addition to internal documents
- Successfully modified contracts and implemented Emergency Resumption of On-Site Services Protocols with the Health Department and Language Services Providers

Important projects in process include:

- Continued construction of the Behavioral Health Resource Center
- Establishment of the Library Capital Program Office and securing properties for two new library locations
- Library Capital Bond Project kicked off five major projects
- County Electric Vehicle Strategy
- Successfully completed the South East Health Center and Portland Portal renovations
- Implemented (end of FY 2022) new construction project management software
- Successfully completed a major system update to the Fleet Management Information System

Successes and Challenges (continued)

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

- FPM construction projects support sustainability and Certification Office for Business Inclusion and Diversity (COBID) 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:

- Due to the pandemic, supply chain delays in Fleet, Facilities and Technology have impacted DCA's ability to deliver services
- Unpredictable availability and costs of labor and materials in the maintenance and construction industries
- Keeping up with preventative maintenance work due to the high amount of reactive work
- DCA strives to provide high quality services for an affordable price. The demand for services continues to increase, as does their cost
- Supporting unique shelter models
- Recruitment challenges due to a highly competitive market

COVID-19 Impacts

County Assets provides ongoing support to County Departments during the pandemic. The impacts to our organization have been less financial and more about re-prioritizing the focus of our work.

A summary of impacts includes:

- Some projects were put on hold: Due to availability of resources, changing priorities, and supply chain, projects in Facilities and IT were interrupted or delayed
- Staff members moved to support the Emergency Operations Center which created resourcing problems in some areas
- Many staff members from all divisions supported the COVID response by providing services to the Emergency Operations Center and distancing shelters
- The CarShare program has been shut down due to lack of demand, with a possibility of reopening in FY 2023.
- Ventilation needs have been addressed by replacing air filters with high MERV ratings, adding air scrubbers to some locations, and opening air vents
- More than half of the County's staff members transitioned to work from home. The long-term effect of this transition is unknown. While productivity continues to meet expectations, the long-term toll on interpersonal relationships is unclear

COVID-19 & American Rescue Plan

These following requests address Countywide needs created due to COVID: Continued improvement in air quality in County buildings, the technology to support a Hybrid workplace and opportunities to provide access to internet services.

Program 78900 ARP-Facilities Air Quality Improvement \$800,000:

The goal of this program offer is to improve indoor air quality in multiple buildings. Approximately \$200,000 expected to be spent in FY 2022 on design and engineering in preparation of construction. This new request will be used to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. Environmental Health and Sustainability were consulted during the assessment process to assist in the prioritization of work. Modernization of systems in various buildings will occur in FY 2023.

Program 78901 ARP-Staff Telework Software Bundle \$1,473,000

We expect the County to continue to support employees working remotely and working in the office as we transition out of the COVID-19 environment. The program offer includes hiring a staff person to lead the efforts to identify priority software and technology. \$622K expected to be spent in FY 2022. This new request is to identify, acquire, and implement new technology to support employees in a hybrid work environment. Microsoft MEM licensing \$538K, LDA position \$200K, and Software, hardware, and meeting room equipment to support hybrid workplace \$735K.

COVID-19 & American Rescue Plan (continued)

Diversity, Equity, and Inclusion

Program 78902 Digital Access Coordinator \$165,592

This position supports the work necessary to coordinate opportunities to provide access to internet services throughout the county to community members who either do not have internet access or cannot afford internet services.

Equity and inclusion are core DCA values and we make an intentional effort to incorporate them into all of the work that we do. Externally, in our project partnerships with other departments, we apply an equity lens to all proposed solutions, operations, and sites. Internally, we are actively evaluating how we can make DCA a more inclusive workplace for everyone.

Because DCA provides internal services, we rely on information from other departments to understand the impacts our services have on different communities throughout the County. Through our planning and development conversations with other departments, we work to understand how we can better support their services and provide the data they need to make more equitable decisions. Additionally, this year we provided a three-part training to all managers to evaluate the role that equity plays in their budgeting decisions, understand where to get additional data, assess equity impacts within our program offers, and use our program offers as a way to transparently share our budget decisions with the community. We also created tools for managers to include their employees in program budget decision making.

We are evaluating the way equity shows up in the internal services that we provide in two ways. First, we try to understand how DCA services address disparities in our community through planning discussions with department partners. Examples of these services include support for JOHS programs to serve houseless community members, libraries, and social programs such as Preschool for All. Second, we strive to increase our ability to make data driven decisions and more strategically use our resources to understand the impact of County services within specific demographic groups. Data is driving the development and planning of critical community assets such as the Behavioral Health Resource Center, the Community Connectivity roadmap to address the digital divide, Homelessness Information System (HIMS), and many others.

Within DCA, we are working diligently to meet the County and our department workforce equity goals and increase the feeling of safety, trust, and belonging for all staff. We are in the midst of several initiatives in our ongoing commitment to intentionally create an inclusive work environment for everyone.

Diversity, Equity, and Inclusion (continued)

When the County implemented the Workforce Equity Strategic Plan (WESP) in 2019, DCA created an Equity Committee to monitor the recommendations implementation. Since initially implementing the recommendations, the Equity Committee and DCA HR have created a process to evaluate and refine the initiatives and while also continuing to introduce new programs. This year, the committee and many others are focused on evaluating and improving our career pathway resources, implementing a 360 manager review program, piloting a process for the Equity Committee’s review of the department’s program offers, and analyzing the demographic results of our department wide pulse engagement survey.

The Equity Committee has also been piloting a micro-training program this year designed to assess equity trainings to be rolled out to the DCA Management Team as well as all employees. The micro-trainings this year have ranged in topics from Dismantling While Supremacy, Decolonization, and Leading with Race.

One of our key tools for assessing employee feelings of inclusion in the department is our monthly pulse survey. The survey gives us the ability to gauge changes in employee feelings of safety, trust, and belonging over time by specific team and demographic information. It is also a way for employees to provide anonymous comments and suggestions to the DCA Leadership Team to shape the way the department works. As we enter our second year using the tool, we are looking at more specific ways to address trends in some areas including focus groups, listening sessions, and individual manager coaching.

Lastly, we are in the final stages of hiring our new Equity and Inclusion manager. This position will be a key leader in continuing to define our department equity strategy.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$5,122,096	\$600,000	\$5,722,096	22.00
Business Services	5,145,514	0	5,145,514	29.00
Facilities & Property Management	225,579	590,567,982	590,793,561	142.75
Information Technology	0	91,290,010	91,290,010	177.50
Fleet, Records, Distribution Services & Motor Pool	0	23,516,759	23,516,759	25.75
COVID-19 & American Rescue Plan	0	2,438,592	2,438,592	0.00
Total County Assets	\$10,493,189	\$708,413,343	\$718,906,532	397.00

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 Budget and Planning, Human Resource and Business Service Team. The Director's Office works with County departments and elected officials to establish priorities and guidelines for department-wide engagement in strategic countywide initiatives including the Future of Work, the Workforce Equity Strategic Plan, Climate Action Plan, and the COVID-19 Response. DCA ensures that those who serve the community have what they need to provide excellent services and envisions a thriving community built on information, spaces, and services for everyone. DCA's goals include delivering timely and valuable services, building and maintaining relationships, building and promoting a high quality and diverse workforce that feel safe bringing their whole self to work, developing practices to streamline processes and deliver value, and promoting a culture of innovation, creative problem solving, and continuous improvement. The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability to ensure these goals are met.

The Director's Office is responsible for leading key initiatives for the Department including:

- Rollout of the department three-year Strategic Plan
- Employee engagement plan and pulse survey
- Annual DCA All Staff event designed to foster relationships and communication
- Equity Strategy including monitoring the WESP recommendations
- Space consolidation study that will provide information to guide the County's future facilities footprint
- Development of the County Digital Access roadmap
- County Electric Vehicle Strategy

Significant Changes

The Workplace Security program (78003) is provided \$600,000 and budgeted in the Risk Fund. Using a trauma-informed, racial justice and equity lens, the Workplace Security Program provides a multi-disciplinary approach to safety and security, an approach that is beyond conventional enforcement and one that embraces collaboration and creativity with a range of stakeholders. The Program will plan, develop, and implement a security program that offers high-level subject matter expertise and is a central point of contact for security related matters across the County. The program will advise department leadership, the Chief Operating Officer, and elected officials.

Business Services

The Department of County Assets (DCA) Business Services Division provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and as such provide core accounting functions, ensure internal controls and compliance with GAAP, GASB and GFOA accounting and contracting policies, standards, requirements and best practices.

This program provides strategic leadership in finance and accounting, procurement, contracting, and strategic sourcing services to DCA in these three functional areas:

1. Procurement and Contracting provides contract development, negotiation, risk assessment, risk management, vendor management and contract administration in the areas of commercial services, construction, leases, software acquisition and maintenance, repair, architecture and engineering across County operations.
2. Finance supports DCA and Non-Departmental offices with administrative services which include capital project accounting and administration, accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support..
3. Strategic Sourcing focuses on the selection and sourcing of goods and services applicable to all departments across the County. DCA Business Services teams participate in Countywide strategic committees such as the Financial Management Forum, Procurement Committees and Finance Users Groups

Significant Changes

Program 78101A DCA Business Services Procurement & Contracting: Personnel changes include a net decrease of 0.25 FTE due to a reorganization of management and staff.

Facilities and Property Management

The Facilities and Property Management Division (FPM) manages or coordinates work at over 3.8 million gross square feet of owned and leased space including 156 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 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 supporting thriving communities and promoting stewardship of taxpayers' assets. FPM strives to limit the County's environmental impact through energy efficiency projects, recycling initiatives, sustainable procurement processes and Green Building construction practices.

In FY 2023, FPM will continue to serve all departments and programs in the County. FPM will support the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our County. FPM will work closely with the Library Capital Bond Program team to implement the major construction and renovation projects funded by the Library Bond Program. FPM will support the Department of County Human Services and their space needs for the Preschool for All Program. FPM will continue efforts to support the County's diversity, equity and inclusion goals by ensuring our buildings are welcoming, safe and accessible for all County staff and residents.

Significant Changes

Program 78200A sees spend down of \$500K in FY 2022 as the TRIRIGA building system software upgrade to be completed in FY 2022. Program offer 78202 increased 1.00 FTE Building Automation Specialist and 1.00 FTE Carpentery to allow adequate coverage for FPM's increased building portfolio. Program 78204 Facilities Capital Operation Costs to increase 1.00 FTE Project Manager (budget neutral conversion of LDA to FTE) to support execution of the Asset Preservation, Capital Improvement, and the Library's 5 year capital improvement plan. Program 78209 Facilities Lease Management adds Whitaker Way and Arbor Lodge (Joint Office of Homeless Services), Multnomah County Sheriff's Office Portland Portal, EOC Operations and Arcoa (Library Bond Program) leases. Program 78228 Library Capital Bond Construction is scaled to ten program offers by individual projects. Also, Transfer 1.00 FTE to Program 78001 Human Resources. Recruitments are complete for Bond personnel.

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 its customers deserve. This has never more been the case than in the pandemic, where employees transitioned overnight to working outside of the office. The mission and vision guide the development and implementation of the County's FY 2023 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. Equity and sustainability are key elements of decision-making when evaluating new processes and technology options through the use of the five Ps of the equity lens.

The IT Division manages more than 10,000 PCs, laptops, and mobile devices, 6,900 phone numbers, 700 servers, 120 network circuits and approximately 500 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 as well as thousands of remote locations, and the technologies required are as diverse as the lines of business.

Significant Changes

Program 78302 IT Planning, Projects & Portfolio Management Beginning Working Capital (BWC) increase \$903K. This is related to the DART-ORION. Program 78305 IT Mobile Device Expense Management has significant increase in mobile device services costs due to the nearly 50% increase in device counts primarily due to the COVID-19 response. We continue to see an increase in demand for mobile devices as County employees work remotely and use mobile devices to support innovation in response to the pandemic.

Program 78307 IT Desktop Services and 78308 IT Asset Replacement are experiencing supply chain constraints that have impacted the ability to procure hardware. IT Desktop is trying to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

Program 78328 District Attorney's Case Management for Prosecutors NextGen Implementation is a reconstructed program to develop a complete paperless office and eDiscovery. The DA's office will determine a complete set of requirements before upgrading or replacing the existing document management system.

Fleet, Motor Pool, Distribution and Records

Significant Changes

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

- Fleet Services is responsible for providing vehicle and equipment maintenance and repair services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County.
- The Motor Pool Program supplies a shared pool of vehicles and carsharing options for County use, enabling employees an accessible and convenient option for work-related travel. Motor Pool services provide important short-term transportation options for staff working at off-site locations.
- Records Management supports creation, storage, retrieval, accessibility, protection, preservation, research, destruction and access to public records dating back to 1849; and leads and supports countywide strategic information initiatives.
- Distribution Services provides distribution logistics across more than 95 County locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, including U.S. Mail, County records, interoffice mail and recyclables.

Fleet Services: COVID-19 impacts have continued to be realized in the following areas:

- Decrease in technician time to work on vehicles due to cleaning and sanitation protocols required for each unit worked on.
- Supply chain impacts.
- Work that is sent to outside providers being delayed.

Motor Pool: CarShare services were closed due to COVID and the County's telework mandate. Motor Pool leadership shifted County staff to use Motor Pool resource and Enterprise rental car services. These shifts in services during the pandemic provided support and essential transportation to County programs which added in the support to our community during this emergency.

Records: The program has had to adapt reference services to ensure that access to records continues despite closures or the inability of the public to visit in person. Due to COVID-19, county workforce members that regularly use Records Center storage, retrieval, electronic document and records management system services transitioned to hybrid work environments, resulting in changes to the types of support and services needed.

Distribution: Due to COVID, some of our work has shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies.

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 2023 General Fund	Other Funds	Total Cost	FTE
DCA Director's Office					
78000A	DCA Director's Office	\$1,183,778	\$0	\$1,183,778	4.00
78001	DCA Human Resources	1,550,695	0	1,550,695	8.00
78002	DCA Budget & Planning	1,387,623	0	1,387,623	7.00
78003	Workplace Security	0	600,000	600,000	3.00
78003B	Countywide Safety and Security Infrastructure	1,000,000	0	1,000,000	0.00
Business Services					
78101A	DCA Business Services Procurement & Contracting	3,014,688	0	3,014,688	16.50
78101B	BST Procurement and Contracting Positions	154,772	0	154,772	1.00
78102	DCA Business Services Finance	1,504,372	0	1,504,372	9.00
78104	DCA Business Services Countywide Strategic Sourcing	471,682	0	471,682	2.50
Facilities & Property Management					
78200A	Facilities Director's Office	0	3,604,956	3,604,956	9.75
78200B	Facilities Administration Position	125,579	0	125,579	1.00
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,335,657	6,335,657	0.00
78202A	Facilities Operations and Maintenance	0	27,543,438	27,543,438	78.50
78202B	Facilities Operations and Maintenance Position	0	123,621	123,621	1.00
78203A	Facilities Client Services	0	15,434,426	15,434,426	10.20
78203B	Facilities Client Services- Transition to Electric Powered Landscaping	100,000	0	100,000	0.00
78204	Facilities Capital Operation Costs	0	2,509,518	2,509,518	11.90
78205	Facilities Capital Improvement Program	0	23,558,880	23,558,880	0.00
78206	Facilities Capital Asset Preservation Program	0	29,767,351	29,767,351	0.00
78207	Facilities Interiors Group	0	832,403	832,403	4.40
78208	Facilities Utilities	0	6,744,220	6,744,220	0.00
78209	Facilities Lease Management	0	10,114,470	10,114,470	2.00
78210A	Facilities Strategic Planning and Projects	0	1,523,335	1,523,335	6.00
78210B	Facilities Vance Property Master Plan	0	110,619	110,619	0.00
78212	Facilities Downtown Courthouse	0	6,113,978	6,113,978	0.00
78213	Library Construction Fund	0	9,729,646	9,729,646	0.00
78214	Health Headquarters Construction	0	260,000	260,000	0.00

County Assets

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Facilities & Property Management (contd.)					
78215	South East Health Center	0	500,000	500,000	0.00
78219	Behavioral Health Resource Center Capital	0	20,324,000	20,324,000	0.00
78221	MCDC Detention Electronics	0	100,000	100,000	0.00
78227	MCSO River Patrol Boathouses Capital Improvements	0	580,000	580,000	0.00
78228A	Library Capital Bond Construction	0	79,427,868	79,427,868	18.00
78228B	Library Capital Bond Construction: Operations Center	0	53,678,128	53,678,128	0.00
78228C	Library Capital Bond Construction: Midland Library	0	29,513,401	29,513,401	0.00
78228D	Library Capital Bond Construction: Holgate Library	0	26,092,067	26,092,067	0.00
78228E	Library Capital Bond Construction: North Portland Library	0	11,071,311	11,071,311	0.00
78228F	Library Capital Bond Construction: Albina Library	0	46,535,885	46,535,885	0.00
78228G	Library Capital Bond Construction: East County Flagship Library	0	124,496,139	124,496,139	0.00
78228H	Library Capital Bond Construction: Belmont Library	0	26,123,112	26,123,112	0.00
78228I	Library Capital Bond Construction: Northwest Library	0	11,010,920	11,010,920	0.00
78228J	Library Capital Bond Construction: St. Johns Library	0	8,608,633	8,608,633	0.00
78233B	Justice Center Critical Electrical System Upgrade - Bus Duct Replacement	0	7,500,000	7,500,000	0.00
78234	New Animal Services Facility	0	500,000	500,000	0.00
78235	Walnut Park Renovation	0	200,000	200,000	0.00
Information Technology					
78301A	IT Innovation & Investment Projects	0	2,847,336	2,847,336	0.00
78301B	Pre-School for All Technology Solution	0	527,771	527,771	0.00
78301D	Technology Improvement Program-SQL Server Upgrade and Migration	0	51,976	51,976	0.00
78301F	Technology Improvement Program - Food Handler Replacement	0	250,000	250,000	0.00
78301G	Technology Improvement Program - Red Cap and Lawlog	0	250,000	250,000	0.00
78301H	Technology Improvement Program: SQL Server Upgrade Phase 2	0	300,000	300,000	0.00
78302	IT Planning, Projects & Portfolio Management	0	3,330,684	3,330,684	10.00
78303	IT Help Desk Services	0	1,175,809	1,175,809	7.75
78304A	IT Telecommunications Services	0	2,896,716	2,896,716	5.00
78304B	Radio System Replacement	0	1,505,000	1,505,000	0.00

County Assets

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Information Technology (continued)					
78305	IT Mobile Device Expense Management	0	2,288,582	2,288,582	1.00
78306	IT Network Services	0	4,832,558	4,832,558	7.00
78307	IT Desktop Services	0	3,283,418	3,283,418	19.50
78308	IT Asset Replacement	0	7,860,432	7,860,432	0.00
78309	IT Health and Human Services Application Services	0	2,500,612	2,500,612	6.00
78310	IT Public Safety Application Services	0	4,040,133	4,040,133	19.00
78311A	IT General Government Application Services	0	1,991,960	1,991,960	9.00
78311B	IT General Government Application Services Position	0	541,000	541,000	2.50
78312A	IT Data & Reporting Services	0	8,166,541	8,166,541	32.00
78313	IT ERP Application Services	0	4,162,604	4,162,604	7.00
78314	IT Enterprise and Web Application Services	0	5,755,648	5,755,648	15.00
78315	IT Library Application Services	0	662,909	662,909	2.00
78316	IT Shared Operating Expenses	0	15,995,040	15,995,040	4.00
78317	IT Data Center & Technical Services	0	6,370,198	6,370,198	24.75
78322	Electronic Medical Records Corrections Health Juvenile Detention	0	646,777	646,777	0.00
78323	Capital Project Management Software	0	249,658	249,658	0.00
78327	IT Cybersecurity and Data Compliance Services	0	2,736,104	2,736,104	6.00
78328	District Attorney's Case Management for Prosecutors NextGen Implementation	0	670,544	670,544	0.00
78329	Financial Data Mart	0	400,000	400,000	0.00
78330	CEDARS Replacement	0	5,000,000	5,000,000	0.00
Fleet, Motor Pool, Distribution and Records					
78400	Fleet Services	0	6,518,516	6,518,516	11.00
78401	Fleet Vehicle Replacement	0	10,921,339	10,921,339	0.00
78402	Motor Pool	0	1,648,984	1,648,984	2.25
78403	Distribution Services	0	2,089,858	2,089,858	6.50
78404	Records Management	0	2,338,062	2,338,062	6.00

County Assets

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
COVID-19 & American Rescue Plan					
78900	ARP - Facilities Air Quality Improvements	0	800,000	800,000	0.00
78901	ARP - Staff Telework Software Bundle	0	1,473,000	1,473,000	0.00
78902	ARP - Digital Access Coordinator	<u>0</u>	<u>165,592</u>	<u>165,592</u>	<u>0.00</u>
Total County Assets		\$10,493,189	\$708,413,343	\$718,906,532	397.00

Includes cash transfers, contingencies and unappropriated balances

Department: County Assets **Program Contact:** Tracey Massey
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, motor pool, records and archive management, distribution services, and related functions. The Director's Office is also responsible for ensuring department-wide engagement in strategic countywide initiatives including the Future of Work, the Workforce Equity Strategic Plan, Climate Action Plan, and the COVID-19 Response.

Program Summary

DCA ensures that those who serve the community have what they need to provide excellent services and envisions a thriving community built on information, spaces, and services for everyone. DCA's goals include delivering timely and valuable service, building and maintaining relationships, building and promoting a high quality and diverse workforce that feel safe bringing their whole self to work, developing practices to streamline processes and deliver value, and promoting a culture of innovation, creative problem solving, and continuous improvement. The DCA Director's Office provides leadership, strategic direction, operational assessment, and accountability to ensure these goals are met.

The DCA Director's Office aligns DCA's strategic direction with broad programs throughout the County by applying our core values of equity, collaboration, innovation, and stewardship to all of the work that we do. We incorporate these values into our decision making and prioritization processes and demonstrate them through our operations and relationships with other departments. We continue to work to make sure that safety, trust, and belonging is experienced at every County site, whether physical or online and throughout County services. Our success can be measured and tied to our own employees' sense of belonging.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of employees responding to monthly engagement survey	N/A	52	41	50
Outcome	Percentage of employees scoring 9 or above (out of 10) on monthly engagement survey	N/A	32	49	55

Performance Measures Descriptions

PM #1 Output - Percentage of employees responding to monthly engagement survey
 PM #2 Outcome - Percentage of employees scoring 9 or above (out of 10) on monthly engagement survey

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$902,687	\$0	\$930,527	\$0
Contractual Services	\$290,861	\$0	\$80,000	\$0
Materials & Supplies	\$53,591	\$0	\$73,881	\$0
Internal Services	\$114,366	\$0	\$99,370	\$0
Total GF/non-GF	\$1,361,505	\$0	\$1,183,778	\$0
Program Total:	\$1,361,505		\$1,183,778	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,291,156	\$0	\$1,183,778	\$0
Total Revenue	\$1,291,156	\$0	\$1,183,778	\$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 supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds.

Significant Program Changes

Last Year this program was: FY 2022: 78000 DCA Director's Office

No COVID budget impact. Due to the pandemic, most work has transitioned to a remote setting.

In FY 2022, this program offer (78000) included a \$200,000 increase in Professional Services supported by the County Chair to begin to address a Countywide Physical Security Program. This budget has been mapped to the Workplace Security program offer (78003) in FY 2023.

Department: County Assets

Program Contact: Susan Yee

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The goal of the Human Resources (HR) team is to support Department of County Asset (DCA) employees by recruiting; hiring; onboarding; developing; and sustaining a healthy, diverse, and inclusive workforce. The HR team demonstrates the County's values of social justice, stewardship, sustainability and innovation by providing direct employee relations and workforce equity related services for about 450 employees and contingent workers for DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

Program Summary

To achieve our goal of "a healthy, diverse, and inclusive workforce", the HR team is a strategic business partner for managers and employees in numerous ways. HR staff work directly with managers on succession planning, workforce development, and managing job recruitments while ensuring compliance with the civil service process. They help monitor the timely and thorough completion of performance plans and appraisals, as well as advise managers on appropriate evaluation criteria and processes for all employees. They maintain employee information systems, data entry, complex records management and compliance, including timekeeping and required training. With respect to labor relations, the HR team interprets collective bargaining agreements and personnel rules, and participates on labor/management and bargaining teams. We work to ensure department compliance with the county's compensation and classification plans and policies.

The HR team also provides leadership, strategic planning and accountability regarding workforce diversity, equity and inclusion (DEI). To understand the unique needs and goals of DCA employees, we utilize several methods including: Countywide employee survey data, department pulse survey data, direct employee and group feedback sessions. HR staff create effective DEI strategies and tools for employees and managers, participate in the department equity action team and collaborate with the Complaints Investigation Unit (CIU) to make sure we are supporting employees most negatively impacted.

This program is an administrative program within DCA providing a full range of HR services to approximately 350 regular and limited duration employees and approximately 20 temporary and/or on-call employees of the DCA divisions, which in turn serve the other County Departments. The supported employees include 190 members of AFSCME Local 88, 16 members in IUOE Local 701 (Operating Engineers) and 25 members of IBEW Local 48 (Electrical Workers). Additionally, there are 65 executive and management employees. All DCA employees can request HR services at any time by directly contacting the HR team.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of recruitments	51	50	65	60
Outcome	Percent of recruitments that are successful (end in a hire).	80.4%	NA	76%	90%
Output	% of new & transferring regular employees that receive all performance reviews during their trial service period.	81.8%	NA	77.7%	95%

Performance Measures Descriptions

PM #1 Output - Number of recruitments.

PM #2 Outcome - Percent of recruitments that are successful (end in a hire).

PM #3 Outcome - Percent of new and transferring regular status employees that receive all performance reviews during their trial service period.

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 matters. Multnomah County Home Rule Charter including any Executive Orders, Administrative and Personnel Rules that are adopted. 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	2022	2022	2023	2023
Personnel	\$1,169,882	\$152,000	\$1,365,740	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$12,048	\$0	\$40,174	\$0
Internal Services	\$158,370	\$0	\$129,781	\$0
Total GF/non-GF	\$1,355,300	\$152,000	\$1,550,695	\$0
Program Total:	\$1,507,300		\$1,550,695	
Program FTE	7.00	1.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,355,300	\$0	\$1,457,657	\$0
Total Revenue	\$1,355,300	\$0	\$1,457,657	\$0

Explanation of Revenues

Costs of the HR team are allocated proportionately among users. Internal service charges and general funds cover the costs associated with support of the Facilities, Information Technology, Fleet, and Distribution Funds.

Significant Program Changes

Last Year this program was: FY 2022: 78001 Human Resources

The staff in this program continue to routinely telework. One FTE transfer from the Library Capital Bond Program 78228A as recruitment needs for the project are completed.

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Budget and Planning team provides financial planning, forecasting, and reporting services to the Department of County Assets (DCA) and development of Countywide cost allocations and recovery for DCA's internal services. Equity is incorporated throughout all phases of the budget process, from development and planning all the way through implementation, measurement, and evaluation.

Program Summary

This program is a DCA administrative program and reports to the DCA director. Services are provided to DCA divisions, County departments, and external stakeholders. These services include providing planning and structure for the DCA funding, allocate costs equitably across the County and within DCA divisions, provide tools for budgeting and model scenarios, monitors budget to actual spend to ensure funding decisions are meeting intended targets, align with DCA and County values around equity and inclusion, and to determine if underserved populations are impacted by funding decisions. Funding decisions are discussed within DCA, the Chair's Office, Central Budget, County departments and with the Community Budget Advisory Board (CBAC).

This program coordinates Countywide annual internal service rate development and capital planning, monitor and report on internal services, Countywide asset management, capital improvement funds and large capital projects. The team also prepares monthly internal service cost allocation journal entries to recover costs from County departments and external stakeholders. Provide recommendations and data on internal cost allocation methods and strategies, capital planning and spending, and planning for long-term obligations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Monthly and/or quarterly current year estimates meetings with Management	100%	100%	100%	100%
Outcome	Monitor and communicate actual expenditures to budget ensuring funding decisions are followed	100%	100%	100%	100%

Performance Measures Descriptions

Monitor and communicate actual expenditures to budget to ensure funding decisions are followed. Create awareness and inform decision makers.

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	2022	2022	2023	2023
Personnel	\$1,188,015	\$0	\$1,237,638	\$0
Materials & Supplies	\$19,154	\$0	\$36,124	\$0
Internal Services	\$129,573	\$0	\$113,861	\$0
Total GF/non-GF	\$1,336,742	\$0	\$1,387,623	\$0
Program Total:	\$1,336,742		\$1,387,623	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,336,742	\$0	\$1,387,623	\$0
Total Revenue	\$1,336,742	\$0	\$1,387,623	\$0

Explanation of Revenues

Costs are allocated and recovered 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 2021: 78100 Administrative Hub Budget & Planning

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$495,301
Contractual Services	\$0	\$0	\$0	\$96,000
Materials & Supplies	\$0	\$0	\$0	\$8,699
Total GF/non-GF	\$0	\$0	\$0	\$600,000
Program Total:	\$0		\$600,000	
Program FTE	0.00	0.00	0.00	3.00

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

Explanation of Revenues

This program to be funded through the Risk Fund.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78003
Program Characteristics: One-Time-Only Request

Executive Summary

The County is implementing a Workplace Security Program to provide a multi-disciplinary approach to safety and security for our employees across the County. This one-time-only offer will provide the funding for potential improvements to infrastructure as identified through facility assessments conducted as part of the overall Workplace Security Program.

Program Summary

The County is facing increased safety and security issues at our facilities. Employees have expressed concerns about working in the downtown corridor and other County locations due to increased violence in the community. Staff have experienced an increase in physical threats in some locations. The new Workplace Security Program will assess security risks throughout the County's facilities and identify prioritized plans to improve our risk profile. This offer will provide funding for security related capital needs, such as metal detectors, security-related equipment, minor renovations designed to enhance security, and other tangible capital investments in the County's facilities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete four (4) building risk assessments.	NA	NA	NA	100%
Outcome	The risk profile of prioritized buildings is reduced	NA	NA	NA	100%

Performance Measures Descriptions

Develop a written plan for use of funds based on facilities assessment to reduce risk to four prioritized buildings.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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

This Program is funding using one-time-only general funds.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Heidi Leibbrandt

Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Procurement and Contracting (P & C) team is one of the three service teams in the Department of County Assets (DCA) Business Services Division. This team works collectively with the other DCA Business Services to deliver formal, informal and cooperative procurements and their related contracts, other purchase documents, and supplier management.

Program Summary

This program includes the administrative group responsible for consultation, oversight and direct delivery of the procurement and purchasing of goods and services, and commercial, personal services and construction contracting (including software licensing and facilities). The staff supports the procurement and contracting requests of DCA and Non-Departmental employees by processing well over 1,400 transactions per year, ranging from a few dollars to tens of millions of dollars and from a simple contract amendment to a multi-million dollar request for proposal. The majority of these requests represent needs for all departments especially in the areas of Non-Departmental Offices, Elected Officials, Facilities and Property Management and Information Technology.

The program includes; commercial, personal services, construction, lease, software maintenance and repair, and architectural contract development; negotiation; risk assessment and management; supplier/vendor management; and ongoing contract administration. This group provides contract negotiation and process development as well as oversight and specialized expertise in the development and monitoring of large construction, facilities, software and hardware contracts. Support also includes collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices.

This program follows WESP & Think Yes principles to ensure inclusive, transparent and equitable processes through the lifespan of public procurement and contracting activities.

This program reports to the departmental Business Services/Deputy Director.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of procurements and contracts processed	1600	1600	2080	2400
Outcome	Percentage of contract processed following established processes	100%	100%	100%	100%

Performance Measures Descriptions

PM #1 Output– Measures the total volume of procurements, contracts, amendments, renewals, credit card transactions, and purchase orders processed by the Procurement and Contracting staff.

PM #2 Outcome – Tracks the percentage of contracts issued under established processes demonstrating adequate controls are in place to ensure best purchasing practices.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,071,738	\$317,662	\$2,594,382	\$0
Contractual Services	\$0	\$0	\$4,200	\$0
Materials & Supplies	\$34,275	\$0	\$63,040	\$0
Internal Services	\$348,979	\$0	\$353,066	\$0
Total GF/non-GF	\$2,454,992	\$317,662	\$3,014,688	\$0
Program Total:	\$2,772,654		\$3,014,688	
Program FTE	15.00	1.75	16.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,521,810	\$0	\$2,777,979	\$0
Total Revenue	\$2,521,810	\$0	\$2,777,979	\$0

Explanation of Revenues

Costs 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 DCA divisions (Facilities, Information Technology, Fleet, and Distribution Funds), and reimburse the General Fund for these services.

Significant Program Changes

Last Year this program was: FY 2022: 78101 Business Services Procurement & Contracting

Net decrease of 0.5 FTE due to a transfer-in of 0.50 FTE from program offer 78316 and transfer-out 1.0 FTE to program offer 78307.

Due to Covid19 the staff in this program were moved to routine teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat. Covid related expenses are monitored and tracked. There have been and continue to be staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements. DCA Contracts must adhere to Commercial Contract laws, Bureau of Labor and Industry laws, Construction and Architectural/Engineering contracting laws, Employment laws, Privacy laws, Domestic Violence and Criminal records laws and others. DCA Procurement, using cooperative agreements, must adhere to state and federal laws

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$154,772	\$0
Total GF/non-GF	\$0	\$0	\$154,772	\$0
Program Total:	\$0		\$154,772	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This position will be funded with one-time-only General Fund and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Patrick Williams

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Department of County Assets (DCA) Business Services Finance team is one of the three service teams in the DCA Business Services Division. This team provides accounts receivable, accounts payable, capital project accounting, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support to the DCA and to Non-Departmental County agencies and offices.

Program Summary

This program supports DCA and Non-Departmental offices with administrative services which include capital project accounting and administration, accounts receivable, accounts payable, grant accounting, travel arranging and reconciliation, procurement card management services, and general accounting support. This program reports to the departmental Business Services/Deputy Director.

Support also includes collaboration with departmental partners in the review, modification, and implementation of Administrative Procedures, County policies, and established fiscal processes to help ensure barriers for small, locally owned organizations are removed when conducting business with the County by balancing risk with fairness and equity. We also strive to remove barriers to County employees when travelling on County business, using County issued credit cards, and all other administrative processes and functions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maintain quarterly aged receivable balance below \$100,000.	\$191,677	\$100,000	\$174,000	100,000
Outcome	Percent of invoices entered and paid within standard net 30	88%	88%	82%	90%

Performance Measures Descriptions

PM1 - This measure will show we are collecting from agencies in a timely manner and help improve the County's overall cash position.

PM2 - This measure will show we are entering in invoices and paying our vendors in a timely manner.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,247,059	\$0	\$1,320,179	\$0
Materials & Supplies	\$14,297	\$0	\$16,800	\$0
Internal Services	\$135,896	\$0	\$167,393	\$0
Total GF/non-GF	\$1,397,252	\$0	\$1,504,372	\$0
Program Total:	\$1,397,252		\$1,504,372	
Program FTE	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,174,647	\$0	\$1,226,449	\$0
Total Revenue	\$1,174,647	\$0	\$1,226,449	\$0

Explanation of Revenues

Costs 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 2022: 78102 Business Services Finance

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Covid related expenses are monitored and tracked. There have been and continue to be many staff supporting the Emergency Operations Center and Joint Office of Homeless Services in response to the pandemic.

In FY 2022 2 Finance Specialists 2 positions were reclassified to Finance Specialist Sr. which increased personnel costs.

Department: County Assets **Program Contact:** Tony Dornbusch
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Strategic Sourcing team is one of the three service teams in the Department of County Assets (DCA) Business Services Division. The team facilitates the consolidation of the County’s purchasing power to find the best possible values in the marketplace, while adhering to County values. The seven step Strategic Sourcing practice is anchored in the identification of requirements and risks to the County, as well as adherence to County values and compliance with governing laws. The Seven Steps of Strategic Sourcing also includes a robust analysis of equity, economic, and environmental impacts and considerations. The Strategic Sourcing unit reports to the departmental Deputy Director.

Program Summary

Strategic Sourcing practices follow a holistic approach for the selection and sourcing of goods and services necessary to meet the requirements of an organization’s operations. This effort includes several key tenets or procurement best practices: (1) Consolidating spend across all buyers with a small number of supplier partners so that the best prices can be achieved, (2) Considering the total life cycle cost of a product and service (not just the purchase price) when making a procurement decision, (3) Building mutually beneficial strategic partnership relationships with key suppliers, (4) Leveraging the capabilities and services of supplier partners to reduce internal operating costs, and (5) Leveraging technology to reduce operating costs, better manage spend and achieve better prices

Strategic Sourcing initiatives primarily support the acquisition of goods and services purchased Countywide. Support also includes collaboration with departmental partners in the review of Administrative Procedures and the implementation of best practices as necessary, in support of strategic sourcing initiatives. The Strategic Sourcing team chairs the County’s Strategic Sourcing Council, which identifies and prioritizes initiatives based upon risk, value and impact across the County.

Based upon recent experiences with Emergency responses to fires, the pandemic, and sheltering requirements, in addition to a greater focus on Diversity, Equity and Inclusion, the focus of Strategic Sourcing and the associated performance measures are evolving to better align with the County’s direction and strategies to respond to events encountered and values held by the County. In addition, current events, such as responses to emergencies, and other situations such as large influxes of funding, or spending on major construction projects can significantly impact the spend under Strategic Sourcing managed contracts, which may cause large fluctuations in the percentage of spend under Strategic Sourcing.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	NA	80%	10%	60%
Outcome	Dollars spent under Strategic Sourcing Managed Contracts as a percentage of non-personnel dollars in th	NA	1.65%	1.59%	1.65%

Performance Measures Descriptions

PERFORMANCE MEASURE #1 - OUTPUT: Percentage of Strategic Sourcing initiatives/contracts now containing language to provide priority to County Programs during responses to emergencies..

PERFORMANCE MEASURE #2 - OUTCOME: The total amount spent under Strategic Sourcing Initiatives/Contracts as a percentage of the total amount of Non-personal services (i.e. excluding Health and Human Services) spent across the County.

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	2022	2022	2023	2023
Personnel	\$345,091	\$0	\$421,795	\$0
Materials & Supplies	\$4,820	\$0	\$4,033	\$0
Internal Services	\$46,761	\$0	\$45,854	\$0
Total GF/non-GF	\$396,672	\$0	\$471,682	\$0
Program Total:	\$396,672		\$471,682	
Program FTE	2.25	0.00	2.50	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 2022: 78104 Business Services Countywide Strategic Sourcing

Increase of 0.25 FTE due to a transfer of allocation from program offer 78316.

Due to Covid19 the staff in this program were moved to routine teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,559,165	\$0	\$1,602,285
Contractual Services	\$0	\$511,125	\$0	\$11,570
Materials & Supplies	\$0	\$64,906	\$0	\$147,571
Internal Services	\$0	\$1,838,569	\$0	\$1,843,530
Total GF/non-GF	\$0	\$3,973,765	\$0	\$3,604,956
Program Total:	\$3,973,765		\$3,604,956	
Program FTE	0.00	9.75	0.00	9.75

Program Revenues				
Beginning Working Capital	\$0	\$500,000	\$0	\$0
Total Revenue	\$0	\$500,000	\$0	\$0

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. Revenue is budgeted to best reflect accounting system behavior for the fund, and so budgeted revenue and expense may not match for a specific program offer. However, budgeted revenue and expense for the fund balance across program offers. The prior year's budget included \$500K of reserves from Beginning Working Capital allocated to a TRIRIGA building systems upgrade which is to be completed in FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78200 Facilities Director's Office

Contractual services are reduced by \$500k with the removal of a TRIRIGA building system software upgrade funded out of reserves and to be completed in FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$125,579	\$0
Total GF/non-GF	\$0	\$0	\$125,579	\$0
Program Total:	\$0		\$125,579	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

This position will be funded with one-time-only General Fund and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

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	2022	2022	2023	2023
Internal Services	\$0	\$5,977,731	\$0	\$5,980,481
Cash Transfers	\$0	\$330,334	\$0	\$355,176
Total GF/non-GF	\$0	\$6,308,065	\$0	\$6,335,657
Program Total:	\$6,308,065		\$6,335,657	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,945,698	\$0	\$5,948,436
Total Revenue	\$0	\$5,945,698	\$0	\$5,948,436

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 2022: 78201 Facilities Debt Service and Capital Fee Pass Through

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$11,174,320	\$0	\$11,923,788
Contractual Services	\$0	\$353,465	\$0	\$318,808
Materials & Supplies	\$0	\$13,397,783	\$0	\$13,191,682
Internal Services	\$0	\$1,945,471	\$0	\$2,109,160
Total GF/non-GF	\$0	\$26,871,039	\$0	\$27,543,438
Program Total:	\$26,871,039		\$27,543,438	
Program FTE	0.00	76.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$37,402,011	\$0	\$39,640,846
Beginning Working Capital	\$0	\$951,000	\$0	\$431,732
Service Charges	\$0	\$993,661	\$0	\$1,053,157
Total Revenue	\$0	\$39,346,672	\$0	\$41,125,735

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. In FY 2023, \$350K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$121K of prior years' one-time only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2022: 78202 Facilities Operations and Maintenance

- One FTE Building Automation Specialist (BAS) is added to allow adequate coverage for FPM's one BAS with increased building portfolio.
- One FTE Carpenter is added to meet demands of increased building portfolio with Joint Office Expansions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$123,621
Total GF/non-GF	\$0	\$0	\$0	\$123,621
Program Total:	\$0		\$123,621	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$123,621
Total Revenue	\$0	\$0	\$0	\$123,621

Explanation of Revenues

This position will be funded with one time only General Funds and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Jeff Lewis

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Facilities Client Services program provides property management services to over 150 buildings and approximately 3.8 million square feet of County facility space and is the customer service interface between Facilities and County programs. The program's goal is to ensure that our buildings are properly managed and our clients are engaged in facilities-related activities. The property managers coordinate project planning work, address property issues, and ensure collaboration, communication and coordination with program representatives for optimal service delivery. Decisions related to what projects are handled and when are based on building system life cycle, safety, building conditions, and equity priorities. The Client Services program strives to serve all programs equitably to help them support all populations whom they serve.

Program Summary

Facilities' Property Managers ensure that all County building users have a single, visible, and accessible point of contact for property and building services. The County's property portfolio is dispersed by department or program and each Property Manager has direct oversight of their respective building portfolios. The Property Manager is responsible for coordinating routine building activities (such as janitorial service, security, and window washing) and ensuring that repairs and/or maintenance projects are completed. The goal is to ensure buildings are safe and welcoming and that quality services are delivered safely, accessibly, and effectively to all County employees, customers, and residents. The Property Managers enhance Facilities' relationship with programs by collaborating, communicating, and coordinating with clients well.

This Program administers approximately \$11 million of contracted services, ensuring high quality vendor performance and accurate billing. They are also responsible for helping to identify and prioritize needed building improvements delivered through the Capital Improvement Funds. These recommendations are typically based on building system life; safety, fire and life regulations; and building conditions. They are always in coordination with programmatic needs, using an equity lens in the decision-making process. The team assists with the coordination of the annual assessment of all Capital facility needs and helps to develop a specific strategy consistent with available funding, which permits the completion of improvements in a carefully planned approach. Property Managers respond to emergencies and coordinate after-hours access to buildings by contractors, community groups, or others.

The team contracts with Qualified Rehabilitation Firms (QRFs) to provide janitorial, landscaping and security services. QRFs hire individuals who may otherwise not have gainful employment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of Annual Customer Expectation Surveys with "Very Satisfied" score.	60%	90%	65%	70%
Outcome	Percent public procurement compliance for contracted services.	100%	100%	100%	100%

Performance Measures Descriptions

PM#1 - Facilities customers are emailed a link for a Customer Service satisfaction survey. Replies and results are reviewed and used for continuous quality improvement. Goal is to have at least 70% of surveys return as "very satisfied" from client contact.

PM#2 - All procurement activities for contracted services are in compliance with statutory mandates and contracting rules.

Legal / Contractual Obligation

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

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,550,178	\$0	\$1,735,448
Contractual Services	\$0	\$10,089,001	\$0	\$12,665,428
Materials & Supplies	\$0	\$670,443	\$0	\$678,061
Internal Services	\$0	\$343,221	\$0	\$355,489
Total GF/non-GF	\$0	\$12,652,843	\$0	\$15,434,426
Program Total:	\$12,652,843		\$15,434,426	
Program FTE	0.00	9.20	0.00	10.20

Program Revenues				
Other / Miscellaneous	\$0	\$4,999,708	\$0	\$6,817,551
Total Revenue	\$0	\$4,999,708	\$0	\$6,817,551

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 2022: 78203 Facilities Client Services

- Contractual services increased due services at the new courthouse and enhanced security services.
- 1 FTE Property Manager added to address increased building portfolio with Joint Office expansions.

Legal / Contractual Obligation

Legal/ Contractual Obligations

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program will be funded with one time only General Funds and ongoing cost will be incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 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	2022	2022	2023	2023
Personnel	\$0	\$1,111,966	\$0	\$1,116,676
Materials & Supplies	\$0	\$80,626	\$0	\$88,800
Internal Services	\$0	\$1,104,074	\$0	\$1,304,042
Total GF/non-GF	\$0	\$2,296,666	\$0	\$2,509,518
Program Total:	\$2,296,666		\$2,509,518	
Program FTE	0.00	10.90	0.00	11.90

Program Revenues				
Other / Miscellaneous	\$0	\$789,070	\$0	\$1,717,800
Total Revenue	\$0	\$789,070	\$0	\$1,717,800

Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds.

AP Fees: \$1,717,800

Significant Program Changes

Last Year this program was: FY 2022: 78204 Facilities Capital Operation Costs

- 1.00 FTE Project Manager added in FY 2023 to support execution of the AP, CIP, and LIB5 year capital improvement plan.
 - Other FTE changes are reflection of reallocation of resources within FPM
 - Due to COVID19 the staff in this program were moved to primarily teleworking instead of reporting to the office.
- Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Projects have slowed due to shortages on materials, longer lead times, slower trade production due to physical distancing requirements, and longer times to gain permits and other reviews by Authorities having Jurisdiction.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 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	2022	2022	2023	2023
Contractual Services	\$0	\$19,699,327	\$0	\$23,037,037
Capital Outlay	\$0	\$138,179	\$0	\$521,843
Total GF/non-GF	\$0	\$19,837,506	\$0	\$23,558,880
Program Total:	\$19,837,506		\$23,558,880	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,899,767	\$0	\$12,880,166
Financing Sources	\$0	\$159,708	\$0	\$171,068
Interest	\$0	\$150,000	\$0	\$75,000
Beginning Working Capital	\$0	\$10,422,382	\$0	\$10,276,569
Service Charges	\$0	\$205,649	\$0	\$156,077
Total Revenue	\$0	\$19,837,506	\$0	\$23,558,880

Explanation of Revenues

Fund 2507 Capital Improvement Program:
 BWC \$9.8 Million from Project Carryover; \$0.5 Million from Asset Replacement program offer
 IG City of Portland share of Justice Center Projects \$0.1 Million
 Intl Svc Reimbursement CIP Fee from County Occupants \$4.7 Million
 Cash Transfer Revenue from External Clients \$0.2 Million
 Other Revenue \$5.0 Million from Client Funded Projects
 Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2022: 78205 Facilities Capital Improvement Program

Due to COVID19 the staff in this program were moved to hybrid teleworking instead of reporting to the office each day. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and some followed up in person. Many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays. Over 50% turnover of staff has slowed progress and pace of project completion. Restarting project that may have paused or been completely stopped should improve project turnover in the future fiscal year.

Protests have paused several projects at downtown facilities due to access and safety of personnel.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 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	2022	2022	2023	2023
Contractual Services	\$0	\$24,188,920	\$0	\$29,767,351
Total GF/non-GF	\$0	\$24,188,920	\$0	\$29,767,351
Program Total:	\$24,188,920		\$29,767,351	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,368,003	\$0	\$8,324,404
Financing Sources	\$0	\$170,626	\$0	\$184,108
Interest	\$0	\$200,000	\$0	\$100,000
Beginning Working Capital	\$0	\$16,957,795	\$0	\$21,950,458
Service Charges	\$0	\$92	\$0	\$99
Total Revenue	\$0	\$25,696,516	\$0	\$30,559,069

Explanation of Revenues

BWC from Routine Project Carryover \$21.9 Million
 Intl Svc Reimbursement AP Fee from County Occupants \$8.2 Million
 Cash Transfer Revenue from External Clients \$0.2 Million
 Interest Income \$0.1 Million

Significant Program Changes

Last Year this program was: FY 2022: 78206 Facilities Capital Asset Preservation Program

This offer increases BWC due to more projects having beginning working capital carryover.

Due to COVID19 the staff in this program were moved to hybrid teleworking instead of reporting to the office each day. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and some followed up in person. Projects are slowed due to difficulty in material availability, shipping delays, other agency review delays. Over 50% turnover of staff has slowed progress and pace of project completion. Restarting project that may have paused or been completely stopped should improve project turnover in the future fiscal year.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2022 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	2022	2022	2023	2023
Personnel	\$0	\$689,274	\$0	\$715,179
Contractual Services	\$0	\$1,500	\$0	\$10,560
Materials & Supplies	\$0	\$12,900	\$0	\$13,416
Internal Services	\$0	\$62,531	\$0	\$93,248
Total GF/non-GF	\$0	\$766,205	\$0	\$832,403
Program Total:	\$766,205		\$832,403	
Program FTE	0.00	4.40	0.00	4.40

Program Revenues				
Other / Miscellaneous	\$0	\$496,712	\$0	\$404,855
Total Revenue	\$0	\$496,712	\$0	\$404,855

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 2022: 78207 Facilities Interiors Group

Due to COVID-19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Many manufacturing vendors shut down or are not operating at 100%. This include systems furniture manufacturers. We saw an increase in lead times associated with furniture purchases. In addition, with fewer individuals in the office environment, service requests have been reduced. We anticipate work to increase with "ramp up" activities as different divisions start returning to the office environment in a safe manner. Permanent shifts in programs' office functionality could increase the this group's challenges depending on what adaptations are requested.

Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$6,200,000	\$0	\$6,744,220
Total GF/non-GF	\$0	\$6,200,000	\$0	\$6,744,220
Program Total:	\$6,200,000		\$6,744,220	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,403,147	\$0	\$5,948,461
Service Charges	\$0	\$1,112	\$0	\$0
Total Revenue	\$0	\$5,404,259	\$0	\$5,948,461

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 2022: 78208 Facilities Utilities

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$287,301	\$0	\$300,121
Contractual Services	\$0	\$55,419	\$0	\$57,273
Materials & Supplies	\$0	\$9,018,697	\$0	\$9,731,298
Internal Services	\$0	\$26,464	\$0	\$25,778
Total GF/non-GF	\$0	\$9,387,881	\$0	\$10,114,470
Program Total:	\$9,387,881		\$10,114,470	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$9,304,330	\$0	\$10,058,081
Service Charges	\$0	\$961,155	\$0	\$1,152,992
Total Revenue	\$0	\$10,265,485	\$0	\$11,211,073

Explanation of Revenues

Facilities Operating Fund programs such as this one are supported primarily by internal service revenue from County departments, with less than 5% of revenue from external customers. 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 2022: 78209 Facilities Lease Management

The FY 2023 Budget adds Whitaker Way and Arbor Lodge (Joint Office of Homeless Services), Multnomah County Sheriff's Office Portland Portal, EOC Operations and Arcoa (Library Bond Program) leases.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78210B, 78212, 78214, 78215, 78219, 78221, 78233
Program Characteristics:

Executive Summary

The Strategic Planning and Projects Program is responsible for developing, implementing, and tracking performance against the Facilities Asset Strategic Plan. The program delivers large scale facilities construction projects, evaluates and recommends strategic portfolio opportunities, including acquisitions, dispositions, major project development, renovations, and strategic programming. We ensure that the projects match current organizational priorities. Funding decisions for this group are made in cooperation with the rest of DCA, other County Departments, the Chair's Office, and the Central Budget Office. We use the County's Equity Lens to create high quality, inclusive and equitable projects.

Program Summary

The Facilities Strategic Planning and Projects Program is responsible for project management for new or major redevelopment of construction and/or repair projects, engineering design and alterations for complex, multi-use, public facilities; real estate development; property disposition and acquisition; and pre-development and evaluation of major portfolio projects. This includes performing complex feasibility studies, risk management, public process and other management functions. In FY 2023, the Strategic Planning team will support the Library Capital Bond Projects Team through providing major projects expertise and real estate site analysis.

This team's portfolio includes: new construction of the new Gladys McCoy building and the Downtown Courthouse; major renovation projects such as the Behavioral Health Resources Center, the Southeast Health Center, the MCSO Portland Portal, and Arbor Lodge; Justice Center major systems replacement of the Detention Electronics and an initial study for replacing the Bus Duct; and long-term use evaluations, such as the Vance Park and Walnut Park feasibility studies.

This program also performs the ongoing efforts relating to the Board-adopted Facilities Asset Strategic Plan (FASP). Phase II of the FASP completed an assessment of potential renovation, modernization and seismic needs to determine the cost/benefit ratio of specific investments in the portfolio. For Phase III of the FASP, Department Director meetings will take place for better alignment with altered use of office space to provide welcoming, safe, and accessible facilities.

Without this Program, there would be a lack of strategic planning to define, program, acquire and deliver critical Facilities projects, and to ensure that projects are delivered to the Departments that service the County's residents and visitors most in need. This team aligns the goals of Departments, customers and organizations with work being evaluated and planned to equitably serve the community at large and is an available and accessible resource to all Departments within the County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Major projects completed in current fiscal year	N/A	N/A	2	5
Outcome	% of projects completed within or close to the desired scheduled date	N/A	N/A	50%	100%

Performance Measures Descriptions

PM #1 - Completion of major projects in current fiscal year, FY 2022 and FY 2023.
 PM #2 - Percentage of major projects completed within or close to the desired schedule.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,084,096	\$0	\$1,117,035
Contractual Services	\$0	\$272,226	\$0	\$283,115
Materials & Supplies	\$0	\$6,070	\$0	\$6,313
Internal Services	\$0	\$125,640	\$0	\$116,872
Total GF/non-GF	\$0	\$1,488,032	\$0	\$1,523,335
Program Total:	\$1,488,032		\$1,523,335	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$689,296	\$0	\$676,794
Total Revenue	\$0	\$689,296	\$0	\$676,794

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 2022: 78210A Facilities Strategic Planning and Projects

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In FY 2018 the County authorized One Time Only (OTO) funds to survey the Vance Property in order to support development of a long term Master Plan. Department of Community Services (DCS) Planning and County Leadership along with Department of County Assets (DCA) Facilities and Property Management (FPM) formed a steering committee earlier in FY 2018 in order to build a Roadmap of Master Planning efforts to date and outline next steps. The Vance Vision will be presented in FY2022. This work includes community engagement to center the voices of the underrepresented and to provide recommendations for development on these properties. Efforts to further community engagement, explore development potential and site conditions will continue in FY23.

Program Summary

This Vance Property Master Plan program offer includes environmental site technical studies to continue a master planning process. It will lead to enhanced development options which make better use of the former quarry and the associated park portion on the west side of the property. Technical work completed to date include an ALTA Survey, gas and water monitoring, landfill waste field investigations, and installation of additional ground water monitoring stations.

The goal of the plan is to develop a structured process with a clear framework for creating a set of options and recommendations for any future development or disposition of the County-owned parcels in this area. The plan will consider the needs of DCS, including infrastructure, service provision, and present and future division land use needs, as well as any financial impact to the Road fund. In addition, we are working closely with the City of Gresham to assess the park portion of the Vance Property along the western edge in order to determine best usage and future options. DCS continues to work closely with internal stakeholders, external partners and stakeholders to evaluate the future options for this property. The Project Leadership Team includes members from the Governor's Regional Solutions team, County Leadership, METRO, City of Gresham, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired to provide Master Planning Services toward this effort that includes programming, community engagement, financial analysis, feasibility analysis, and technical advice on creating development options for this property. This Vance Vision will be presented in FY2022. Efforts to further community engagement, explore development potential and site conditions will continue in FY 2023.

The intent of the engagement process is to center the voices of underrepresented and marginalized communities about their vision for the Vance Properties as well as hear from County staff about what potential county needs could be accommodated on the site. Based on alignment with County policies and goals and community benefit, the team will provide guidance on future implementation of the various options.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Determine viability of proposed development options	N/A	N/A	N/A	100%
Outcome	Report to advise what development options to pursue	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM #1 Output—Determine viability of proposed development options; findings and recommendations from the community engagement.

PM #2 Outcome—Report to advise on what development options to pursue; present recommendations on future property development

Legal / Contractual Obligation

The project received a 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	2022	2022	2023	2023
Contractual Services	\$0	\$164,000	\$0	\$110,619
Total GF/non-GF	\$0	\$164,000	\$0	\$110,619
Program Total:	\$164,000		\$110,619	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$164,000	\$0	\$110,619
Total Revenue	\$0	\$164,000	\$0	\$110,619

Explanation of Revenues

Beginning working capital is carry over of unspent prior years' one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2022: 78210B Facilities 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.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The new Central Courthouse replaced the 100 year old previous courthouse. The new courthouse incorporates the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency.

Program Summary

The former Multnomah County Downtown Courthouse was functionally obsolete and was sold. DAY CPM has been acting as the Owner’s Representative to assist the County in delivering the new Courthouse Construction project.

The County procured the services of the SRG who partnered with CGL Ricci Greene as the project architect to perform the design, and Hoffman Construction to construct the courthouse using the CM/GC (Construction Manager/General Contractor) method. The architectural design team completed the design of the courthouse with input from various users and stakeholders. During the design phase the architect and CM/GC collaborated on the design to meet the project values and goals. The CM/GC prepared detailed cost estimates during the design phase and finalized a Guaranteed Maximum Price in September 2017. The project was Substantially Complete on December 11, 2020. Operational workflow testing and Final Occupancy Certification took place following Substantial Completion. Occupancy by the Courts took place on October 6, 2020. The Project has completed the warranty period and there are a few minor items left to close out with Hoffman. The County is reviewing final Change Order Requests and working on the Project Closeout phase of the project which will extend into FY 2023. A Parking lot for the Sheriff’s Transport vehicles on an existing surface parking area near the Courthouse will be renovated by Cedar Mills.

The Courthouse and Health Department Headquarters projects set a new regional standard for workforce diversity through an active Project Labor Agreement. The project met and in many cases exceeded the participation goals.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete project closeout	N/A	100%	100%	100%
Outcome	MCSO Transport Lot completed and operational	N/A	N/A	50%	100%
Outcome	Project financial closeout	N/A	N/A	50%	100%

Performance Measures Descriptions

PM #1 Output: Completed project closeout
 PM #2 Outcome: MCSO transport lot completed and operational
 PM #3 Outcome: Project financial closeout.

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	2022	2022	2023	2023
Contractual Services	\$0	\$6,078,931	\$0	\$6,053,978
Internal Services	\$0	\$0	\$0	\$60,000
Total GF/non-GF	\$0	\$6,078,931	\$0	\$6,113,978
Program Total:	\$6,078,931		\$6,113,978	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,078,931	\$0	\$6,113,978
Total Revenue	\$0	\$6,078,931	\$0	\$6,113,978

Explanation of Revenues

• \$6.1 million working capital carryover from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78212 Facilities Downtown Courthouse

Project closeout to be completed in FY 2023.



Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Internal Service **Program Offer Stage:** As Proposed
Related Programs: 78204
Program Characteristics:

Executive Summary

The Library Construction (Capital) Fund is a Capital Program designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the Library District's buildings safe, accessible, reliable, maintainable, functional, and efficient. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Library District Construction (LIB) fees.

Program Summary

The Library Construction (Capital) Fund program creates accessible, functional and energy efficient facilities that provide Library services to the community. The program focuses on the owned buildings occupied by the Library District and provides the funding to complete capital projects within these buildings. Capital funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. It creates more functional and maintainable buildings through planned upgrades in equipment and systems intended to meet changing program needs.

The Library District Capital Plan is managed via the annual 5-year Capital Plan that focuses on short-term requirements that are integrated with the long-term Library District facility needs. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Libraries over three decades and then prioritizes and schedules needed work in the future. This allows the Library Capital fund to be invested based on priority, and optimizes return on investment. The program allows Capital fees, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix that prioritizes fire, life, safety, maintainable, and equity. The program looks for project efficiencies that benefit the building users and extend the useful life of the building plus a strong allocation of project funds to diverse local vendors.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new projects added to the Library Construction Fund portfolio	N/A	N/A	9	12
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	47%	70%	70%	75%

Performance Measures Descriptions

PM #1: Number of new capital projects added to the Library Construction Fund portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2: Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.

Legal / Contractual Obligation

There are a number of projects carrying over into FY 2023 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	2022	2022	2023	2023
Contractual Services	\$0	\$7,507,807	\$0	\$9,729,646
Total GF/non-GF	\$0	\$7,507,807	\$0	\$9,729,646
Program Total:	\$7,507,807		\$9,729,646	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,070,758	\$0	\$3,217,864
Interest	\$0	\$50,000	\$0	\$50,000
Beginning Working Capital	\$0	\$4,387,049	\$0	\$6,461,782
Total Revenue	\$0	\$7,507,807	\$0	\$9,729,646

Explanation of Revenues

BWC Estimated carry forward of ongoing projects \$6.5 Million

Capital Fee on Owned Library Buildings \$3.2 Million

Interest Income \$0.05 Million

Significant Program Changes

Last Year this program was: FY 2022: 78213 Library Construction Fund

This offer increases BWC due to more projects having beginning working capital carryover.

Due to Covid19 the staff in this program were moved to primarily teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. Few projects have been cancelled or completely stopped due to Covid19. However many projects are slowed due to difficulty in material availability, shipping delays, other agency review delays.

Department: County Assets **Program Contact:** Scott Churchill

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

Related Programs:
Program Characteristics:
Executive Summary

This project constructed a new headquarters and clinic facility for the Multnomah County Health Department in the Old Town/Chinatown Neighborhood of Portland. The facility is approximately 157,000 square feet and located on the easterly half of the block U immediately adjacent to the Bud Clark Commons building. The project team focused on delivering a well-functioning, flexible building for County operations that is welcoming to clients. The building is an attractive and durable asset which complements the neighborhood. The Gladys McCoy Building opened in April 2019. Remaining funds will be used to renovate two rooms on the 3rd floor to negative pressure rooms.

Program Summary

The Gladys McCoy building is the headquarters for the Multnomah County Health Department. It is an approximately 157,000 gross square foot, nine story structure located on the easterly portion of a block in Portland's Central City. The building has a public entry sequence fronting on NW 6th Avenue & NW Hoyt St. Major elements at the ground floor are an Emergency Preparedness and Response center; a pharmacy; a vaccine depot; a loading dock and related service functions and a security desk. The upper eight floors house a variety of Health Department functions: Office of the Director; Deputy Director; Business, Financial & Quality Services; Community Health Services; Director of Nursing; Health Officer; Human Resources & Workforce Development; Integrated Clinical Services; Laboratory services; Communicable Disease services; and Public Health & Community Initiatives. Clinics are located on lower floors to facilitate public access; work spaces are located on upper floors. Vertical circulation, restrooms for public use and staff use, break rooms, mechanical rooms, and other ancillary program spaces are distributed throughout the building.

Design Review was approved on November 10, 2016. The Board of County Commissioners approved Resolution 2016-115 on November 10, 2016 to authorize the Early Work Package. The Ground Breaking Ceremony was held on December 14, 2016 and 100% construction documents were delivered on January 13, 2017. Construction began on February 17, 2017 and the Board of County Commissioners approved the resolution 2017-051 on June 15, 2017 to authorize the GMP amendment with JE Dunn Construction. The steel structure has been completed and a topping ceremony was held December 6, 2017. Construction was completed in FY 2019. Project construction audit was completed in FY 2021.

The old Health Department Headquarters had reached the end of its useful operational life. New lab technology, current infection control standards and contemporary clinic environments using current state of the art HVAC, Lighting and Environmental control systems brings an equitable health treatment experience for the County's underserved population.

Remaining funds will be used to renovate two rooms on the 3rd floor to negative pressure rooms.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Construction of Gladys McCoy building complete	100%	100%	100%	100%
Outcome	Health Department can deliver services from this location	N/A	100%	100%	100%
Outcome	Completion of project construction audit	N/A	100%	100%	N/A

Performance Measures Descriptions

Output #1: Complete the construction of the Gladys McCoy Building.

Outcome #2: Health Department can deliver services from this location.

Outcome #3: Audit of project construction costs and contract compliance to be completed by independent external auditor.

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	2022	2022	2023	2023
Contractual Services	\$0	\$600,000	\$0	\$260,000
Cash Transfers	\$0	\$1,000,000	\$0	\$0
Total GF/non-GF	\$0	\$1,600,000	\$0	\$260,000
Program Total:	\$1,600,000		\$260,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$1,600,000	\$0	\$260,000
Total Revenue	\$0	\$1,600,000	\$0	\$260,000

Explanation of Revenues

The carryover is to meet contractual obligations to vendors and service providers with the balance transferred to the General Fund.

Significant Program Changes

Last Year this program was: FY 2022: 78214 Health Headquarters Construction

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 78210A
Program Characteristics: One-Time-Only Request

Executive Summary

The South East Health Center program offer addressed building structural deficiencies for the South East Health Clinic (SEHC) located at 3653 SE 34th Avenue. The project removed and replaced the deteriorated major structural beams supporting the west wings of the SEHC, along with the failed exterior siding and original building windows with fire resistant fiber cement panel siding and energy efficient windows. In addition, the Dental & Primary Care front desk locations were remodeled to provide a single Universal Front Desk serving both clinics and two new office areas were created, one for the Dental Supervisor and one as a copy room that will serve both clinics.

Program Summary

The SEHC provides medical, dental, and pharmacy services to the community, along with Health Department staff office space and assorted community activities in the Lower Level meeting areas. In January of 2018 a gap between the floor and the exterior wall was discovered. After extensive investigation, it was determined that the major glulam (wood) beams supporting the first floor West wings, north and south exterior walls had deteriorated to 50% of their original structural capacity due to moisture damage from years of water infiltration through the failed building exterior siding. These beams were temporarily being shored, to protect the safety of patients, visitors and staff within the building while the structural beams were being replaced. These structural beams were replaced along with the existing Exterior Insulation and Finish System (EIFS) that failed and caused the present structural deficiencies.

Carleton Hart Architects (CHA) led the project with ABHT Structural Engineering providing structural design for the replacement of the deteriorated glulam beams. Architectural upgrades included new energy efficient windows to ensure proper flashing to prevent future water intrusion, in conjunction with the replacement of the failed EIFS siding with fiber cement panel siding on the west wing of the building that will provide long lasting durable service for the life of the building. A large effort has been made by the Health Department and Facilities & Property Management to keep as much of the multi-department clinic open and serving the local underserved population while undergoing these significant construction repairs. The pharmacy remained open for patient services throughout the project's construction, continuing to serve our patient population on a daily basis.

This project is scheduled to be completed in FY 2023.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project closeout and permitting completed	N/A	N/A	80%	100%
Outcome	All financial settlements completed	N/A	N/A	80%	100%

Performance Measures Descriptions

PM#1 - All project closeout documents, CAD files, and permit files completed and submitted to Building Data Management Center.

PM#2 - All financial settlements from general contractors and subcontractors received and paid in full.

Legal / Contractual Obligation

In 2014 the FQHC received a service expansion grant to expand services at the SEHC. Any change in hours/location must be approved by both the CHC and HRSA. Board approved FAC-1 on May 14, 2020.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$72,800	\$0	\$0
Contractual Services	\$0	\$2,847,200	\$0	\$500,000
Total GF/non-GF	\$0	\$2,920,000	\$0	\$500,000
Program Total:	\$2,920,000		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$2,420,000	\$0	\$0
Beginning Working Capital	\$0	\$500,000	\$0	\$500,000
Total Revenue	\$0	\$2,920,000	\$0	\$500,000

Explanation of Revenues

\$500K working capital carryover from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78215 South East Health Center

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Behavioral Health Resource Center (BHRC) program offer addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and, increasingly, experiencing homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter and housing and participating in services. Currently, services and facilities specifically serving this population are limited. The renovation and build-out of the County-owned building at Southwest 333 Park Avenue and adjacent parcel of land will greatly support the need for these services and programs.

Program Summary

The Multnomah County Health Department, in collaboration with our community partners, have identified the need in our community for a centrally located, dedicated behavioral health resource center providing services during the day, overnight shelter, and transitional housing to serve the growing number of people with disabling conditions, including behavioral health issues such as mental illness and substance use disorders who experience homelessness.

An executive project team was assembled to review the feasibility of purchasing the property at 333 SW Park Avenue and the adjacent parking lot on SW Oak Street. Through a series of feasibility analyses, the site was identified as an excellent location with a flexible interior and exterior space for this specific purpose. Additional analysis regarding the project delivery led to the path of renovating the current building for the new center. The Project Management Team (PMT) was formed with members including Multnomah County Mental Health & Addiction Services (MHASD), Facilities & Property Management (FPM), The Klash Group, Carleton Hart Architecture (CHA), and Mortenson Construction.

The PMT completed the programming and design for the new Behavioral Health Resource Center (BHRC). The project received Portland Design Commission approval in December 2020 and construction documents were prepared. The PMT prepared the FAC-1 Design and Construction Plan that describes the features of the BHRC, sets the project budget at \$26M, and contains the construction schedule for the renovation of the building and construction of the plaza. The Board-Approved the construction of the BHRC in Resolution 2021-032.

This project will be a dedicated facility to support the increasing number of people experiencing homelessness and behavioral health issues. These issues affect populations of color disproportionately. This center will be the first of its kind targeting this underserved population. BHRC will be ready for occupancy in the fall of 2022 (FY 2023).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Construction of Behavioral Health Resource Center complete	N/A	80%	90%	100%
Outcome	Behavioral Health Resource Center open to the public	N/A	N/A	N/A	100%

Performance Measures Descriptions

- PM-1 Construction of Behavioral Health Resource Center (BHRC) completed.
- PM-2 Behavioral Health Resources Center open to the public to provide critically needed services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$13,204,521
Internal Services	\$0	\$0	\$0	\$21,750
Debt Service	\$0	\$0	\$0	\$7,097,729
Total GF/non-GF	\$0	\$0	\$0	\$20,324,000
Program Total:	\$0		\$20,324,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$11,300,000
Interest	\$0	\$0	\$0	\$24,000
Beginning Working Capital	\$0	\$0	\$0	\$9,000,000
Total Revenue	\$0	\$0	\$0	\$20,324,000

Explanation of Revenues

- \$9 million working capital carryover from FY 2022
- \$10 million from State of Oregon Grant
- \$1.3 million from Federal Earmark
- \$24,000 interest earnings

Significant Program Changes

Last Year this program was: FY 2022: 78219 Behavioral Health Resource Center Capital

Project is planned to be fully funded and internal service loan fully paid in FY 2023. Project completed in FY 2023.

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County Detention Center (MCDC) / Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology the analog intercom and video systems are becoming difficult to support. New technologies available will lower cost while improving the operation, maintainability, and safety of the facility. Decisions are made on these priorities: fire, life, safety, and equity. This program is supported primarily through OTO General funds with additional funds from CIP Fund 2507.

Program Summary

This project is currently in construction and is expected to reach substantial completion in FY 2022 Q4. Under this project, the intercom and video surveillance systems at MCDC at the Justice Center will be upgraded to newer technologies, utilizing the same equipment and brands that were recently installed in the other County detention facilities and have become County standard. This project will identify areas with inadequate video coverage and add new cameras and technologies to ensure compliance with the current PREA Standards. Additionally, this will extend the lifetime of the security electronics for another 15-20 years with appropriate maintenance and software upgrades. This project works closely with MCSO Staff, FPM Electronic Services, and other relevant internal trades.

This project will replace 6 different systems: Intercom system, video surveillance system, PLC/Touchscreen systems, Access Control system, administrative intercom phone system, and the Genetic IP-based video management system (VMS). A network of digital encoders will be installed on each floor, which will convert the existing analog camera signal to an IP-based signal, which is then routed to the servers and the associated touchscreen workstation viewing monitors. New PC-based workstations will be provided at each touchscreen station to allow the operator to view the associated cameras for the operator's area of responsibility, controlled by the operator's touchscreen workstation. Images will be brought up automatically in response to intercom, door operations, or alarms, or the operator can manually select single camera viewing, or a combination of different multiple-camera views.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	50%	100%	100%	100%

Performance Measures Descriptions

PM #1: Prioritized order for system implementation
 PM #2: Anticipated that 100% of the systems implementation will be completed in FY 2022.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$274,400	\$0	\$100,000
Total GF/non-GF	\$0	\$274,400	\$0	\$100,000
Program Total:	\$274,400		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$274,400	\$0	\$100,000
Total Revenue	\$0	\$274,400	\$0	\$100,000

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78221 MCDC Detention Electronics

Additional funding was provided in FY 2022 of \$1.8 million due to COVID restrictions and complexities in security access to the Justice Center building. This project should be substantially complete by the end of FY 2022.

Department: County Assets **Program Contact:** Greg Hockert

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

Related Programs:
Program Characteristics:
Executive Summary

This MCSO River Patrol Boathouses Capital Improvements program offer will fund high priority fire, life, safety repairs to the Multnomah County Sheriff Office (MCSO) River Patrol boathouses and related facilities. These repairs will address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structure. In FY 2019, MCSO restarted contributions to the Capital Improvement Fund (CIP) for future capital needs. Decisions are made on the priorities of fire, life, safety, and equity. Funds for this program are supplied primarily through One-Time-Only (OTO) General Funds with some financial support from Capital Improvement Fund 2507.

Program Summary

This carryover project is currently in bidding and jurisdictional review, and the most critical work is currently under construction. All construction work is expected to be completed and the project closed out in FY 2024.

A study was commissioned by Facility and Property Management (FPM) and completed in February 2018 to determine the scope of deferred maintenance required for the MCSO River Patrol boathouses, docks, and ramps; eight structures in total. Deferred maintenance in the amount of at least \$2.5 million was identified by the contracted architecture/engineering firm. Of the \$2.5 million, approximately half is considered to be essential to address immediate life safety, code and seismic deficiencies, roof-related upgrades, and repairs that require immediate attention to prevent further degradation of the structures. We currently have an imminent danger correction notice for all Columbia River Patrol boathouses from an electrical inspector to prevent Electrical Shock Drowning (ESD).

Structures identified that need improvements are: B496 Willamette River Boathouse and ramp/landing; B307 Columbia River Gleason Landing River Patrol, B493 Boathouse 1, B494 Boathouse 2, and B495 Boathouse 3, and the fueling dock; B309 Columbia River Chinook Landing Boathouse; and the B499 Columbia River Bonneville Boathouse.

It was determined in FY 2020 that it would be more fiscally responsible to purchase replacement structures (instead of repair) for B493 Gleason Landing Boathouse 1 and B309 Columbia River Chinook landing Boathouse. Fund 2507 is contributing funds to this project in FY2022 to complete the Tier 2 and Tier 3 priorities identified in the February 2018 assessment. FY 2022 Funds will be sufficient to complete the renovation and upgrades to B499 Columbia River Bonneville Boathouse, B496 Willamette River Boathouse, and upgrades the fuel dock.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete essential deferred maintenance boathouses	40%	100%	75%	100%
Outcome	MCSO boathouses/floating buildings meet minimum code and safety compliance	50%	100%	40%	40%
Output	Complete tier 2 and tier 3 deferred maintenance on boathouses	N/A	50%	50%	100%

Performance Measures Descriptions

PM#1 Output: Complete essential deferred maintenance on MCSO River Patrol boathouses/buildings/ramps/docks in order to reduce the ongoing rapid deterioration of the assets. This will be complete with the exception of the Bonneville Boathouse repairs.

PM#2 Outcome: MCSO boathouses/floating buildings meet minimum code and safety compliance. All boathouses will meet current code with the exception of Gleason Boathouse 1 and 2 and Chinook Boathouse.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023. 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	2022	2022	2023	2023
Contractual Services	\$0	\$1,682,717	\$0	\$580,000
Total GF/non-GF	\$0	\$1,682,717	\$0	\$580,000
Program Total:	\$1,682,717		\$580,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$257,691	\$0	\$0
Beginning Working Capital	\$0	\$1,425,026	\$0	\$580,000
Total Revenue	\$0	\$1,682,717	\$0	\$580,000

Explanation of Revenues

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78227 MCSO River Patrol Boathouses Capital Improvements

Due to COVID19 this project has slowed due to shortages on materials, longer lead times, lack of interested marine vendors, and other agency reviews, particularly permitting restriction from NOAA and US Army Corp of Engineers.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 78228B through 78228J
Program Characteristics:

Executive Summary

In 2020 voters approved the Library Capital Bond Program (LCBP) bond measure 26-211 to expand and modernize library spaces and balance library service more fairly across Multnomah County, increasing access and services to members of our community, addressing the needs of many marginalized and disadvantaged populations.

Program Summary

The bond program will increase total space in the current set of library buildings by about 50%. Each new library project will begin with a robust community engagement and input process to determine the design. Bond activities started in FY 2021 and are anticipated to continue through FY 2027. The overall program includes:

- Enlarge and update seven (7) branch libraries, including Albina Library, Belmont Library, Holgate Library, Midland Library, North Portland Library, Northwest Library, and St. Johns Library.
- Build a Flagship library in East Multnomah County
- Broadband support in all public branches
- Establish an Operations Center
- Provide light touch updates and efficiencies to public areas of all remaining library branches

The LCBP formed a Program Management Office (PMO) composed of staff from the Library and Department of County Assets (DCA) to provide accountability and oversight to deliver on the bond measure. The PMO reports to Executive Sponsors, an Executive Stakeholder Committee, a Community Oversight Committee, and the Board of County Commissioners for direction and accountability.

The program will support the Library's pillars and priorities. All aspects of this work shall center equity, diversity and inclusion, key values of DCA and the Library. Each project will have COBID (Certification Office for Business Inclusion and Diversity) certified firm goals, workforce diversity goals, and apprenticeship goals. [Link to Library Bond Website.](https://multcolib.org/library-building-bond/capital-planning-project-principles)
<https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop and maintain a three-year project plan to achieve the bond sale requirements.	N/A	1	1	1
Outcome	Provide regularly scheduled updates to the Board of County Commissioners	N/A	N/A	N/A	4
Output	Percentage of assigned dollars expended on efficiency and light touch projects.	NA	NA	NA	20%

Performance Measures Descriptions

P1 - Output: This measure addresses a requirement of the bond financing. Includes a baseline spend down plan and a quarterly updated spend down plan.

P2 - Outcome: This measure addresses establishing a solid project management reporting methodology for the program. It anticipates presenting to BCC 4x in a fiscal year

P3 - Output: This measure captures the % of assigned dollars expended of light touch and efficiency (Refresh) projects

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$176,001	\$4,057,271	\$0	\$0
Contractual Services	\$0	\$380,951,116	\$0	\$27,323,981
Materials & Supplies	\$0	\$780	\$0	\$0
Internal Services	\$0	\$0	\$0	\$444,599
Unappropriated & Contingency	\$0	\$50,738,635	\$0	\$51,659,288
Total GF/non-GF	\$176,001	\$435,747,802	\$0	\$79,427,868
Program Total:	\$435,923,803		\$79,427,868	
Program FTE	1.00	17.00	0.00	18.00

Program Revenues				
Beginning Working Capital	\$0	\$436,041,796	\$0	\$79,427,868
Total Revenue	\$0	\$436,041,796	\$0	\$79,427,868

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Transfer 1.0 FTE to Program Offer 78001 Human Resources. Recruitments are complete for Bond personnel. Funding remains in LCBP fund only FTE transferring.

In FY 2023, contractual services being split across scaled offer 78228B-J.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78228A, 78228C through 78228J
Program Characteristics:

Executive Summary

This program offer funds the purchase, renovation, and expansion of 72,000 gsf building for the Library Operations Center, located in East Portland. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Summary

This multi-year project is expected to start construction in early FY 2023. The project completes an interior renovation, seismic upgrade, and exterior improvements. Construction is expected to be completed in FY 2025. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

Located in East Portland, the Operations Center will feature Automated Materials Handling which will provide library materials to patrons in an efficient way, reducing overall materials handling costs and expediting delivery of patron holds. Although not a public location, the space will also serve as a warehouse for materials and a workspace for library staff. Under this project, centralized outreach, circulation, and other services will be shifting from inner Northeast Portland to mid-County, providing several fundamental improvements around proximity to priority audiences and system-wide materials movement. Shifting a portion of the library's collection from public buildings to the Operations Center to be sorted and shipped centrally provides great efficiency in getting materials to patrons faster while also providing on-site staff with more time assisting patrons.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of certified COBID firms contracted	N/A	N/A	N/A	20%
Outcome	Percent of construction successfully completed	N/A	N/A	N/A	75%

Performance Measures Descriptions

P1 - Output: This measure addresses the percentage of COBID Certified firms contracts by dollars \$ committed.
P2 - Outcome: Percent of project planned for completion during a fiscal year that is completed in that fiscal year.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$53,678,128
Total GF/non-GF	\$0	\$0	\$0	\$53,678,128
Program Total:	\$0		\$53,678,128	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$53,678,128
Total Revenue	\$0	\$0	\$0	\$53,678,128

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department:	County Assets	Program Contact:	Tracey Massey
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	78228A, 78228B, 78228D through 78228J		
Program Characteristics:			

Executive Summary

The Midland Library project renovates 24,000 sf existing library with a roughly 6,000 sf addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

Program Summary

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. The project will increase roughly 6,000 sq ft and renovate existing space to be more modern, flexible, and accessible by the community. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Midland Library will be a destination library - 30,000 to 60,000 square feet, providing a rich variety of services, resources, and spaces to meet the needs of the diverse community. Midland Library is currently one of east Multnomah County's two designated regional libraries. It has a large geographic draw and is one of the most-visited and highest-circulating libraries in the Multnomah County Library system. The Midland Library is in one of the most culturally and linguistically diverse areas of the county.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive input from Community Design Advocates, paid community members who will provide two-way feedback between community organizations, patrons and the design team. Key activities include robust community engagement to inform design, onboarding of paid positions for Community Design Advocates and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents of the Midland Library	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1 to 5) with their experience as paid grassroots community.	N/A	N/A	N/A	4

Performance Measures Descriptions

- P1 - Output: Complete design development and construction documents for the Midland Library project.
P2 - Outcome: Have an executed GMP amendment for the Midland Library Project
P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members. Rating 5 = most satisfied.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$29,513,401
Total GF/non-GF	\$0	\$0	\$0	\$29,513,401
Program Total:	\$0		\$29,513,401	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$29,513,401
Total Revenue	\$0	\$0	\$0	\$29,513,401

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department:	County Assets	Program Contact:	Tracey Massey
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	78228A, 78228B, 78228C, 78228E through 78228J		
Program Characteristics:			

Executive Summary

The Holgate Library project builds an approximately 21,000 sf new library on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

Program Summary

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. A new 21,000 sf library building will replace the current Holgate Library, more than doubling space for service. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Holgate Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

Holgate Library has long served an incredibly diverse community including emerging new immigrant populations who will find greater access to services and amenities. The new building will provide ample space for community use, including flexible meeting rooms, enhanced programming, and intentional space planning.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will receive input from Community Design Advocates, paid community members who will provide two-way feedback between community organizations. Key activities include robust community engagement to inform design, onboarding of paid positions for Community Design Advocates and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents of the Holgate Library	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

Performance Measures Descriptions

P1 - Output: Complete design development and construction documents for the Holgate Library project.
 P2 - Outcome: Have an executed GMP amendment for the Holgate Library Project
 P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members.
 Rating 5 = most satisfied.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$26,092,067
Total GF/non-GF	\$0	\$0	\$0	\$26,092,067
Program Total:	\$0		\$26,092,067	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$26,092,067
Total Revenue	\$0	\$0	\$0	\$26,092,067

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228F through 78228J
Program Characteristics:

Executive Summary

The North Portland Library project renovates roughly 8,700 sf of existing library, and builds an approximately 1,500 sf addition. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

Program Summary

This multi-year project is expected to complete design, obtain permits, establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. The current building will be renovated with a new 1,500 sf addition, joining the historic space with new, modern amenities. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new North Portland Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection. The historic North Portland Library sits on NE Killingsworth Avenue between Jefferson High School and Portland Community College. This library is home to the Black Resource Center, housing both scholarly and popular materials relating to the African-American experience.

Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive input from the Youth Opportunity Design Approach (YODA), paid teen community members who will join the design team. Key activities include robust community engagement to inform design, onboarding of paid teen positions to participate in the project, and the project delivery team meeting their schedule and goals.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents of the North Portland Library	N/A	N/A	N/A	100%
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	N/A	N/A	1
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

Performance Measures Descriptions

P1 - Output: Complete design development and construction documents for the North Portland Library project.

P2 - Outcome: Have an executed GMP amendment for the North Portland Library Project

P3 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members. Rating 5 = most satisfied.

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$11,071,311
Total GF/non-GF	\$0	\$0	\$0	\$11,071,311
Program Total:	\$0		\$11,071,311	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$11,071,311
Total Revenue	\$0	\$0	\$0	\$11,071,311

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$46,535,885
Total GF/non-GF	\$0	\$0	\$0	\$46,535,885
Program Total:	\$0		\$46,535,885	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$46,535,885
Total Revenue	\$0	\$0	\$0	\$46,535,885

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228H, 78228I, 78228J
Program Characteristics:

Executive Summary

The East County Flagship builds an estimated 95,000 sf new flagship library on a new site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Summary

This multi-year project is expected to start community engagement and design in FY 2023. The East County Flagship builds an estimated 95,000 sf new flagship library on a new site. This library will be comparable in size to Central Library in downtown Portland and serve a similarly large segment of the county population. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

Flagship facilities are 80,000 sf and larger. They are the “go to” for unique, specialized, and high-value programs and resources beyond what’s available in Multnomah County Library’s (MCL) full-service destination libraries.

The East County Flagship will provide unique, specialized and high-value programs and resources far beyond what is currently available east of I-205. This full-service, destination library will dramatically increase equity in services, access and square footage of usable community space, directly addressing the historically under-built, underserved neighborhoods of east Multnomah County. These communities are home to nearly 60% of Multnomah County’s Hispanic/Latino residents and more than 40% of its African American residents. The new library space will be deeply informed by community engagement, creating new opportunities for traditionally underserved audiences.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete design development and construction documents for the East County Flagship Library project.	N/A	N/A	N/A	50%
Outcome	Community advocate satisfaction rating (1-5) with their experience as a paid grassroots community	N/A	N/A	N/A	4

Performance Measures Descriptions

P1 - Output: Percent complete of design development and construction documents for the East County Flagship Library project.

P2 - Outcome: Reflects the commitment to include and amplify community voice throughout the bond projects and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members. Rating 5 = most satisfied.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$124,496,139
Total GF/non-GF	\$0	\$0	\$0	\$124,496,139
Program Total:	\$0		\$124,496,139	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$124,496,139
Total Revenue	\$0	\$0	\$0	\$124,496,139

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228I, 78228J
Program Characteristics:

Executive Summary

The Belmont Library renovates roughly 3,000 sf of existing library, removes approximately 3,000 sf remaining portion, and builds an approximately 17,000 sf addition. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Summary

This multi-year project is expected to complete procurement of the design and construction teams and start community engagement in FY 2023. The 3,000 sf original historic Belmont library will remain on its current site, but its newer addition will be removed to make way for a new 17,000 sf addition to bring the total size to 20,000 sf. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Belmont Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

Belmont Library has long been one of the busiest libraries in the county in terms of circulation per square foot. Set in a densely populated neighborhood, this library serves a mixture of families, students and adults.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Issue procurement solicitations for the design team and construction teams	N/A	N/A	N/A	2
Outcome	Have executed contracts for design team and construction team.	N/A	N/A	N/A	2

Performance Measures Descriptions

P1 - Output: Number of solicitations issued for procurement of design and construction team.

P2 - Outcome: Number of contracts executed for design and construction team.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$26,123,112
Total GF/non-GF	\$0	\$0	\$0	\$26,123,112
Program Total:	\$0		\$26,123,112	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$26,123,112
Total Revenue	\$0	\$0	\$0	\$26,123,112

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department:	County Assets	Program Contact:	Tracey Massey
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228J		
Program Characteristics:			

Executive Summary

The Northwest Library builds out a roughly 10,000 sf new library at a new building/site, transitioning from leased to owned property. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Summary

This multi-year project purchased a building in FY 2022, which will be used as an interim space for the library system supporting other bond projects. Procurement of the branch design and construction team and the start of community engagement will start in FY 2023. The new library will be roughly 10,000 sf at a new building/site and more than doubling the size of the existing library. The transition from leased to owned property achieves a key property goal of the Framework for Future Library Spaces. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The new Northwest Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

Since 2000, the Northwest Library has called a historic building at NW 23rd Avenue and NW Thurman Street home. As part of the 2017 Framework for Future Library Spaces lays out, future sustainability for the library organization includes moving from leased to owned facilities. This project will shift from a leased building to a purchased property.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Issue procurement solicitations for the design team and construction teams	N/A	N/A	N/A	2
Outcome	Have executed contracts for design team and construction team.	N/A	N/A	N/A	2

Performance Measures Descriptions

- P1 - Output: Number of solicitations issued for procurement of design and construction team.
- P2 - Outcome: Number of contracts executed for design and construction team.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$11,010,920
Total GF/non-GF	\$0	\$0	\$0	\$11,010,920
Program Total:	\$0		\$11,010,920	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$11,010,920
Total Revenue	\$0	\$0	\$0	\$11,010,920

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228I
Program Characteristics:

Executive Summary

The St. Johns Library renovates roughly 5,600 sf existing library with an approximately 1,500 sf addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

Program Summary

This multi-year project is expected to complete procurement of the design and construction teams and start community engagement in FY 2023. Plans are to renovate roughly 5,600 sf existing library with an approximately 1,500 sf addition on the existing site. The project has a minimum aspirational goal for COBID (Certification Office for Business Inclusion and Diversity) certified firm participation in construction of 20% over the life of the project.

The renovated St. John's Library will be a neighborhood library - a location smaller than 30,000 sf that provides limited amenities and a community-driven collection.

St. John's Library, an original 1921 Carnegie building, is an iconic symbol of the St. John's community and provides neighbors with limited, but highly valued, public meeting and programming space.

Link to Library Bond Website. <https://multcolib.org/library-building-bond/capital-planning-project-principles>

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Issue procurement solicitations for the design team and construction teams	N/A	N/A	N/A	2
Outcome	Have executed contracts for design team and construction team.	N/A	N/A	N/A	2

Performance Measures Descriptions

- P1 - Output: Number of solicitations issued for procurement of design and construction team.
- P2 - Outcome: Number of contracts executed for design and construction team.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$8,608,633
Total GF/non-GF	\$0	\$0	\$0	\$8,608,633
Program Total:	\$0		\$8,608,633	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$8,608,633
Total Revenue	\$0	\$0	\$0	\$8,608,633

Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

This program offer will be funded by Beginning Working Capital carry over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 78228 Library Capital Bond Construction

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78233A
Program Characteristics:

Executive Summary

The Justice Center Critical Electrical System Upgrade Bus Duct Replacement program offer is for early construction work to replace the electrical Bus Duct System. In FY 2023 early construction phase costs are \$2M (\$1.2M County and \$0.8M City of Portland). Electrical system at Justice Center is the County's greatest operational risk given the system's poor condition and the impact of a system failure. Failure of this system could result in needing to relocate all occupants. The total estimated cost to replace the system is estimated at \$24 million as of January 2022.

Program Summary

The Justice Center building's incoming building electrical service, bus ducts, and electrical distribution equipment are mostly of original construction (1981), are in poor condition, include sections that cannot be maintained, and is in need of replacement. Failure of these systems could result in a complete electrical outage and require the building to be vacated for a year or more. Project is intended to be split the costs with the City of Portland with 59% of the project paid for by the County and 41% by the City, based on the building's occupancy split. In FY 2023, CoP will transfer up to \$5.5M to Multnomah County, which is approximately half of their share of the project based on current project cost estimates.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Execute agreement with the City of Portland and develop a project plan.	N/A	N/A	N/A	1
Outcome	Execute a contract with a contractor in order to begin construction work.	N/A	N/A	N/A	100%

Performance Measures Descriptions

Starting project requires agreements with the City of Portland and a contractor.

Legal / Contractual Obligation

IGA with the City of Portland

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$7,100,000
Cash Transfers	\$0	\$0	\$0	\$400,000
Total GF/non-GF	\$0	\$0	\$0	\$7,500,000
Program Total:	\$0		\$7,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$5,500,000
Financing Sources	\$0	\$0	\$0	\$1,600,000
Beginning Working Capital	\$0	\$0	\$0	\$400,000
Total Revenue	\$0	\$0	\$0	\$7,500,000

Explanation of Revenues

Funded with one time only General Funds \$1.2 million and City of Portland \$5.5 million

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Scott Churchill
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is to design and deliver a new Animal Services facility that supports Multnomah County Animal Services' operational needs and furthers its goals to provide equitable services to the public and high quality care to the animals in the shelter.

Program Summary

Multnomah County Animal Services (MCAS) is the county's sole public animal shelter and control agency. MCAS protects the health, safety and welfare of people and pets throughout Multnomah County, including the cities of Portland, Gresham, Troutdale, Fairview, Wood Village, Maywood Park and all unincorporated areas, 365 days a year. MCAS is currently located in a facility in Troutdale that was constructed in 1968. The facility doesn't meet the current or future operational needs of the program. Per the 2015 Facilities Asset Strategic Plan, the shelter is one of the lowest performing facilities in the County's portfolio. The goal of this program is to develop a new Animals Services facility that supports the program's operational needs and furthers its goals to provide equitable services to the people and high quality care to the animals in the shelter.

This project will deliver a new, efficient, modern, flexible, sustainable and responsive facility for MCAS. The facility will be sited and designed with the goal of providing equitable services to county residents and to enable the program to serve people and pets with excellence. The new shelter will provide greater access to the public and promote health and safety for staff, visitors, and animals. This project aligns with County and Department Values by integrating access, equity, health, safety and inclusion into both the development process and the qualities of a new facility. The new facility will lead in sustainable practices with a focus to long term operational efficiencies. This project will seek input from all key stakeholders throughout this development process. These stakeholders include the public who receive services, staff, leadership, animal welfare partners. The project team will develop a webpage to share project updates similar to other major capital projects

It is expected the full development of this project will be greater than \$1.0M, therefore this capital development project will comply with the FAC-1 Administrative process. At key milestones in the development of this project, the Board of County Commissioners will approve the work that has been performed and authorize the next steps. The Board will approve the project budget and funding in the FAC-1 Board actions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	BCC FAC-1 Presentations	NA	NA	NA	1
Outcome	Conceptual Planning and Design Complete	NA	NA	60%	100%
Outcome	Schematic Design Phase	NA	NA	NA	40%

Performance Measures Descriptions

PM-1 Board of County Commissioners receive and approve preliminary planning proposal in accordance with FAC-1 Administrative Procedure. PM-2 100% complete with the Conceptual Programming and Design for a new facility. This work will inform the siting efforts for a new facility. PM-3 - 40% complete with Schematic Design of a new facility. This will provide greater definition of the requirements and systems for the new facility.

Legal / Contractual Obligation

Contractual obligation for design and consulting.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$500,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$0	\$0	\$500,000

Explanation of Revenues

In 2016, the Board of County Commissioners adopted Resolution 2016-069, directing that the proceeds from the sale of the Edgefield North property, also known as the Pig Farm, be used toward the rehabilitation or replacement of the MCAS shelter.

In FY 2023, \$500,000 of sale proceeds will be transferred out of the Animal Control Fund 01508 that were previously transferred from the General Fund in FY's 2019, 2021 and 2022. In FY 2024 support of the design phase, funding from the General Fund 01000 will transfer to the Department of County Assets Capital Construction Program Fund 02507. Total sale proceeds of the Pig Farm property amounted to \$3.7M.

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Dan Zalkow
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer provides funding for consulting services to continue to develop a plan for Walnut Park.

Program Summary

The Walnut Park property and surrounding area requires a sizeable investment to modernize and advance the use of the space. The County invested in a development feasibility study during FY 2021 and 2022. The feasibility study resulted in recommendations to solicit a development partner or other consultant services to continue to advance the Walnut Park initiative based on County Leadership direction. This program offer provides funding for consulting services to continue to develop a plan for Walnut Park.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	Clear next steps for Walnut Park Development will be approved, and a plan for the next phase identified.	N/A	N/A	N/A	100%

Performance Measures Descriptions

A project plan and clear next steps are key components of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$200,000
Total GF/non-GF	\$0	\$0	\$0	\$200,000
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$200,000
Total Revenue	\$0	\$0	\$0	\$200,000

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The IT Innovation and Investment Projects offer provides funding and governance for projects within the Technology Improvement Program. The offer provides continued funding for projects currently in progress as well as funding for replacement of high risk software applications and priority system initiatives. The IT Projects and Portfolio Management group manages the capital expenditures for this program offer.

Program Summary

The Technology Improvement Program (TIP) is designed to address obsolete technology identified through technology lifecycle management. The projects addressed through the TIP are identified through the Technology Fitness Assessment conducted every other year. These systems are used by programs throughout the County focused on serving our residents - allowing County staff to efficiently and effectively perform their job responsibilities.

There is an extensive list of systems we need to be remediated due to outdate and obsolete technologies. We continually reevaluate and reprioritize the list and here are a few example projects underway and expected to carry forward into FY 2023 include:

IRCS Data Spreadsheets: IRCS Data Spreadsheets track client data for Multnomah County's Juvenile Intervention & Resource Connection Services program. Currently this information is being tracked in google sheets which is causing reporting on the program to become quite time intensive. We would like to replace this with a custom .NET application that will allow for better reporting and increased data security.

PR Navigator - Department of Community Services (DCS) is replacing this system with new vendor technology (EnerGov). Components of the system will be available to users in the DCS, counterparts within local city governments and agencies and to residents and contractors within Multnomah County.

In FY 2023, the County will add \$2M as an initial investment to fund the TIP program in addressing capital reinvestment and lifecycle management. DCA will work with County Leadership to develop a capital program with stable funding mechanism similar to the Asset Preservation and Capital Improvement Program funds in Facilities and Property Management.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of projects monitored per monitoring process.	100%	100%	100%	100%
Outcome	Strategic reports shared with leaders improving transparency.	12	12	12	12

Performance Measures Descriptions

PM #1 Output - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 Outcome - This measure ensures that information and data concerning strategic IT projects are consistently and transparently shared with County leadership.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$189,524	\$0	\$486,148
Contractual Services	\$0	\$282,720	\$0	\$2,115,188
Materials & Supplies	\$0	\$491,000	\$0	\$246,000
Total GF/non-GF	\$0	\$963,244	\$0	\$2,847,336
Program Total:	\$963,244		\$2,847,336	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$2,280,000
Beginning Working Capital	\$0	\$963,244	\$0	\$567,336
Total Revenue	\$0	\$963,244	\$0	\$2,847,336

Explanation of Revenues

This program will carryover unspent one time only revenues into FY 2023 as beginning working capital through project(s) completion. In addition there are two cash transfers in: \$280,000 from Fund 03503 to subsidize the completion of PR Navigator replacement and \$2M to support capital reinvestment.

Significant Program Changes

Last Year this program was: FY 2022: 78301A IT Innovation & Investment Projects

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25200-25205, 40099B,72052
Program Characteristics:

Executive Summary

Multnomah County voters approved “Preschool For All” to give all 3 and 4 year-olds in the County access to free, quality, developmentally appropriate, culturally responsive preschool experiences. Preschool allows families to go to work knowing that their children are in a safe and enriching environment, a resource that has been increasingly unavailable due to the COVID-19 pandemic and disproportionately unavailable to families of color. This offer encompasses the project resources required to implement technology solutions that will support parents applying to, County staff administering and preschool providers participating in the program. Funding decisions are made in cooperation with the Department of County Human Services, DCA, the Chair’s Office, Central Budget and the Community Budget Advisory Board.

Program Summary

The Department of County Human Services is responsible for developing, implementing and operating the Preschool for All Program. The County's Information Technology Division of County Assets is responsible for providing the technology solutions to support the program. This program is funded through a voter-approved tax revenue source.

- The high level components of the major application includes:
- Public Website, Participating Preschool Search and Online Application (available in English and Spanish to start)
 - Administrative Website Solution
 - Provider Portal Solution

This offer includes external vendor costs and internal project-based resources to establish the vendor solution. In FY 2022, a Minimum Viable Solution (MVP) was custom developed to meet year 1 technology needs. A competitive procurement for a long-term vendor solution was completed with a successful award. Carryover of the program to FY 2023 will cover vendor implementation services, year one license and maintenance costs, and internal resources to implement the vendor solution.

Digital strategy project status reports are available on the county intranet for this project as well as weekly project team status meetings and monthly progress and budget updates to the project sponsors and steering committee.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop a project plan to include scope, schedule, and budget.	10%	90%	100%	N/A
Outcome	Stakeholders are kept informed of the progress of the project, as measured by status reporting.	5%	45%	45%	50%
Output	Percent implemented of a year 1 minimum viable technology solution	N/A	N/A	90%	95%
Output	Percentage implemented of the long-term vendor technology solution	N/A	N/A	5%	95%

Performance Measures Descriptions

P1 - The success of the project is based on project management standards, including an approved project plan. P2 - Communication and stakeholder awareness is key to project success, as measured by the percent of consistent timely project reporting that has occurred over the course of the project. P3 - The percentage of Minimal Viable technology solution implemented to support the program Year 1. P4 - The percentage of the final vendor solution implemented to support the program long-term.

Legal / Contractual Obligation

Preschool for all measure 26-214

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$1,200,000	\$0	\$527,771
Total GF/non-GF	\$0	\$1,200,000	\$0	\$527,771
Program Total:	\$1,200,000		\$527,771	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,200,000	\$0	\$527,771
Total Revenue	\$0	\$1,200,000	\$0	\$527,771

Explanation of Revenues

Preschool for All software development and/or acquisition costs will be recovered via Internal Service Reimbursements.

Significant Program Changes

Last Year this program was: FY 2022: 78301B Pre-School for All Technology Solution

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard.

Department: County Assets **Program Contact:** Tracey Massey

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

Related Programs:
Program Characteristics:

Executive Summary

The Technology Improvement Program focuses on investing in new technologies and addresses the risk of obsolete existing technologies through a periodic Fitness Assessment to identify and mitigate the risk of service interruptions as part of the strategic goal around Risk Management. This offer supports the upgrade of key of the County's database infrastructure known as SQL Server. This infrastructure supports nearly all of the County's business applications and is a critical component of our infrastructure.

Program Summary

This offer upgrades the SQL Server platform and migrates the existing data for select systems. The data used by the department systems are stored in SQL Server databases. The vendor (Microsoft) provides version upgrades and security updates to these routinely. As they release new versions, the vendor discontinues the support for older versions. The County has several database systems that are due for upgrades as they are going to be out of the vendor support cycle. This very critical project is complex and must be coordinated.

Equity is incorporated throughout from development through support, and is specifically important because of the public nature of this program offer. Additionally all services include understanding and defining business needs and risks, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	Full database replacements for the set of databases identified in the project plan.	N/A	N/A	N/A	100%

Performance Measures Descriptions

P1 - A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$245,000	\$0	\$51,976
Total GF/non-GF	\$0	\$245,000	\$0	\$51,976
Program Total:	\$245,000		\$51,976	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$245,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$51,976
Total Revenue	\$0	\$245,000	\$0	\$51,976

Explanation of Revenues

This program will carryover unspent one-time-only revenues of 51,976 into FY 2023 as beginning working capital through project(s) completion.

Significant Program Changes

Last Year this program was: FY 2022: 78301D Technology Improvement Program-SQL Server Upgrade and Migration



Program #78301F - Technology Improvement Program - Food Handler Replacement 4/28/2022

Department: County Assets **Program Contact:** Linu Parappilly
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Food Handler Replacement for the Health Department. This application is an old technology, and doesn't accept modern payment methods, which require manual intervention.

Program Summary

The Technology Improvement Program funds the replacements and consolidation of obsolete technology. This is an ongoing business need. The projects are identified through the Technology Fitness Assessment conducted every other year. The Technology Fitness Assessment determines how well the most critical technology supports the mission, business processes, and technical requirements of the County. Projects are prioritized based on the fitness assessment and availability of technical and business resources to perform the work.

The Food Handle Replacement application is an old technology, and doesn't accept modern payment methods, which require manual intervention. The current application does not follow current standards for accepting payments. This requires manual intervention to change passwords to keep the application running or reversing payments.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	A system that meets the requirements with modern technology standards.	N/A	N/A	N/A	100%

Performance Measures Descriptions

- P1 - A project plan is a key component of project success.
- P2 - Delivery per schedule of identified program functionality.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$250,000
Total GF/non-GF	\$0	\$0	\$0	\$250,000
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$250,000
Total Revenue	\$0	\$0	\$0	\$250,000

Explanation of Revenues

One time Only General funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Linu Parappilly
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer is for the replacement of the Red Cap and LawLog systems used by the Department of Community Justice.

Program Summary

Red Cap and LawLog systems used by the Department of Community Justice need to be replaced. LawLog is an old code base that requires regular manual intervention and continually faces production support issues. A full rewrite of the system would be necessary to move it to a new version. Red Cap is a vendor solution that does not meet existing reporting requirements. As part of the TIP, new solutions for these systems will be identified and implemented and the old systems will be decommissioned.

The Technology Improvement Program funds the replacements and consolidation of obsolete technology. This is an ongoing business need. The projects are identified through the Technology Fitness Assessment conducted every other year. The Technology Fitness Assessment determines how well the most critical technology supports the mission, business processes, and technical requirements of the County. Projects are prioritized based on the fitness assessment and availability of technical and business resources to perform the work.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the project.	N/A	N/A	N/A	1
Outcome	A system that meets the requirements with modern technology standards.	N/A	N/A	N/A	100%

Performance Measures Descriptions

P1 - A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$250,000
Total GF/non-GF	\$0	\$0	\$0	\$250,000
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$250,000
Total Revenue	\$0	\$0	\$0	\$250,000

Explanation of Revenues

One Time Only General Funds

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	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$300,000
Total GF/non-GF	\$0	\$0	\$0	\$300,000
Program Total:	\$0		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$300,000
Total Revenue	\$0	\$0	\$0	\$300,000

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets

Program Contact: Vikki Scotti

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Portfolio and Project Management (PPM) team plans, organizes, and controls project team activities and addresses project risks and issues to ensure that high-impact IT projects are completed successfully. We use high quality, inclusive and equitable project management practices that are repeatable and highly predictive of success. Through these projects, the PPM program delivers the new and enhanced technology that every department and program depends on to succeed in their missions. We ensure that current project work matches current organizational priorities with in-demand IT resources across project portfolios. Funding decisions for this program are made in cooperation with DCA, County departments, the Chair's Office, Central Budget and the Community Budget Advisory Board.

Program Summary

The PPM program is a shared organizational entity available to assist County Departments with their prioritized project work. The PPM program is designed to provide leadership, best practices, research, support and training for Portfolio and Project Management in DCA IT. PPM provides project management using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. PPM brings diverse people together in building project teams utilizing many skills including interpersonal, change and conflict management, user-centered design and facilitation techniques. Listening to and asking questions of customers is key to project success. By listening, the PPM learns how departments want to use technology. By asking questions, PPM clarifies how a project can be actively anti-racist and how our customers want the world to be different as a result. To achieve these results, PPM provides the skills needed to deliver solutions and value on time, within budget and scope. After project completion, we perform project retrospectives to continually improve our processes, skills and tools. In this way, the PPM program creates an atmosphere of continuous learning for project managers to enhance their skills and provide coaching to others. For Portfolio Management, we provide portfolio analysis and decision data needed for the IT management team to ensure that the right projects are being done at the right time. PPM provides a central repository of portfolio, program, and project information that reports the value provided by IT to each department and predicts future budgetary needs.

Without the PPM program, there would be a lower level of certainty relating to technology delivery and adoption as well as a lower level of coordination over project work. This lack of coordination leads to a higher level of uncertainty of technology adoption. PPM ensures that projects are planned, scoped and delivered to the departments that service the County's residents and visitors most in need. Without the communications and training efforts driven by PPM, technology improvements could exist but end users would not know about it or how to use it. Without the PPM program, there would be less alignment between the work being performed and the goals of the department, customers and the organization as a whole. All County workers may access the IT PPM Commons site for the status of priority technology projects and information on project management processes and practices at any time.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	81%	75%	72%	78%
Outcome	Number of strategic reports shared with leaders improving transparency.	6	3	10	12
Outcome	Percent of strategic projects completed on time per project schedules baseline.	56%	80%	50%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	50%	100%	75%	100%

Performance Measures Descriptions

PM #1 Output-Designed to ensure that project management staff are working on planned projects.

PM #2 Outcome - Ensures that information concerning strategic IT projects are consistently shared with County leadership.

PM #3 Outcome - Helps ensure that resources are applied to the most strategic projects.

PM #4 Outcome - Measures the extent to which equity practices through the lens and 5 Ps have been brought into the IT Project Management practices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,273,608	\$0	\$2,318,430
Contractual Services	\$0	\$200,204	\$0	\$944,550
Materials & Supplies	\$0	\$54,217	\$0	\$67,304
Internal Services	\$0	\$400	\$0	\$400
Total GF/non-GF	\$0	\$2,528,429	\$0	\$3,330,684
Program Total:	\$2,528,429		\$3,330,684	
Program FTE	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,370,225	\$0	\$2,427,242
Beginning Working Capital	\$0	\$158,204	\$0	\$903,442
Total Revenue	\$0	\$2,528,429	\$0	\$3,330,684

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Additionally, \$903K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Significant Program Changes

Last Year this program was: FY 2022: 78302 IT Planning, Projects & Portfolio Management

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked. Some projects experienced delays due to staff being responsive to department COVID needs and EOC needs. Information sharing of IT projects with IT Leadership has moved to an online dashboard with shorter weekly meetings as needed instead of quarterly meetings. This changes the metrics of Performance Measure #2.

\$903K of Beginning Working Capital related to the DART-Orion post go-live project was moved into this program offer.

Department: County Assets

Program Contact: Shireen Khormooji

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. Equity is incorporated into the Help Desk support process by ensuring we are able to effectively communicate with our customers. If there are language barriers the team will try to use the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of customer tickets processed	30,000	30,000	30,000	30,000
Outcome	90% of customers rate the IT Help Desk as a 4 or higher on customer satisfaction surveys (5 being the highest sco	5%	5%	5%	90%
Outcome	Calls resolved at the Help Desk	60%	60%	60%	60%

Performance Measures Descriptions

PM #1 Output - Tracks the number of tickets created on an annual basis.

PM #2 Output – 90% customers that rate the IT Help Desk as a 4 or higher on customer satisfaction surveys (5 being the highest score)

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	2022	2022	2023	2023
Personnel	\$0	\$1,236,514	\$0	\$1,160,529
Contractual Services	\$0	\$1,800	\$0	\$1,800
Materials & Supplies	\$0	\$11,160	\$0	\$13,480
Total GF/non-GF	\$0	\$1,249,474	\$0	\$1,175,809
Program Total:	\$1,249,474		\$1,175,809	
Program FTE	0.00	8.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,249,474	\$0	\$1,175,809
Total Revenue	\$0	\$1,249,474	\$0	\$1,175,809

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 2022: 78303 IT Help Desk Services

Due to COVID 19, staff in this program have moved to telework with one to two staff remaining onsite to assist any walkup support needs. We have added one contractor to assist with call volumes which remain elevated given the number of customers teleworking and need additional support with remote telework and the additional technology needs (VPN, headsets, DUO, internet connectivity troubleshooting, video conferencing).

FTE decreased by 1.0 FTE due to a transfer from Program Offer 78303 to Program Offer 78307.

Department: County Assets **Program Contact:** Rodney Chin

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

Related Programs:
Program Characteristics:
Executive Summary

The Telecommunications Services program delivers stable and secure voice and video communications to the county and its workforce. Our mission is to provide the tools to facilitate communication internally within the county and with our residents through a unified phone system and customized contact center programming. We ensure our efforts and capabilities are aligned with organizational goals that ultimately support the programs that address the needs of our residents. We treat all departments and service requests as important and use inclusive and equitable practices to ensure we are delivering to the needs of our customers who represent our communities. Funding decisions are made in cooperation with DCA, County departments, the Chair's Office, Central Budget.

Program Summary

Telecommunications Services manages all voice and video communication services for over 5,000 County and partner employees across 99 county locations. The services provided by this program facilitate communication with residents, business partners, and employees. The County maintains an enterprise voice system that processes over 25,000 incoming calls and voicemails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, contact center consoles and connectivity to the public telephone system. Telecommunications Services work closely with Departments to identify communication needs and then implement technologies to address them. Key services supported by this program include all county contact centers, such as the Mental Health Crisis line. Large projects coordinated by this team include office relocations, facilities provisioning, and remodeling projects. Telecommunications also manages the acquisition, configuration, and maintenance of video conferencing units at multiple locations as well as the Webex video collaboration platform. Our diverse workforce demands people are able to communicate with the people and services they need. Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Telecommunication Services will apply an equity lens to ensure equitable distribution of services, which will provide communication needs to employees, programs and underserved communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average time (in hours) to respond to high priority incidents.	1	1	1	1
Outcome	High priority incidents resolved within 12 hours.	98%	98%	98%	98%
Output	ServiceNow questionnaire customer satisfaction.	N/A	95%	N/A	95%

Performance Measures Descriptions

These measures are designed to ensure problems reported to the Help Desk are logged, assigned and dispatched to technicians as a priority, ensure support teams respond in a timely manner to high priority incidents and customers are satisfied.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,089,973	\$0	\$1,134,695
Contractual Services	\$0	\$0	\$0	\$8,743
Materials & Supplies	\$0	\$1,545,927	\$0	\$1,737,078
Internal Services	\$0	\$16,200	\$0	\$16,200
Total GF/non-GF	\$0	\$2,652,100	\$0	\$2,896,716
Program Total:	\$2,652,100		\$2,896,716	
Program FTE	0.00	5.00	0.00	5.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,139,982	\$0	\$2,882,308
Beginning Working Capital	\$0	\$367,787	\$0	\$0
Service Charges	\$0	\$144,331	\$0	\$14,408
Total Revenue	\$0	\$2,652,100	\$0	\$2,896,716

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 2022: 78304 IT Telecommunications Services

Due to Covid19 the staff in this program continues to telework instead of reporting to the office. Facilitation of project teams is primarily through Google Meet, email and/or Google Chat.

Increase in Software Costs year over year.

Department:	County Assets	Program Contact:	Rodney Chin
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	78304A		
Program Characteristics:	One-Time-Only Request		

Executive Summary

This program offer is phase one of a two phase project to replace and modernize the current VHF radio system. Phase one will replace the existing 25 year old radio system that has exceeded its end of product lifecycle, upgrade the tower/repeater sites to provide redundancy, eliminate the single point of failure and improve coverage areas. Phase two will be a separate request for funding to replace the 200 radio subscriber units.

Program Summary

This is a two year project. \$1,505,000 year one, and 1,420,000 year two. Multnomah County currently has a 25 year old VHF radio system used by various departments for daily operations and primarily maintained as backup communications in the event of a disaster. Replacement parts are no longer available commercially, forcing county radio technicians to purchase used parts on the internet. During the 2017 Eagle Creek Fire evacuation, a number of VHF radio dead spots were noted near the eastern edge of the county as the fire spread rapidly. Roads Department crews responsible for evacuation routing had difficulties communicating, which delayed some evacuation and sheltering operations. This request is to replace and modernize the current system, improve coverage area, add redundancy and mobile capability.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Tower sites upgraded, new radio system is purchased and operational.	N/A	N/A	N/A	100%
Outcome	New radio system working with existing radio subscriber units	N/A	N/A	N/A	100%

Performance Measures Descriptions

PM#1 Equipment purchased, upgraded and installed. Tower site coverage, redundancy and single point of failure resolved.
 PM#2 New Radio system implemented into production, existing radio subscriber units able to connect and function for daily usage.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,505,000
Total GF/non-GF	\$0	\$0	\$0	\$1,505,000
Program Total:	\$0		\$1,505,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,505,000
Total Revenue	\$0	\$0	\$0	\$1,505,000

Explanation of Revenues

This program will be funded with a transfer of \$1.505M from fund 3503 Information Technology (Program offer 78304A) to fund 2508 Technology Improvement program fund.

Significant Program Changes

Last Year this program was:

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

Executive Summary

The Mobile Device Expense Management program provides centralized management of all wireless voice and data communications for approximately 6,000 County employees. The services provided by this program facilitate communication with residents and visitors, business partners, and employees. This group contracts, purchases, provisions, tracks, and oversees the usage and payment for wireless (cellular) devices and the related services for the County. This includes cell phones, pagers, tablet devices, smart phones, jet packs and aircards.

Program Summary

The County maintains approximately 3086 wireless devices. This group works closely with Departments, IT, Desktop Support Staff, and IT Security, to identify wireless communication needs, then set standards for devices and service plans to address these needs. This program coordinates the acquisition of all cellular devices as well as the provisioning of the cellular services for these devices, also known as mobile devices.

Services include:

- Sources and/or negotiates contracts for the services for delivery to internal and external customers;
- Provides resources and services in support of emergency responses by the County, to ensure vital communications are maintained;
- Manage risks and;
- Provide reliable, sustainable services to mobile device users, a primary goal is to continue to improve the per unit costs of the services over the prior year.

Each year, the aggregate overall expenses relating to County owned mobile devices are translated into an average cost per minute metric and average cost per device. The baseline averages are used as the basis for cost savings calculations. The total overall costs include personnel and non-personnel expenses, the costs for the services supporting the Telecommunication Expense Management System, plus the costs for all wireless services usage. All of which are passed through to the Departments of the wireless device users on a pro-rata basis.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	% of processed new and replacement mobile device requests including audit of carrier records for exceptions	99%	99%	99%	99%
Outcome	Reduce overall cost per unit over prior year	2%	1%	1%	1%

Performance Measures Descriptions

PM #1 Output - Program will process 99% of all new and replacement mobile device requests and will audit carrier records for any exceptions not ordered by program.

PM #2 Outcome - Reduce overall cost of mobile devices and related services (per device) over similar costs from the prior fiscal year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$144,338	\$0	\$152,258
Contractual Services	\$0	\$1,583,225	\$0	\$1,972,642
Materials & Supplies	\$0	\$71,201	\$0	\$163,682
Total GF/non-GF	\$0	\$1,798,764	\$0	\$2,288,582
Program Total:	\$1,798,764		\$2,288,582	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,757,602	\$0	\$2,173,707
Beginning Working Capital	\$0	\$41,162	\$0	\$114,875
Total Revenue	\$0	\$1,798,764	\$0	\$2,288,582

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 2022: 78305 IT Mobile Device Expense Management

The significant increase in mobile device services costs on a year over year basis is due to the nearly 50% increase in device counts primarily due to the COVID-19 response. We continue to see an increase in demand for mobile devices as County employees work remotely and use mobile devices to support innovation in response to the pandemic.

Department: County Assets

Program Contact: Rodney Chin

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Network Services program provides stable and secure networks for data communications between county buildings, data centers, and to external networks. Our mission is to provide the network infrastructure needed to facilitate digital communication between systems, applications and people in the most effective and efficient manner. We ensure our efforts and capabilities are aligned with organizational goals that ultimately support the programs that address the needs of our residents. We treat all departments and service requests as important and use inclusive and equitable practices to ensure we are delivering to the needs of our customers who represent our communities. Funding decisions are made in cooperation with DCA, County departments, the Chair's Office, Central Budget.

Program Summary

Network infrastructure, personnel and support are critical to ensure digital communications are available and reliable to all county operations. Network Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet and County applications. Network infrastructure and services deliver many aspects of connectivity including routing and switching, firewall management, physical cabling, IP address management, monitoring, troubleshooting and incident management. This program also provides wireless network access and manages remote access (VPN) for County employees to securely connect to County data from any location that has Internet connectivity. Network Services work closely with external partners such as the City of Portland to create secure network links in order to share vital data. Our diverse workforce demands people are connected to the services they need. Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, implementation, and evaluation as it aligns with the needs of its internal customers. Network Services will apply an equity lens to ensure equitable distribution of services, therefore providing the connectivity needs our programs require to deliver to our underserved residents and communities. For example, outfitting our libraries with high-speed internet access so residents with financial or societal constraints can have equal access to technology, business and commerce delivered via the internet.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	County WAN sites network availability 24 x 7, excluding scheduled maintenance.	99.9%	99.9%	99.9%	99.9%
Outcome	ServiceNow customer service satisfaction survey.	N/A	75%	N/A	75%

Performance Measures Descriptions

PM#1 Designed to ensure Network availability. County WAN sites connected to the network using DSL and school-based health clinics are not included in the performance measure.

PM#2 Designed to ensure prioritized response and customer satisfaction of support.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,536,297	\$0	\$1,553,778
Contractual Services	\$0	\$125,000	\$0	\$130,000
Materials & Supplies	\$0	\$2,660,080	\$0	\$3,147,780
Internal Services	\$0	\$1,000	\$0	\$1,000
Total GF/non-GF	\$0	\$4,322,377	\$0	\$4,832,558
Program Total:	\$4,322,377		\$4,832,558	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,322,377	\$0	\$4,832,558
Total Revenue	\$0	\$4,322,377	\$0	\$4,832,558

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 2022: 78306 IT Network Services

Due to Covid19 the majority of staff in this program continues to telework instead of reporting to the office. Facilitation of project teams is primarily through Google Meet, email and/or Google Chat.

Department: County Assets

Program Contact: Kaleb Smith

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. The funding decisions are made in cooperation with DCA, the Chair's Office, Central Budget.

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. This team also performs support for the County's computer training rooms.

Equity is incorporated into the Desktop Support process by ensuring we are able to support all customers. We focus on the issues customers have and prioritize work by impact. PC refresh is performed based on a set schedule of when the asset is no longer under manufacturer warranty. If there are language barriers the team will find the best mode of communication to connect with the customer. We use plain language (non technical) and patience to ensure the customer feels supported. The Desktop team is working diligently to remove barriers and to support users with accommodations, specialized hardware or software needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	95%	95%	95%	90%
Outcome	New hire devices installed and functional on employee start date on requests received 5 days prior to start day	90%	95%	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	2022	2022	2023	2023
Personnel	\$147,295	\$2,605,750	\$0	\$2,990,052
Contractual Services	\$0	\$82,159	\$0	\$266,071
Materials & Supplies	\$0	\$28,773	\$0	\$27,295
Total GF/non-GF	\$147,295	\$2,716,682	\$0	\$3,283,418
Program Total:	\$2,863,977		\$3,283,418	
Program FTE	1.00	17.50	0.00	19.50

Program Revenues				
Other / Miscellaneous	\$0	\$2,716,682	\$0	\$3,283,418
Total Revenue	\$0	\$2,716,682	\$0	\$3,283,418

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 2022: 78307 IT Desktop Services

Due to the ongoing COVID 19 pandemic, the Desktop staff are hybrid working remotely when able or onsite as needed to support our customers. We continue to provide contactless pickup for hardware within the Multnomah Building as well as allowing staff to adjust schedules to work off hours to reduce the number of in person interactions. We continue to see the requests for laptops exceed desktops given our customers desire to be mobile or work remote in their future of work plans. Supply chain constraints have impacted our ability to procure hardware. At different times, different supplies have been impacted. IT Desktop is trying to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives. Increase in 1.0 FTE due to a transfer from Program Offer 78303 to Program Offer 78307. Increase in 1.0 FTE due to a transfer from Program Offer 78101 to Program Offer 78307.

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 is responsible for providing the lifecycle management and replacement of outdated, unsupported, broken or damaged Information Technology (IT) assets. It allows the County to spread the cost of the equipment replacements equitably over multiple years to ensure our enterprise hardware is running effectively and efficiently, protecting our organization from attackers and to keep pace with rapidly changing technology so we can better serve our community.

Program Summary

The Asset Replacement Program provides the successful lifecycle management of thousands of IT assets for desktop and laptop computers, 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 desktop is four years, other equipment replacements are determined by manufacturer recommended replacement schedules. Equipment disposal is made through donations as it aligns with the needs of our internal customers delivering service to our underserved residents and our community. The County seeks out opportunities to assist the local community by donating equipment via Free Geek and local public schools, e.g. Portland Public Schools. Funding decisions are made based on asset replacement schedules in cooperation within DCA, the Chair's Office, Central Budget, and County departments. The asset replacement program applies an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties. This program aligns with our DCA and County values around equity and inclusion and to determine if underserved populations are impacted by funding and asset replacement decisions.

This program serves all County programs including the Multnomah County Library District; internal and public use and the County training rooms. Multnomah County Sheriff's systems and the Multnomah County District Attorney do not participate in the asset replacement program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of personal computer devices replaced according to replacement schedule	80%	80%	80%	80%
Outcome	Asset database quality, accuracy and completeness	99%	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	2022	2022	2023	2023
Personnel	\$0	\$109,285	\$0	\$116,421
Contractual Services	\$0	\$360,000	\$0	\$371,000
Materials & Supplies	\$0	\$3,554,185	\$0	\$3,531,650
Capital Outlay	\$0	\$5,072,558	\$0	\$3,841,361
Total GF/non-GF	\$0	\$9,096,028	\$0	\$7,860,432
Program Total:	\$9,096,028		\$7,860,432	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,468,993	\$0	\$4,975,212
Beginning Working Capital	\$0	\$4,627,035	\$0	\$4,390,220
Total Revenue	\$0	\$9,096,028	\$0	\$9,365,432

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 2022: 78308 IT Asset Replacement

As more County staff transition to laptop devices for teleworking and mobility, there will be an increased cost to this program in future years to refresh these devices every 3 versus 4 years. Laptops are also more expensive compared to a desktop computer meaning the equipment staff are using has gotten more expensive with a shorter life cycle.

Supply chain constraints have impacted our ability to procure hardware. At different times, different supplies have been impacted. IT Desktop is trying to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

Transfer \$1,505,000 of beginning working capital from Asset Replacement into Radio System Replacement (78304B).

Department: County Assets

Program Contact: Debra Lee

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

IT Health and Human Services Application Services provides reliable, effective software systems for the Health Department (over 70 systems) and Department of County Human Services (over 80 systems). The wide variety of services focuses on increasing and improving delivery of technology to provide higher value to departments and constituents. This program improves the delivery of County services through automating business operations, providing easy access to information, and supporting health care transformation in Multnomah County.

Program Summary

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Managing requests for IT services and ensuring requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems.

Strategies include: 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance. 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions. Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	64%	65%	70%	70%
Outcome	Percentage point increase in employee hours spent on planned work	6	3%	5%	5%

Performance Measures Descriptions

Output Measure - Planned work provides better customer value, as work can be targeted toward high priority activities. Planned work includes available work time (excludes time for training, holidays, vacation)

Outcome Measure - The percentage increase in planned work versus unplanned work calculated from the Current Year Purchased

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,458,025	\$0	\$1,517,505
Contractual Services	\$0	\$956,200	\$0	\$956,200
Materials & Supplies	\$0	\$24,279	\$0	\$26,907
Total GF/non-GF	\$0	\$2,438,504	\$0	\$2,500,612
Program Total:	\$2,438,504		\$2,500,612	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,413,346	\$0	\$2,500,612
Total Revenue	\$0	\$2,413,346	\$0	\$2,500,612

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 2022: 78309 IT Health and Human Services Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins. Facilitation of teams is primarily through Google meet, email and/or google chat. Reduction of 1.0 FTE due to a position transfer from Program Offer 78309 to Program Offer 78314.

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 (DCJ), Decision Support System for Justice (DSS-J), and the Multnomah County Sheriff's Office (MCSO).

Program Summary

This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners. The wide variety of Application Services provided require focus on increasing and improving delivery of technology to provide higher value to departments and residents. Activities are performed as required to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability.

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 acknowledges the criminal justice system history of oppression and racism of traditionally marginalized communities and is partnering with DCJ to have a just and equitable system. Technology enables our community access to County services and we are implementing the following strategies: 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance; 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests; 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	60%	75%	70%	65%
Outcome	Percentage point increase in time spent on planned projects	-10%	1%	5%	5%

Performance Measures Descriptions

PM #1 Output Measure - Planned work provides better customer value, as work can be targeted toward high priority activities. Planned work includes available work time (excludes time for training, holidays, vacation)

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	2022	2022	2023	2023
Personnel	\$0	\$3,819,943	\$0	\$3,927,026
Materials & Supplies	\$0	\$103,521	\$0	\$113,107
Total GF/non-GF	\$0	\$3,923,464	\$0	\$4,040,133
Program Total:	\$3,923,464		\$4,040,133	
Program FTE	0.00	19.00	0.00	19.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,923,464	\$0	\$4,040,133
Total Revenue	\$0	\$3,923,464	\$0	\$4,040,133

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 2022: 78310 IT Public Safety Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Department: County Assets **Program Contact:** Tony Chandler

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

Related Programs:
Program Characteristics:

Executive Summary

IT General Government Application Services provide software systems and services for the Department of County Assets (DCA), Department of County Management (DCM), Department of Community Services (DCS), District Attorney's Office and Non-Departmental offices. Services include relationship management, business analysis, GIS services and development to implement and maintain in-house and vendor software. The program focuses on delivering high business value technology to departments and constituents, while maintaining existing systems through application life-cycle and project governance. Project governance within IT and in partnership with County Departments incorporates business efficiency and continuity with a lens focused on serving the diverse needs of the County with equitable engagement in mind.

Program Summary

The IT General Government Application Services group supports core systems for DCM, DCA and DCS, and provides support for small applications and data and analytics reporting for Non-Departmental offices. The program supports ERP platforms (Workday, Tririga, Jaggaer, Questica) and includes the following services:

Managing requests for IT services and ensuring requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; designing, building, testing, and implementing the selected solutions while sustaining existing systems. Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of WESP and Core Competencies as guidance.
- 2) Evaluating existing applications and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests;
- 3) Leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using total cost of ownership to make informed IT investment decisions; and
- 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

Strategies will result in an increase in IT resources focused on high value projects that meet the needs of the County's cultural and service objectives.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	70%	70%	70%

Performance Measures Descriptions

PM #1 Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

PM #2 Outcome - Measured by the assessment of hours spent by General Government resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,884,959	\$0	\$1,649,510
Materials & Supplies	\$0	\$39,856	\$0	\$62,450
Cash Transfers	\$0	\$0	\$0	\$280,000
Total GF/non-GF	\$0	\$1,924,815	\$0	\$1,991,960
Program Total:	\$1,924,815		\$1,991,960	
Program FTE	0.00	9.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,924,815	\$0	\$1,991,960
Total Revenue	\$0	\$1,924,815	\$0	\$1,991,960

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 2022: 78311 IT General Government Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2023 given outcomes of the Telework trial period.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 78311A
Program Characteristics:

Executive Summary

This program offer adds two positions a 1.0 FTE Information Technology Manager 2, Portfolio Manager, and 0.50 FTE Business Systems Analyst Senior. The Information Technology Manager 2, Portfolio Manager which will support structure to ensure successful delivery of IT services to Joint Office of Homeless Services (JOHS), Multnomah County District Attorney (MCDA) and Dept. County Assets (DCA). IT Portfolio Managers provide strategic leadership and serve as the point of accountability within the IT organization for the delivery of services within the customer "portfolio". The Business Systems Analyst Senior (BSA Sr.) will support MCDA who has become increasingly reliant on DCA IT support for security, system implementation and maintenance.

Program Summary

The IT Portfolio Manager leads a small team to facilitate the delivery of services. The Portfolio Manager ensures that designated departments within the portfolio receive the IT services they expect. This position will add the needed support structure to ensure successful delivery of IT services to JOHS, MCDA and DCA. JOHS and MCDA have both experienced changes and growth within their organizations and an increased reliance on County IT. This position addresses the lack of resources available to meet their needs.

The Business Systems Analyst Senior position will be supporting MCDA. MCDA has become increasingly reliant on DCA IT support for security, system implementation and maintenance. MCDA has recently become part of the DCA IT security solutions, server upgrade schedule and the Jamf mobile device management. With this increase of services that DCA IT is providing, a 0.5 FTE IT BSA Sr is needed to help manage and communicate the MCDA need for DCA IT technical resources to support operations. MCDA also is embarking on new initiatives to create a paperless office which will involve the implementation and support of new technologies and vendor contracts for which MCDA has requested project coordination, monitoring and facilitation by an IT BSA Sr.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hire and onboard position	N/A	N/A	N/A	1
Outcome	Increase capacity to support needs of growing and changing departments	N/A	N/A	N/A	95%

Performance Measures Descriptions

Portfolio Manager will work with department to increase capacity to support their technology needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$541,000
Total GF/non-GF	\$0	\$0	\$0	\$541,000
Program Total:	\$0		\$541,000	
Program FTE	0.00	0.00	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$466,000
Financing Sources	\$0	\$0	\$0	\$75,000
Total Revenue	\$0	\$0	\$0	\$541,000

Explanation of Revenues

These positions will be funded partially with one time only General Funds as well as through internal service recovery. The ongoing costs will be fully incorporated into the Department of County Assets internal service recovery.

Significant Program Changes

Last Year this program was:

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

Executive Summary

Data and Reporting Services provides and supports services and software systems that are used across departmental boundaries and serve all County lines of business. Services include Database Services, Reporting Services, Reporting Data Marts, Web Platform Administration, and support of On-Premises and Cloud enterprise analytics used for decision making and results measurement. Projects are prioritized by our Department Partners based on demonstrable ability to improve racial equity; which align with DCA and County values around equity and inclusion. Program capabilities are discussed within DCA, the Chair's Office, County departments in alignment with the prioritized requests. This program's customers are internal Departments as well as external Partners.

Program Summary

This program's goal is to provide and support services and software systems that are used across departmental boundaries and serve all County lines of business. Services include Database Services, Reporting Services, Reporting Data Marts, Web Platform Administration, and support of On-Premises and Cloud enterprise analytics used for decision making and results measurement.

Web Services provide the standard platforms that enable access via the internet/intranet to County program information, resident and visitor self-serve/direct access to County services, and electronic transaction processing. Database and Platform Services provides the data storage, configuration of off-the-shelf software, Microsoft Windows server administration, Microsoft Azure and Cloud application administration. This allows information access and sharing with the public, County departments, and external business partners.

Enterprise Data and Analytics Services includes enterprise data marts used for business intelligence and analytics and visualization services. This allows County Departments to create Dashboards and reports to make decisions and manage their programs. This is the IT Team focused on the successful adoption of Business Intelligence tools throughout the county.

This program's projects are prioritized based on demonstrable ability to improve racial equity. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County Departments to determine how to better serve underserved populations impacted by reporting capabilities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of time employees are working on direct customer tasks.	45%	56%	56%	56%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99.9%	99%	99.9%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems.

PM #3 new for FY23 to replace PM #1. Ensures we maintain the ratio of planned to unplanned work for actual time worked.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$6,419,778	\$0	\$6,591,065
Contractual Services	\$0	\$0	\$0	\$90,000
Materials & Supplies	\$0	\$1,239,901	\$0	\$1,485,476
Total GF/non-GF	\$0	\$7,659,679	\$0	\$8,166,541
Program Total:	\$7,659,679		\$8,166,541	
Program FTE	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,659,679	\$0	\$8,166,541
Total Revenue	\$0	\$7,659,679	\$0	\$8,166,541

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 2022: 78312 IT Data & Reporting Services

Due to Covid19 the staff in this program continued to telework instead of reporting to the office. Facilitation of project teams is primarily through Google meet, email and/or google chat with the aid of collaboration tools such as Jamboard. Covid related projects are identified and are monitored and tracked. Some projects suffered delays due to staff being responsive to department COVID needs and EOC needs.

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

Executive Summary

The County uses Enterprise Resource Planning (ERP) software to manage our business operations. Our ERP systems are the primary system of record for managing people, financials, budget, and facilities. The County's ERP software suite includes Workday, TRIRIGA, Jaggaer, and Questica. Objectives for the County's ERP are governed by functional teams in IT, Human Resources, Finance, Facilities and Central Purchasing, as well as an Executive Steering Committee representing each of these areas.

Program Summary

The ERP Support Program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation. These services are designed to increase efficiencies in the County's operations and reduce costs. The IT ERP support team provides coordination among the ERP systems, technical support, security administration, and complex reporting services. The IT ERP support team works collaboratively with the support teams within central HR, Finance, Central Purchasing, Budget and Facilities to deliver services to the County's employees, contractors, contingent workers, community partners, and retired employees. The ERP program is focused on support of reliable operational and analytical data that can be used to support equitable outcomes for the County's workforce and its residents and guests.

IT ERP Support consists of resources from various teams, but is brought together by a Cross Governance Team and Executive Steering Committee that ensures that the priorities for these systems are focused by business, cultural and equity.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	N/A	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	70%	70%	70%

Performance Measures Descriptions

PM #1 Output - Measured by the confirmed existence and ongoing operation of governance bodies for each functional area.

PM #2 Outcome - Measured by the assessment of hours spent by IT ERP resources working on vetted/documentated workload versus ad hoc requests that may arise outside of governance structures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,418,261	\$0	\$1,429,743
Contractual Services	\$0	\$185,000	\$0	\$185,000
Materials & Supplies	\$0	\$2,399,562	\$0	\$2,547,861
Total GF/non-GF	\$0	\$4,002,823	\$0	\$4,162,604
Program Total:	\$4,002,823		\$4,162,604	
Program FTE	0.00	7.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,002,823	\$0	\$4,162,604
Total Revenue	\$0	\$4,002,823	\$0	\$4,162,604

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 2022: 78313 IT ERP Application Services

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually. It's expected that remote workforce consideration will be relevant in FY 2023 given outcomes of the Telework trial period.

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

Executive Summary

Enterprise Web Services provides reliable, equitable services, used across departmental boundaries, serving all County lines of business. These services include Google Apps for Government, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us. In total, this program supports more than 30 applications used internally and by the public.

Program Summary

Enterprise and Web Application Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and enterprise productivity tools; managing vendor systems and relationships; maintaining and enhancing legacy systems.

Enterprise Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, community self-serve/direct access to County services, digital accessibility and electronic transaction processing.

Enterprise Web Services include web platform support and maintenance, Google Apps for Government administration, ServiceNow, and support for specific web systems including the public website, the Multnomah County Library's public site, and the County's intranet (Multco Commons). A focus has been made on using open source tools (i.e. Drupal) and innovative hosting solutions to save on costs to the County.

Equity is incorporated throughout all objectives of the service from development through support, and is specifically important because of the public nature of this program offer. An example is ensuring public digital forms are usable by individuals with a diverse set of disabilities. Additionally all services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required, and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common, cross department needs and identifying new opportunities, while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on customer work versus IT and administrative work	26%	28%	27%	28%
Outcome	Percent of time production systems are available for customer usage (excluding planned outages)	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output Measure - measures the amount of time employees are working on direct customer tasks.

PM #2 Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$3,211,504	\$0	\$3,268,674
Contractual Services	\$0	\$45,000	\$0	\$45,000
Materials & Supplies	\$0	\$2,180,640	\$0	\$2,441,974
Total GF/non-GF	\$0	\$5,437,144	\$0	\$5,755,648
Program Total:	\$5,437,144		\$5,755,648	
Program FTE	0.00	15.00	0.00	15.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,462,302	\$0	\$5,755,648
Total Revenue	\$0	\$5,462,302	\$0	\$5,755,648

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 2022: 78314 IT Enterprise and Web Application Services

Program offer 78314 increased by 1.00 FTE due to the transfer of a permanent position from program offer 78309. This position fills a continued ongoing need supporting key platform technologies and accessibility.

Due to Covid19 the staff in this program were moved to teleworking instead of reporting to the office. Operational changes include virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

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

Executive Summary

This program offer provides staff dedicated to coordinating the Library's complex technology environment. Library Application Services provides strategic technology guidance and project coordination to the Library. The team works closely with County IT professionals to ensure that resources are applied to the highest priority work. Library patrons have an increasing need for technology and related support. Libraries help address the digital divide.

Program Summary

Library Application Services includes understanding and defining business needs, recommending effective and innovative technology solutions, coordinating, and implementing projects. This team provides direction to County IT staff for Library web application support and customer consulting. The key to effectively providing these services is meeting common cross department needs and identifying new opportunities, while concurrently standardizing services and platforms in order to provide a low total cost of ownership for the Library.

The Application Service team continues to expand its work in developing web-based and mobile device-based applications for patrons of the Multnomah County Library. The team is working closely with the Library to develop the next generation of public-access computing solutions, including desktops, laptops, tablets, applications, and free access to the Internet for Library patrons. The Library continues to evolve the technology services provided to County residents. During the pandemic, this has included a range of new services from chrome book loaning, outdoor computer labs, to new indoor computer access. The Library uses technology to support its delivery of critical services to the Multnomah County Community. The Library continues its work on Digital Equity, with actions tied to the Digital Equity Action Plan jointly adopted by the County and the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	50%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	12%

Performance Measures Descriptions

PM #1 Output Measure - Employee hours spent on planned versus unplanned work: 50% planned/50% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 Outcome Measure - Increase in the amount of hours spent on planned work vs unplanned work from CYE.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$418,914	\$0	\$651,733
Materials & Supplies	\$0	\$11,347	\$0	\$11,176
Total GF/non-GF	\$0	\$430,261	\$0	\$662,909
Program Total:	\$430,261		\$662,909	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$430,261	\$0	\$662,909
Total Revenue	\$0	\$430,261	\$0	\$662,909

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 2022: 78315 IT Library Application Services

In partnership with the Library District, a Library Portfolio Manager (LDA) was added to the Library Applications Team to improve coordination and service delivery.

Program #78316 - IT Shared Operating Expenses 4/28/2022

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

Executive Summary

This program offer accounts for shared expenses of the Department of County Assets (DCA) Information Technology (IT) Division. It includes DCA internal services costs, limited software licensing and maintenance costs for identified enterprise systems, and the budget for IT trainers that work in the County's Organizational Learning group in the Department of County Management.

Program Summary

This program provides a central accounting location for costs that accrue to the IT Division as a whole. Facility charges for the division's two primary locations (in the Multnomah and the data center in the East County Courthouse). The cost of IT trainers supported by the IT organization to provide IT training and consultation Countywide are budgeted in this program offer. The IT trainers supported through this program provide a wide variety of training services throughout the County, including support for the County's Hybrid Workforce and the Future of Work, Workday, and Google Workspace. Equity considerations are included as a part of training design and delivery, most notably in the coming year around equity considerations in a Hybrid work environment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Timely repayment of borrowed funds	100%	100%	100%	100%
Outcome	Revenue collection is accurate and timely	100%	97%	100%	97%

Performance Measures Descriptions

PM #1 Output Measure - the accounting process to track repayment of borrowed funds passes through this program offer. Timely reconciliation of the amounts is required to accurately reflect ongoing expenses and remaining balances.
 PM #2 Outcome Measure - the accounting process to track the incoming revenue tied to this program offer requires accurate and timely processing to support periodic reporting of remaining balances.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$870,246	\$0	\$1,161,439
Contractual Services	\$0	\$105,010	\$0	\$804,932
Materials & Supplies	\$0	\$294,915	\$0	\$235,272
Internal Services	\$0	\$11,754,806	\$0	\$11,664,753
Capital Outlay	\$0	\$1,675,387	\$0	\$2,128,644
Total GF/non-GF	\$0	\$14,700,364	\$0	\$15,995,040
Program Total:	\$14,700,364		\$15,995,040	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,229,652	\$0	\$13,814,608
Beginning Working Capital	\$0	\$1,646,380	\$0	\$2,180,432
Total Revenue	\$0	\$14,876,032	\$0	\$15,995,040

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 2022: 78316 IT Shared Operating Expenses

Reduction of 0.75 FTE is due to a transfer of allocation from program offer 78316 to program offers 78101 (0.50 FTE) and 78104 (0.25 FTE).

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 employees provide critical services to residents and rely on multiple applications to perform their work. These applications and systems run on server and storage systems managed by the Information Technology (IT) Data Center & Technical Services program offer. These teams provide the hardware, software installation, maintenance, troubleshooting, technical and operational support for all County computing and printing systems. This program includes 24x7x365 operation of the data centers with Operations and Technical Service staff supporting restoration of services during disruptions 24x7. The funding decisions are made in cooperation with DCA, the Chair's Office, Central Budget.

Program Summary

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, software upgrades, problem resolution, server, storage and print management, asset tracking and after-hours support for all County business systems running in the data centers. This program also provides vendor management for data center hardware and software systems. Included in this offer are the Technical Services staff who provide software and hardware architecture design, planning, acquisition, installation and capacity planning for computer room hardware. Additional services provided by this program are data backup, restoration services, disaster preparedness, storage management, emergency response, print queue management, desktop scripting and physical data center security. The primary data center is located in the East County Courts facility. A secondary data center is currently located in a leased facility in Hillsboro (current project underway to relocate this out of the subduction zone to Denver) and provides the capability for server and storage expansion and disaster recovery.

Equity is incorporated throughout all objectives of the service, from development and planning, recruiting, training, design, acquisition and implementation as it aligns with the needs of its internal customers. Data Center Operations and Technical Services will apply an equity lens to ensure delivery of the service is equally offered and provided to all county employees and properties, therefore providing the systems our departments require to deliver to our underserved residents and communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of recovery data available off site and refreshed at least once every 24 hours.	99%	99%	99%	99%
Outcome	Uptime of scheduled availability for production hardware and operating systems.	99%	99%	99%	99%

Performance Measures Descriptions

PM #1 Output measure - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.

PM #2 Outcome measure - Production Servers and Storage are operational with the exception of scheduled maintenance periods. The goal is minimum disruption in business processes and services due to system outages.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$4,789,002	\$0	\$4,889,614
Contractual Services	\$0	\$71,500	\$0	\$46,500
Materials & Supplies	\$0	\$1,044,906	\$0	\$1,434,084
Total GF/non-GF	\$0	\$5,905,408	\$0	\$6,370,198
Program Total:	\$5,905,408		\$6,370,198	
Program FTE	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$5,905,408	\$0	\$6,370,198
Total Revenue	\$0	\$5,905,408	\$0	\$6,370,198

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 2022: 78317 IT Data Center & Technical Services

Continuing efforts to modernize our systems enabling better support of employees and their devices in a telework state. This includes system updates, application installations and remote support for devices not attached to our internal network.

Department: County Assets **Program Contact:** Tracey Massey

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

Related Programs:
Program Characteristics:

Executive Summary

The Juvenile Detention Program (JDH) provides health care services to detained youth providing equal access to health care for underprivileged, marginalized youth as needed. The health care provided safeguards the health of all of those who are in detention. With the Department of Community Justice, Corrections Health identifies and responds to medical emergencies and screens for communicable diseases to control outbreaks, to provide care efficiently and effectively, as well as to protect the community. Coordination with other Oregon counties is facilitated so continuity of care occurs when youths transfer to other jurisdictions. Electronic medical record solutions enable continuity of care of youths across housing units. Funding decisions are made with Corrections Health, Health Department, DCA, the Chair's Office, Central Budget.

Program Summary

The staff at JDH previously used a paper-based medical record system and documented medication delivery on paper medication administration records. In phase 1 of this program offer, a Juvenile EMR system was chosen and implemented. A comprehensive electronic medical record program implementation is in process throughout the Health Department's Clinical Systems Information program. This program includes an analysis and recommendation phase that includes integration, optimization and standardization of the electronic medical record solutions across the juvenile and adult divisions of corrections health including dental, medication management and administration. Also included is the dental electronic medical records system that will enable Corrections Health Juvenile to provide much needed dental care to the youth at JDH on site increasing the health safety-net that JDH provides for youth in the community. To support the dental care on site, the program includes capital improvements, hardware and equipment for emergency and some routine care.

Digital strategy project status reports are available on the county intranet for this project as well as weekly project team status meetings and monthly progress and budget updates to the project sponsors and steering committee.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the implementation of the EHR program for Corrections Health	100%	100%	100%	N/A
Outcome	Percentage of key milestones met based on approved project plan.	50%	100%	80%	100%
Output	Percent complete of the implementation of Electronic Dental Record for Corrections Health	N/A	100%	40%	100%
Output	Percent complete of the standardization/optimization of Epic across Corrections Health Adult and Juvenile	N/A	N/A	25%	100%

Performance Measures Descriptions

Output: Complete implementation of EHR program for Corrections Health

Outcome: Percentage of key milestones met based on approved project plan based on selection of EMR solution

Output: Complete implementation of Electronic Dental Record for Corrections Health (Juvenile)

Output: Standardization/optimization of the Epic Implementation in Corrections Health for Adult and Juvenile.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$771,719	\$0	\$646,777
Total GF/non-GF	\$0	\$771,719	\$0	\$646,777
Program Total:	\$771,719		\$646,777	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$771,719	\$0	\$646,777
Total Revenue	\$0	\$771,719	\$0	\$646,777

Explanation of Revenues

Funded with one-time-only General Funds carrying over from FY22.

Significant Program Changes

Last Year this program was: FY 2022: 78322 Electronic Medical Records Corrections Health Juvenile Detention

Due to Covid19 the staff in this program continued to teleworking instead of reporting to the office where possible. Progress was slowed due to the Health Department staff response to the pandemic. Operational changes include virtual meetings and check ins. Facilitation of project teams is primarily through Google meet, email and/or google chat.

Response to the COVID-19 pandemic caused a delay in starting work on the optimization and standardization analysis due to resource availability.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Facilities and Property Management is currently managing its large Capital Improvement Program with a failing and aging software system. The system must be replaced to allow Facilities to manage the County's infrastructure investments. The new system will integrate with the new ERP suite of systems to provide more seamless processing and efficiency across the organization.

Program Summary

This program will evaluate business requirements, procure a new system, and implement the selected system. In FY 2022, a new system was procured and implementation will be nearly complete. The transition to a new Facilities Capital Management System will require changes in service design, workflows, and process reengineering as teams move from legacy systems to new more integrated systems. The new system is expected to provide these capabilities:

- Develop program management plans to manage and allocate funds to projects for capital initiatives
- Manage and document scope for capital projects
- Prepare and track budget estimates
- Manage schedules by tracking and managing project activities
- Manage resources assigned to project activities across various phases of the project lifecycle
- Conduct quality management activities such as perform inspections, managing punch lists, completing project checklists, documenting safety reports
- Track project risks
- Manage vendor engagement
- Integrate data across the ERP software solutions for a consistent view of project details
- Track & report on actuals vs planned costs

Equity is incorporated throughout program development, including planning, procurement, training, implementation, and evaluation as it aligns with the needs of Facilities and its customers. For example, the new system procurement event in FY 2022 included questions regarding the accessibility features of the user interface to provide accommodations to employees with disabilities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the implementation of the Facilities Capital Management System.	NA	NA	NA	100%
Outcome	Percentage of key milestones met based on approved project plan.	25%	100%	67%	100%

Performance Measures Descriptions

Output: Complete the evaluation and selection of systems in the fiscal year.
Outcome: Successful completion of key milestones as defined in the project plan.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$744,887	\$0	\$249,658
Total GF/non-GF	\$0	\$744,887	\$0	\$249,658
Program Total:	\$744,887		\$249,658	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$744,887	\$0	\$249,658
Total Revenue	\$0	\$744,887	\$0	\$249,658

Explanation of Revenues

Carry over of One time only funding

Significant Program Changes

Last Year this program was: FY 2022: 78323 Capital Project Management Software

Due to Covid19 the staff in this program continue to teleworking instead of reporting to the office when possible. Operational changes include virtual meetings and check ins. Facilitation of project teams and vendor meetings is primarily through Microsoft Teams, Google meet, email and/or google chat.

Department: County Assets **Program Contact:** Dennis Tomlin**Program Offer Type:** Internal Service **Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:****Executive Summary**

The IT Security Program protects data in the custody of the County and addresses risks associated with the storage and transmission of that data. The County treats all data as important and uses inclusive and equitable practices that are highly predictive of success. IT Security helps make data accessible without compromising security or compliance requirements to assist with the delivery technology that critical programs depend on. We ensure that our efforts align with organizational goals. Priority is given to programs that provide critical services to our residents. IT Security fosters an atmosphere of equitable continuous learning for all analysts to enhance their skills and provide coaching to others.

Program Summary

Local Governments are targeted by actors that exploit data, gain financially by using ransomware and disrupt critical services. Every day we see known bad actors attempting to find holes in our defenses. We rely on the tools that the County has invested in, community intelligence from other organizations and most importantly our people. Our diverse workforce is often the only protection that stands between a criminal and the systems that they seek to establish a foothold into which could impact our ability to provide services to our residents.

The IT Security program supports all departments and users by providing security: monitoring, incident response, education/awareness This includes providing security reviews and approval for hardware and software procurement, installation, upgrades, asset management and proper disposal of all devices. IT Security is responsible to oversee compliance to the Health Insurance Portability and Accountability Act (HIPAA) security rule and is accountable for investigating all reported HIPAA security incidents. The IT Security program is a shared organizational entity available to assist County Departments with their data security and compliance needs.

IT Security provides services using consistent, scalable, inclusive processes and tools to match the approach and style to the type of information technology project needed. IT Security brings diverse people together in building project teams utilizing many skills including interpersonal, change and conflict management, user-centered decisions and remediation techniques. Listening to and asking questions of our customers is key to our team's success. By listening, the IT Security learns how departments want to use technology. IT Security strives to be transparent and provides a central repository of guidance documents that assist each department to meet their needs and remain secure and compliant. Without a robust IT Security program, the County would be at risk to experience a data breach, ransomware attack or a Denial of Service Attack. The County would also have a significantly greater risk of obtaining sanctions as a result of a HIPAA compliance violation as well as disruption to services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average time 4 hrs to respond to high priority incidents.	0%	80%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	0%	80%	80%	80%

Performance Measures Descriptions

PM #1 Output - High priority incidents are problems that jeopardize the confidentiality, availability and integrity of county systems or cause service disruptions. Ensures problems reported to the Help Desk are logged, assigned and dispatched to analysts as a priority.

PM #2 Outcome - Measures the amount of time required to resolve high priority incidents. This measure is designed to ensure support teams respond in a timely manner to high priority incidents.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,236,178	\$0	\$1,288,316
Contractual Services	\$0	\$110,000	\$0	\$136,000
Materials & Supplies	\$0	\$1,193,283	\$0	\$1,311,788
Total GF/non-GF	\$0	\$2,539,461	\$0	\$2,736,104
Program Total:	\$2,539,461		\$2,736,104	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,539,461	\$0	\$2,736,104
Total Revenue	\$0	\$2,539,461	\$0	\$2,736,104

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 2022: 78327 IT Cybersecurity and Data Compliance Services

Because of the COVID-19 pandemic, IT Cybersecurity and Data Compliance Services has had to shift the focus of our program from a posture of "incident detection" to one of "incident prevention". No significant COVID-19 related cost increase to the program.

Due to the COVID-19 pandemic the staff in this program were transitioned to a 100% teleworking model instead of reporting to the office. Operational changes include daily virtual meetings and check ins, communication is primarily through email or google chat, and reporting is emailed and followed up virtually.

Department: County Assets **Program Contact:** Tracey Massey

Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Case Management for Prosecutors (CMP) NextGen Implementation would replace Multnomah County District Attorney's(MCDA) current case tracking system, CRIMES, for the investigation and presentation of Juvenile and Adult judicial cases. The existing CRIMES system has become operationally obsolete, surpassing its technological longevity, which poses a threat to public safety.

Program Summary

In FY22, MCDA and HTC (the current CRIMES vendor) are partnering to configure and verify HTC's next generation case management system called CMP NextGen through a Proof of Concept effort where current CRIMES functionality is implemented in CMP NextGen. Upon successful completion of this effort, HTC will migrate the MCDA-approved solution and production data from the CRIMES system to a CJIS-compliant cloud environment for long-term operation. This solution will allow for more efficient and electronic processing for sentencing, restitution, e-filing and court events including greater access through mobile devices allowing for more efficient and real-time case load handling and access to information. These efficiencies will allow the MCDA staff to better serve public safety and victims of crimes.

The purpose of this program offer is to transition the pilot system into a production environment, provide support for programming required for exchange of data with internal and external partner agencies, provide support for integration with the MCDA document management system, training for MCDA staff, and professional services for additional changes that may be required outside the scope of the original Proof of Concept. The program offer also provides funding for a half-time IT Project Manager and a half-time IT Business Systems Analyst Sr. The program also requests backfill for two MCDA staff to help ensure success of the CMP NextGen implementation while maintaining the current level of service for MCDA staff.

The CMP NextGen solution is being vetted to ensure that it will meet the MCDA's complex requirements. In anticipation of a successful proof of concept, this program offer will operationalize that solution in a cloud production environment with full integration with other supporting business applications for document management, data exchanges with local law enforcement agencies, and reporting. Funding decisions for this program are made in cooperation with MCDA, the Chair's Office, Central Budget.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of key milestones met based on approved project plan	N/A	N/A	N/A	75%
Outcome	Number of Employees trained and able to fully use HTC CMP NextGen	N/A	N/A	N/A	170

Performance Measures Descriptions

PM #1: Output: Successful completion of key milestones as defined in the project plan.

PM #2: Outcome: At the completion of the initial go-live, employees are trained and able to fully use HTC CMP Next Gen to support their business processes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$670,544
Total GF/non-GF	\$0	\$0	\$0	\$670,544
Program Total:	\$0		\$670,544	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$670,544
Total Revenue	\$0	\$0	\$0	\$670,544

Explanation of Revenues

This program will carryover unspent one time only revenues from the FY22 IT-District Attorney's Alfresco System Stabilization and Upgrade program into FY 2023 as beginning working capital.

Significant Program Changes

Last Year this program was: FY 2022: 78319 IT-District Attorney's Alfresco System Stabilization and Upgrade

To meet increasing need to develop a complete paperless office and eDiscovery, the DA's office has decided to determine complete set of requirements before upgrading or replacing the existing document management system.

Department: County Assets **Program Contact:** Linu Parappilly

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

County IT in partnership with DCM and the Health Department will launch a project to build an enterprise financial data mart that could enable departments to build financial dashboards. This project will enable analytic reporting that either is not supported by Workday, or requires combining financial data with programmatic data that resides outside the ERP system, or to combine data from more than one source system (eg Workday, Questica, Jaggaer, Tririga). The project team will extract, transform, and load County data from a variety of source systems in order for County Departments to create Dashboards and reports to make decisions and manage their programs. This request funds two project specific resources within Information Technology.

Program Summary

The project will establish a financial DataMart from which critical information can be mined. Criteria includes providing access to demographic race and ethnicity data, providing insight on how BIPOC communities are affected by program administration, directly supporting trauma informed practices for BIPOC communities specifically related to systemic, organizational, and individual racism, and contains strategies to address disparities among BIPOC communities including gaps in service delivery. Data is used by all County Departments to determine how to better serve underserved populations impacted by reporting capabilities.

Key deliverables of this project include:

- Enterprise financial data model that is agreed to by all stakeholders
- Identification of gold source owners and data stewards
- Security/access policies, data classification
- Enable integrating financial and worker data with operational/programmatic data, such as CEDARS.
- Address effective-dating issues where possible and where clear requirements can be defined.
- Automate the processes to integrate this financial data in order to eliminate the manual effort done today. This also ensures a consistent and repeatable process.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Project plan identifying the schedule for the Financial Data Mart rollout.	N/A	N/A	N/A	1
Outcome	A system that meets the requirements with modern technology standards.	N/A	N/A	N/A	100%

Performance Measures Descriptions

A project plan is a key component of project success.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$400,000
Total GF/non-GF	\$0	\$0	\$0	\$400,000
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$400,000
Total Revenue	\$0	\$0	\$0	\$400,000

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets**Program Contact:** Vikki Scotti**Program Offer Type:** Innovative/New Program**Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:** One-Time-Only Request

Executive Summary

CEDARS is a critical data system for the Health Department. The system is more than 15 years old and struggles to meet the needs of all of the Health Department's divisions. The Health Clinics, Public Health Program, and administrative programs rely on the data to make data driven decisions to serve underrepresented communities are impacted by the work that we do. This effort is expected to be multi-year. Year 1 of this initiative involves a complete analysis of the needs of the key stakeholders and a recommendation about the future technology solution. This program offer will fund a set of project staff members within Information Technology and the Health Department.

Program Summary

CEDARS (Clarity Extract Database and Reporting System) is the primary reporting source for many groups in the Health Department: ICS, Maternal Child and Family Health, Healthy Birth Initiative, Referrals, SCoPE, and Uniform Data System (UDS) Federal Reporting. CEDARS does not meet existing business needs, is expensive to support and puts us under a compliance risk. Due to these factors it needs to be redesigned and/or replaced with a modern reporting solution.

CEDARS was created over 18 years ago and it needs to be modernized to meet the needs of the businesses and this will require a redesign of the system by implementing a replacement solution. For instance, data is currently extracted weekly and there is a desire to be able to extract the data daily to get more recent information for reporting purposes. This will require complex data transformation and business rules which would need to be evaluated. Also, the system will need to limit access to those who are able to access the data per HIPAA regulations given currently all the data is co-mingled. Additionally the system has become very difficult and expensive to support due to continual patches and additions over the years.

In year 1, a more thorough analysis of the business needs will be gathered during discussions with stakeholders and then potential solutions will be identified. Total estimated cost of the project is \$5M.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	N/A	N/A	100%
Outcome	A report with a set of recommended technology solutions will be produced from which Phase 2 of the project can b	N/A	N/A	N/A	1

Performance Measures Descriptions

Key requirements to inform the solution are the key deliverable for this phase

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$5,000,000
Total GF/non-GF	\$0	\$0	\$0	\$5,000,000
Program Total:	\$0		\$5,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$5,000,000
Total Revenue	\$0	\$0	\$0	\$5,000,000

Explanation of Revenues

One time only General Funds

Significant Program Changes

Last Year this program was:

Department: County Assets **Program Contact:** Garret Vanderzanden**Program Offer Type:** Internal Service **Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:****Executive Summary**

This program is responsible for providing vehicle and equipment maintenance and repair services, including offering transportation and related support services that are responsive to the needs of all agencies throughout Multnomah County. The goal of the program is to ensure vehicles are kept in good working condition and are easy to access and operate, so they are available when required to deliver the critical services our community needs.

Program Summary

Fleet's goal is to provide services to the more than 800 fleet assets that are critical for County agencies to meet their service delivery goals. These services include:

- Policy and operational procedure development and implementation;
- Inventory management; regulatory compliance; customer consultation and advice;
- Coordinating towing needs and vendor repairs; equipment fabrication and modification specialty work;
- Performing scheduled, unscheduled and emergency in-shop and field repairs; emissions inspections
- Warranty/recall management and support;
- Fuel management (onsite/offsite);
- Vehicle washing and detailing (onsite/offsite);
- Driver safety, risk, liability, and collision claims management.

Fleet's primary customers are other County agencies. Fleet provides maintenance services at the Yeon Shop facility and at City of PDX Fleet sites. County agencies interact with Fleet through in person interactions at our sites, via email and by accessing our information on the County intranet. Fleet also facilitates periodic meetings between customers and Fleet leadership. Metrics are reviewed, updates provided, and opportunities for improvement identified.

Fleet collaborates with County agencies on our services to ensure we are helping them succeed. This ensures fleet assets are available for use to meet the needs of the vulnerable populations they are serving. We also manage our expenses so more revenues are available to be directed toward the work done for those underserved populations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of billable hours	68%	70%	65%	70%
Outcome	Percent of vehicles out of service less than 48 hrs	35%	50%	35%	50%

Performance Measures Descriptions

PM #1: Output - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment
PM #2: Outcome - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hrs or less.

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	2022	2022	2023	2023
Personnel	\$0	\$1,445,558	\$0	\$1,515,129
Contractual Services	\$0	\$28,157	\$0	\$29,213
Materials & Supplies	\$0	\$2,007,659	\$0	\$2,217,478
Internal Services	\$0	\$1,457,393	\$0	\$1,596,504
Capital Outlay	\$0	\$312,101	\$0	\$781,392
Cash Transfers	\$0	\$0	\$0	\$378,800
Total GF/non-GF	\$0	\$5,250,868	\$0	\$6,518,516
Program Total:	\$5,250,868		\$6,518,516	
Program FTE	0.00	11.00	0.00	11.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,230,179	\$0	\$5,760,648
Beginning Working Capital	\$0	\$2,101	\$0	\$711,622
Service Charges	\$0	\$18,588	\$0	\$46,246
Total Revenue	\$0	\$5,250,868	\$0	\$6,518,516

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 2021 charged rates.

Significant Program Changes

Last Year this program was: FY 2022: 78400 Fleet Services

COVID19 impacts have continued to be realized in the following areas: -Decrease in technician time to work on vehicles due to cleaning and sanitation protocols required for each unit worked on. -Supply chain impacts. -Work that is sent to outside providers being delayed. These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs, but have caused increased time by Fleet Services in executing those support functions as described.

Increases are due to increase BWC and inflationary increases in fuel, supplies and internal services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Capital Outlay	\$0	\$9,766,523	\$0	\$10,921,339
Total GF/non-GF	\$0	\$9,766,523	\$0	\$10,921,339
Program Total:	\$9,766,523		\$10,921,339	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,518,736	\$0	\$2,629,586
Financing Sources	\$0	\$0	\$0	\$378,800
Beginning Working Capital	\$0	\$7,247,787	\$0	\$7,912,953
Total Revenue	\$0	\$9,766,523	\$0	\$10,921,339

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 2022: 78401 Fleet Vehicle Replacement

COVID19 impacts continue in the following areas:

Significant supply chain disruptions have occurred in vehicle purchasing activities. This has led to significant delays in expected deployment timelines. We have also had instances of cost increases due to limited vehicle availability.

These impacts have not prevented Fleet Services from providing the necessary support for County agencies to meet critical service delivery needs. They have caused an increase in time required to execute the purchasing activities.

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

Executive Summary

The Motor Pool Program offers a shared pool of vehicles and carsharing options for County use, enabling employees an accessible and convenient option for work-related travel. Motor Pool services provide important short-term transportation options for staff working at off-site locations.

Program Summary

The goal of this program is to offer County employees accessible and convenient options for work-related travel. Motor Pool Services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

There are two County owned Motor Pool sites supporting the County's short-term business transportation needs using County owned vehicles. In addition, County employees can access the car rentals through a contract with Enterprise. Work is being done to restart the CarShare program to support employees at downtown locations for the Health and Human Services Departments, who regularly travel to meet the people they serve. This blend of County-owned and vendor-supported motor pools strives to remove barriers to transportation and provides employees with accessible and convenient options for work-related travel.

We include County Departments in our budget decision-making process and try to align the program's strengths and funding with the County department's goals. We recently purchased two 15-passenger vans for the motor pool to provide clients with more accessibility and increase their capacity to support our community into the future.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	56,016	74,424	50,728	50,728
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County Program needs.	99%	99%	99%	99%

Performance Measures Descriptions

PM1- Tracking the number of hours of usage provides meaningful data for planning future needs.

PM1- Providing the right blend of vehicle rental options to meet needs on a daily basis.

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	2022	2022	2023	2023
Personnel	\$0	\$232,648	\$0	\$238,645
Contractual Services	\$0	\$660,923	\$0	\$658,648
Materials & Supplies	\$0	\$6,668	\$0	\$3,712
Internal Services	\$0	\$303,951	\$0	\$342,454
Capital Outlay	\$0	\$231,528	\$0	\$405,525
Total GF/non-GF	\$0	\$1,435,718	\$0	\$1,648,984
Program Total:	\$1,435,718		\$1,648,984	
Program FTE	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,227,333	\$0	\$1,258,786
Beginning Working Capital	\$0	\$207,528	\$0	\$389,313
Service Charges	\$0	\$857	\$0	\$885
Total Revenue	\$0	\$1,435,718	\$0	\$1,648,984

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 2022: 78402 Motor Pool

CarShare services were closed due to COVID and the County's telework mandate. Motor Pool leadership shifted County staff to use Motor Pool resource and Enterprise rental car services. These shifts in services during the pandemic provided support and essential transportation to County programs which added in the support to our community during this emergency.

Increase in BWC are due to additional carry forward of unspent capital. This was due to expected vehicle purchases delayed due to supply chain issues.

Department: County Assets **Program Contact:** Edward Reed

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

Related Programs:

Program Characteristics:

Executive Summary

Distribution Services' goal is to manage the logistical needs of the County. Serving as the centralized mailing center, Distribution Services moves a variety of items every day, via fixed routes and/or special delivery, including U.S. Mail, County records, interoffice mail and recyclables.

Program Summary

Distribution Services provides central coordination of a complex and multifaceted system of distribution logistics across more than 95 County locations. We support the County's equity initiative by managing the logistical needs of departments, community members and vulnerable populations.

We directly interact with our community partners. Whether it is blood tests, permits, prescriptions or blankets, tax and other bulk mailings, Distribution Services connects with numerous County departments with an overarching goal to seamlessly support and engage with the community. An example is our support of the Emergency Management and Joint Office of Homeless Services to provide basic needs for vulnerable populations by moving large shipments of water, sleeping bags, wool blankets and tents. The division serves a vital role in emergency preparedness for Multnomah County. We have transported COVID lab tests to support the County Health Department and help with the health of our community members and populations. Over time, with the needs of the County constantly shifting, we have tailored our program to fit those changing needs. There is built-in flexibility with the routes and drivers that serve our departments on a daily basis, while our warehouse can handle special deliveries and pick-up requests as they come up. In addition, this program coordinates with other government entities throughout the Portland Metropolitan area to send and deliver interoffice mail in a manner that saves on postage and enhances intergovernmental communication and workflow.

Program funding decisions are made in conjunction with County departments that we serve, and receive final approval from a budget review process involving the DCA budgeting and leadership teams. Our program aligns with DCA's support of under-served and under-represented communities through the lens of inclusion and equity. Multnomah County's goals of advancing equity and support to these under-served communities is supported by providing Distribution resources for timely material move needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Customers have access to information and needed supplies.	N/A	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	0	5	2	5

Performance Measures Descriptions

PM 1: Customer access to information is measured by items lost during distribution.

PM 2: Customer satisfaction is measured by the number of resident complaints.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$657,386	\$0	\$644,084
Contractual Services	\$0	\$572,865	\$0	\$695,276
Materials & Supplies	\$0	\$5,140	\$0	\$25,529
Internal Services	\$0	\$428,662	\$0	\$525,458
Capital Outlay	\$0	\$58,005	\$0	\$199,511
Total GF/non-GF	\$0	\$1,722,058	\$0	\$2,089,858
Program Total:	\$1,722,058		\$2,089,858	
Program FTE	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,519,649	\$0	\$1,875,432
Beginning Working Capital	\$0	\$189,738	\$0	\$199,511
Service Charges	\$0	\$12,671	\$0	\$14,915
Total Revenue	\$0	\$1,722,058	\$0	\$2,089,858

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 2022: 78403 Distribution Services

Due to COVID, some of our work has shifted from supporting in-person missions like the school dental team moves and the school based health clinics to more freight movement of palletized supplies. Due to this shift in workload we are in the process of adding an Limited Duration Assignment Driver to the program to better support the County and communities changing needs.

In addition, working capital reserves are at the appropriate level, so the rate buy-down program has been sunset for FY 2023.

Department: County Assets

Program Contact: Lisa Whedon

Program Offer Type: Internal Service

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This program serves the public by providing services, tools, training, and professional consultation to County agencies to support the compliant creation, management, storage, retrieval, accessibility, protection, preservation, and secure destruction of public records. The program leads, supports, and promotes countywide strategic initiatives that use information to minimize risk, protect rights, and in equitable decision-making. The program strives to remove barriers to access to 165 years of the County’s legacy of decision-making and community impacts, and promotes the role of records in advancing equity.

Program Summary

The program’s goal is to ensure that all members of the public are able to inspect county public records as mandated by Oregon Public Records Law, and that the departments creating, managing, protecting, and destroying public records do so in a manner that retains their authenticity, integrity, and reliability as documentation of our County’s decision-making, policies, and community involvement.

Public records document the County’s policies, decisions, functions, and efforts to fulfill its mission. This program preserves these records by providing specialized storage and handling for hard copy records in the Archives, and preserving electronic records in the County’s Digital Archives, a dedicated long term digital preservation system.

The public has direct access to historic records through in-person research appointments, 24/7 online access to digital records, and phone and email referrals for non-county public records. This program makes efforts to remove barriers to access by: writing finding aids (tools for locating records) that employ inclusive language metadata schemas; reducing bias in collections management through a team approach to appraisal, and applying plain language and digital accessibility best practices to online portals.

Departments create and use records to provide critical services to the community. This program provides tools, training, and consultation to support departments in balancing service delivery needs with public records law compliance by: maintaining the County’s retention schedules; providing Records Center storage and retrieval services (allowing programs to prioritize office space for serving clients); facilitating digitization projects to support continuity of service and employees’ ability to go directly to clients in the field; managing and promoting use of the County’s enterprise electronic document and records management system, and providing secure destruction of individuals’ protected information at the end of its lifecycle.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Records Retrievals and Interfiles (Record Actions) Performed on Behalf of Customers	1336	2500	1106	1300
Outcome	Percentage Increase of Reference Requests Compared to Previous Fiscal Year	-35%	30%	26%	30%
Output	Number of New EDRMS Users Onboarded	71	100	130	100
Outcome	Number of Public Sessions Initiated in the Digital Archives	1496	750	2088	2250

Performance Measures Descriptions

PM #1: Record actions directly impacted by COVID-19 closures and new countywide workplace schedules.

PM #2: Based on number of discrete requests. Impacted by COVID-19 closures.

PM #3: Electronic document & records management system (EDRMS) use reduces individuals’ records compliance burden.

PM #4: Measures public engagement with the digital archives.

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	2022	2022	2023	2023
Personnel	\$0	\$784,964	\$0	\$832,188
Contractual Services	\$0	\$328,315	\$0	\$326,859
Materials & Supplies	\$0	\$134,984	\$0	\$155,749
Internal Services	\$0	\$826,109	\$0	\$883,263
Capital Outlay	\$0	\$229,424	\$0	\$140,003
Total GF/non-GF	\$0	\$2,303,796	\$0	\$2,338,062
Program Total:	\$2,303,796		\$2,338,062	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,060,117	\$0	\$2,095,193
Beginning Working Capital	\$0	\$243,588	\$0	\$240,167
Service Charges	\$0	\$91	\$0	\$302
Total Revenue	\$0	\$2,303,796	\$0	\$2,335,662

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 over a three year average. Program costs are also allocated based on each Department's share of assigned licenses to use the County's enterprise electronic document and records management system.

Significant Program Changes

Last Year this program was: FY 2022: 78404 Records Management

The program's research facility closed to the public due to COVID-19 in March 2020 and reopened in September 2021. The program has had to adapt reference services to ensure that access to records continues despite closures or the inability of the public to visit in person. Due to COVID-19, county workforce members that regularly use Records Center storage and retrieval services, and electronic document and records management system services, transitioned to hybrid work environments, resulting in changes to the types of support and services needed by the program.

Department: County Assets **Program Contact:** Greg Hockert
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program is funded using American Rescue Plan (ARP) dollars and will be used to assess and modernize the Heating, Ventilation and Air Conditioning (HVAC) systems in prioritized County-owned buildings. Air quality improvements in facilities through assessment, upgrades and replacements of HVAC systems.

Program Summary

This program offer will use ARP dollars to evaluate, modernize and/or upgrade HVAC systems in County-owned buildings. General scope, benefits and cost information will be generated for each building. Environmental Health and Sustainability will be consulted during the assessment process to assist Facilities and Property Management in the prioritization of work. Modernization of systems in various buildings may include full system replacement or upgrades to specific equipment and components. The goal is to improve indoor air quality to current Oregon Occupational Safety and Health Administration COVID rulings and American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 62 standards.

The project manager, facilities engineers, and controls contractors toured and inspected all eligible buildings that would be appropriate for these improvements. Each building's mechanical systems were evaluated on the depth of scope required to meet our project goals. This tour narrowed our focus to 10 buildings. The scope of work will include upgrading mechanical system components to accommodate the MERV (Minimum Efficiency Reporting Values) 13 filter requirements to meet the current air quality standards. This will include adding economizers, sensors, controls to the mechanical systems plus reprogramming the building automating system to monitor and report air quality functions. The 10 County buildings represent an equitable distribution of these upgrades across the various range of County Departments. Guidelines of this assessment were based from American Society of Hospital Engineers (ASHE) and Infection Control Risk Assessment (ICRA).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Maximize the number of HVAC systems to be modernized to current OSHA COVID rulings and ASHRA	N/A	50%	30%	30%
Outcome	Reduction in calls for service of HVAC systems where renovations have occurred.	N/A	50%	50%	75%

Performance Measures Descriptions

PM 1: Maximize the number of HVAC systems to be modernized to current OSHA COVID rulings and ASHRAE 62 standards by applying appropriate funding level to each building system.
PM 2: Reduction in calls for service of HVAC systems where renovations have occurred.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,000,000	\$0	\$800,000
Total GF/non-GF	\$0	\$1,000,000	\$0	\$800,000
Program Total:	\$1,000,000		\$800,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,000,000	\$0	\$800,000
Total Revenue	\$0	\$1,000,000	\$0	\$800,000

Explanation of Revenues

This program is funded with \$0.8 million in American Rescue Plan funds

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program is funded using American Rescue Plan (ARP) dollars and will be used to identify, acquire, and implement new technology to support employees in a hybrid work environment. We expect the County to continue to support employees working remotely and working in the office as we transition out of the COVID-19 environment. The program offer includes hiring a staff person to lead the efforts to identify priority software and technology.

Program Summary

The pandemic forced employees across the County to work remotely. As the County transitions out of the pandemic, some staff will return to the office, some will work remotely and at the office, and others will work full time outside of a County building. To facilitate collaboration, equity and efficiency, new technology will be necessary in order for the new work environment to be successful. This ARP funded program offer includes a position dedicated to identifying, acquiring, and implementing new technology for the work environment. We will seek input from departments to identify needs and prioritize the technology.

Initially, possible technology options may include:

- Remote laptop/technology support - ideally minimizing the need to come to the building for most repairs and/or updates
- Software/hardware to support improved video conferencing with remote and in-person participants
- Cubicle/space reservation system
- Mobile printing
- Enhanced collaboration tools

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	New staff position hired.	N/A	1	1	1
Outcome	Employees express satisfaction with their ability to work remotely based on a satisfaction survey.	N/A	95%	95%	95%
Input	New software/technology implemented by December 2022.	N/A	100%	N/A	100%

Performance Measures Descriptions

Employees will provide feedback on their ability to work remotely based on a satisfaction survey.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$200,000
Contractual Services	\$0	\$2,073,000	\$0	\$0
Materials & Supplies	\$0	\$0	\$0	\$1,273,000
Total GF/non-GF	\$0	\$2,073,000	\$0	\$1,473,000
Program Total:	\$2,073,000		\$1,473,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,073,000	\$0	\$1,473,000
Total Revenue	\$0	\$2,073,000	\$0	\$1,473,000

Explanation of Revenues

This program will be funded using \$1.473 million in ARP funding.

Significant Program Changes

Last Year this program was:

This program supports the Critical County Infrastructure priority area.

Department: County Assets **Program Contact:** Tracey Massey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Digital Access program partners with internal and external stakeholder groups Countywide to address community disparities in digital access and affordability. To support this program, the County funds a limited duration position project coordinator within the Department of County Assets. The coordinator will track barriers to internet access throughout the County, identify and assess strategies to address these barriers, investigate grant opportunities, and align the County's planning with community organizations, other municipalities, nonprofits, and advocacy groups.

Program Summary

The COVID-19 pandemic has highlighted the essential function of the internet in everyday life, as many aspects of school, work, healthcare, and government services continue to operate online. Yet an estimated 33,000 Multnomah County households do not have broadband internet access; another 38,000 households access the internet only by phone.

In 2020, DCA completed a broadband feasibility study in partnership with five cities within the County that identified equity gaps throughout the County. The feasibility study found that broadband internet is unavailable to approximately 2,800 County households. Where broadband internet is available, low income residents are less likely to be connected as the cost of home internet presents a major barrier.

In response, the Digital Access program will develop a roadmap communicating Multnomah County's strategic actions to support community connectivity. This effort will be closely coordinated across County departments, with the City of Portland, and with other public, private, and nonprofit groups Countywide. Pending Board feedback, the Digital Access program will deliver on these activities to address the dual challenges of infrastructure availability and broadband affordability for specific community populations. This work is led by community input, data-informed, and intended to dovetail with State and Federal revenue streams for broadband and digital equity.

Performance Measures					
Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Roadmap communicating strategies for Multnomah County's digital access initiative.	NA	1	1	1
Outcome	Board presentation and approval to proceed with activities identified in Roadmap.	NA	NA	NA	1

Performance Measures Descriptions

Output: Roadmap communicating strategies for Multnomah County's digital access initiative.
 Outcome: Board presentation and approval to proceed with activities identified in Roadmap.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$150,000	\$0	\$0	\$165,592
Total GF/non-GF	\$150,000	\$0	\$0	\$165,592
Program Total:	\$150,000		\$165,592	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$165,592
Total Revenue	\$0	\$0	\$0	\$165,592

Explanation of Revenues

This program offer is funded by American Rescue Plan Act funding.

Significant Program Changes

Last Year this program was: FY 2022: 78000B Digital Access Coordinator

Funding for this program offer changed from one time only general funds to one time only American Rescue Plan Act funding. Slight increase in funding due to position and step increase.

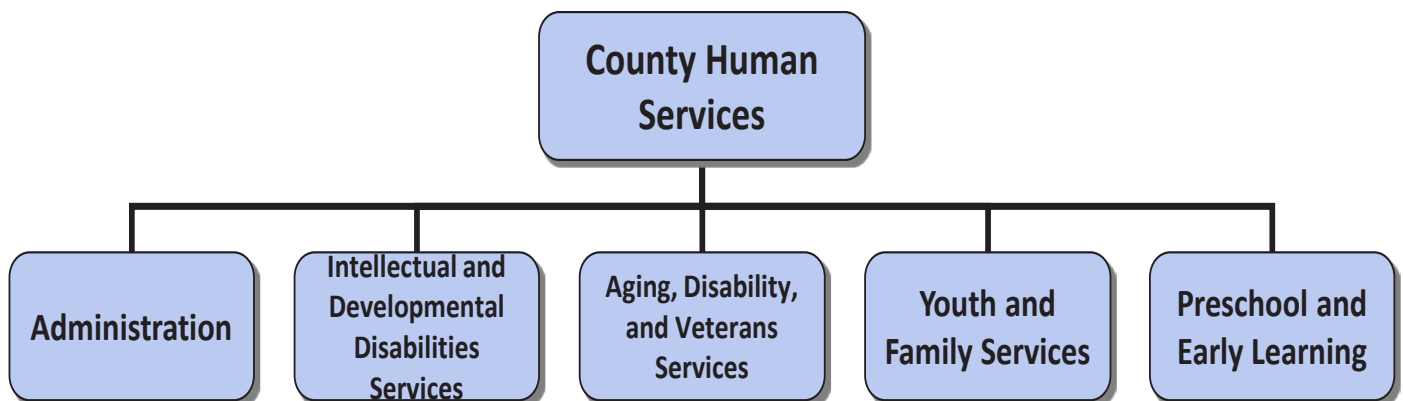
Department Overview

The Department of County Human Services’ long-range vision is guided by the DCHS North Star, which states: **Every person – at every stage in life – has equitable opportunities to thrive.**

In order to achieve our North Star, we know that we must actively work against systemic racism and socio-economic disparities within our communities by centering racial justice and equity in the work we do. DCHS strives to not only uplift our community members in times of need – but to invest in innovative, future-oriented approaches to human services that prevent crises, build assets and nurture self-determination within our communities by addressing and redressing the root causes of racism and all other forms of inequity.

DCHS has a critical role in the County because the department designs programs, services and funding to provide stability for people across the lifespan. This budget supports the core work of the department by:

- **In early childhood, DCHS supports** our youngest community members by ensuring equitable access to free, high-quality, developmentally appropriate, culturally responsive preschool experiences through the department’s Preschool & Early Learning Division (PEL). PEL will collaborate across the department to offer developmentally appropriate early education access for youth served through the Intellectual and Developmental Disabilities Services Division.
- **DCHS supports young people** by promoting positive parenting, improving educational access and support for youth, making sure children have enough to eat in the year round, and that their families are stably housed.
- **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 provides safety and support for survivors of domestic and sexual violence.
- **DCHS supports older adults, people with disabilities and veterans** to achieve quality of life and independence by helping them navigate the public programs, providing community programs that support people staying healthy and engaged, and intervening when older adults or people with disabilities are potentially being abused.



Budget Overview

The FY 2023 Department of County Human Services (DCHS) Proposed budget is \$336.0 million and 925.40 FTE. The County General Fund accounts for \$66.9 million or 19.9% of the total. Other Funds include Federal/State at \$153.9 million (45.8%), Preschool for All at \$50.1 million (14.9%) and COVID-19 Response at \$65.1 million (19.4%).

Most of the DCHS budget comes from just over 100 Federal, State and local sources. This includes \$153.9 million in the Federal/State Fund, which increased by \$21.5 million (16.3%) from the FY 2022 Adopted budget. The bulk of this increase came from the State of Oregon’s biennial allocation and increased the Aging, Disability, and Veterans Services Division (ADVSD) by \$12.1 million and 63.75 FTE and the Intellectual and Developmental Disabilities Services Division (IDDS) by \$6.2 million and 46.20 FTE.

The DCHS Preschool and Early Learning (PEL) Division administers the voter approved “Preschool for All” program (Measure 26-214), which offers free early education to 3 and 4 year olds across the County. FY 2023 will be the first year of preschool spots, estimated at 675 spots. The budget totals \$182.4 million and 23.00 FTE in the PEL Division. Of this amount, \$121.1 million is unappropriated balance and \$11.2 million is contingency, leaving a balance of \$50.1 million for direct programming in DCHS’s budget. The direct programming amount increased by \$29.6 million (143.8%) compared to the FY 2022 budget at \$20.6 million.

The FY 2023 DCHS General Fund includes \$3,025,682 in ongoing funding for new or enhanced programs (25000B/C, 25049B, 25050B, 25131B/C, 25138B, 25156B, 25160B). A list of these programs can be found in the Budget Director’s Message.

Additionally, the FY 2023 DCHS General Fund includes \$2,326,876 in one-time-only funding. A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	769.60	865.59	780.85	925.40	144.55
Personnel Services	\$84,793,596	\$99,692,467	\$96,643,398	\$118,186,706	\$21,543,308
Contractual Services	96,100,523	135,503,633	147,628,079	183,889,478	36,261,399
Materials & Supplies	1,249,571	2,614,833	2,378,160	2,518,930	140,770
Internal Services	24,620,351	30,878,031	28,905,706	31,415,310	2,509,604
Capital Outlay	9,509	0	0	0	0
Debt Service	<u>23,943</u>	<u>61,992</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$206,797,493	\$268,750,956	\$275,555,343	\$336,010,424	\$60,455,081

*Does not include contingencies or unappropriated balances. Program offers DO contain contingencies and unappropriated balances.

Successes and Challenges

DCHS strives to be a leader in anti-poverty work and economic recovery efforts focused on the needs of Black, Indigenous and People of Color (BIPOC) communities. To do this we must maintain strong relationships and collaboration with our community partners and other County departments. In alignment with our commitments to interdepartmental collaboration, racial justice and innovation, DCHS has several key priorities for FY 2023 and beyond:

Supporting Public Health Efforts: In collaboration with the Health Department, DCHS is participating in our region's public health response. The Aging & Disability Resource Connection (ADRC) team operates the COVID-19 Call Center; the Bienestar de la Familia program provides culturally-specific Wraparound Services for people quarantining due to COVID-19; and DCHS staff coordinated vaccinations and testing for homebound community members.

Preventing Evictions and Increasing Housing Stability: In 2021, Multnomah County built a new coordination model to meet the unprecedented demand for rent assistance and prevent evictions. A network of over 40 community partners are serving a diverse range of BIPOC communities. DCHS also responded quickly to the state's new online portal for rent assistance, distributing over \$24 million dollars in four months.

Building Economic Security for Communities of Color: DCHS is taking the lead in implementing Unconditional Cash Transfer (UCT) pilot projects to increase household security for BIPOC community members while addressing the impacts of systemic racism and intergenerational poverty. One exciting example is the distribution of \$4.5 million to more than 6,000 households who had autonomy over how to spend their allocation.

Responding to Extreme Weather Events and Natural Disasters: In collaboration with the Joint Office of Homeless Services (JOHS), Portland Bureau of Emergency Management and Multnomah County Emergency Management, DCHS plays a critical role in our region's disaster response and mass sheltering efforts. DCHS also provides preparedness information and conducts thousands of wellness checks during extreme weather events.

Building the Foundation for Universal Preschool Access: The Preschool & Early Learning Division is creating the foundation for Preschool for All's success and ensuring high-quality, inclusive, and culturally affirming preschool slots. Strengthening the key partnerships of Preschool for All, increasing the capacity of preschool providers, and building trust in the community are the primary goals in the second year of implementation.

Becoming an Employer of Choice: To help guide the long-range vision for DCHS, the department is improving its current organizational culture through the North Star and Pillars, the Sustainable Business Plan (SBP), and the Workforce Equity Strategic Plan (WESP). The goal is for DCHS to be an employer of choice on the journey to becoming the community's service provider of choice.

COVID-19 Impacts

Social and Economic Impacts: Social determinants of health (SDOH) are the conditions in which people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels, and are mostly responsible for health inequities. Resources that enhance quality of life – including safe and affordable housing; access to quality education; public safety; availability of healthy foods; local emergency services; and environments free of life-threatening toxins – can have a significant influence on communities’ health outcomes.

Three core areas of SDOH – Education Access & Quality; Economic Stability; Social & Community Context – directly align with fundamental DCHS priorities and services. DCHS is always looking for new opportunities to collaborate with health service systems in order to better serve our shared communities.

An October 2021 World Health Organization evidence brief “COVID-19 and the social determinants of health and health equity” offers a global analysis of how inequalities in the social determinants of health have been unmasked by the COVID-19 pandemic, and have led to glaring inequities in COVID-19 health outcomes between population groups. The evidence brief specifies groups that have experienced increased rates of COVID-19 morbidity and mortality, including: poorer people; marginalized ethnic minorities, including Indigenous Peoples; low-paid essential workers; migrants; populations affected by emergencies, including conflicts; incarcerated populations; and homeless people. DCHS serves all of these populations in some capacity.

The WHO evidence brief details how public health and social measures that have been necessary to reduce exposure to and transmission from the virus and mortality have led to significant and unequal health, social and economic damage – impacting already disadvantaged populations more severely. These impacts include:

- COVID-19 has driven millions of people into poverty (globally).
- Job losses have been borne disproportionately by women and workers who have less education and lower incomes.
- COVID-19 has disrupted education, with broad social impacts for young people – especially poorer children.
- Food insecurity has been compromised for the most marginalized communities.
- Discrimination and stigmatization, including ageism, have increased.
- COVID-19 has exacerbated gender inequality throughout society.

Adapting DCHS Service Model: In order to support our communities in our immediate and long-term recovery from the pandemic, DCHS has implemented a range of programs and initiatives including direct rental assistance, unconditional payments for families to purchase food, tailored virtual senior center activities to reduce isolation for older adults, the COVID-19 call center in collaboration with Public Health, culturally specific meal and grocery distribution, wraparound support services for households quarantining due to positive COVID-19 test results, among countless others. Many of our recovery efforts will continue into FY 2023 and beyond.

COVID-19 & American Rescue Plan

Since the beginning of the COVID-19 pandemic, DCHS has played a critical role in meeting community members' immediate needs, providing stability through uncertain social-economic conditions, and supporting the region's overall Public Health response. A key goal in DCHS for FY 2023 is to support our community's short and long term recovery from the pandemic, focused on the following areas: emergency housing supports and eviction prevention; SUN Community Schools; expanded domestic violence response; addressing racial and economic injustices; and supporting pandemic response for older adults and people with disabilities. Below is a summary of DCHS COVID-19 pandemic response funding:

- **25399A - ARP ACHP Registered Nurse:** This position will provide training, review infection control plans and provide technical assistance to adult care home providers to ensure residents' preferences and health and safety needs are met in a culturally appropriate, safe, and welcoming 24-hour care setting.
- **25399B - ARP Multnomah Mothers' Trust Project (MMTP):** MMTP Year 2 will continue working with approximately 100 Black female-headed households with children currently receiving services from one of two community based programs.
- **25399C - ARP Domestic Violence Services:** This funds six Victims Advocates in culturally-specific community organizations and two limited duration Victims Advocates in the County.
- **25399D - ARP COVID-19 Response Coordination:** Funds an Office Assistant to support IDSD division-wide COVID-19 response and recovery efforts.
- **25399E - ARP SUN Community Schools, Family Resource Navigators:** The Family Resource Navigator (FRN) program in SUN CS allows sites to expand focus while ensuring family basic needs are met.
- **25399J - ARP Peer Support Tenant Services & Housing Stability:** The Peer Navigation Program will help address this gap in services by creating a system of peer counselors that provide one-to-one support, peer coaching, resource sharing and networking with other renters.
- **25399Q - ARP YFS Division Support Staff Expansion:** Adds a limited duration Project Manager for YFS.
- **25490A - COVID-19 YFS Emergency Rent Assistance:** The Joint Office of Homeless Services will continue their investment in staffing support for nonprofits.
- **25490B - ARP - Emergency Rent Assistance:** This additional Multnomah County direct ARP allocation allows YFS to meet some of the ongoing emergency rent assistance needs caused by the pandemic.
- **25490C - ARP YFS Rent Assistance Team Staffing Capacity:** Provides eviction prevention support and rent assistance.
- **25491 - COVID-19 Energy & Housing Services:** Provides energy and water assistance, weatherization and housing supports focused on low-income households.
- **25492A - COVID-19 ADVSD OAA ARP:** Provides meals to older adults, people with disabilities, and Veterans.
- **25492B - ARP DCHS Client Assistance:** DCHS will continue and expand Unconditional Cash Transfer for families disproportionately impacted by the pandemic, including BIPOC communities.

Diversity, Equity, and Inclusion

The DCHS North Star aligns with the County’s Workforce Equity Strategic Plan (WESP), which guides the equity work for our department and helps us strategically and intentionally uphold our commitment to Inclusively Leading With Race – meaning that we center racial justice while understanding that all forms of oppression intersect and overlap with one another and have a compounding effect on those who hold multiple marginalized identities. For this reason, we are explicit in naming racial justice when framing and implementing the department’s work at all levels.

Equity for DCHS Consumers:

DCHS strives to incorporate racial justice and equity into all of the department’s programs and services – in addition to programs that specifically serve BIPOC communities. For example, over 64 percent of Youth and Family Services Division funding is contracted out to partner agencies who work in the community, including a wide network of culturally specific organizations. A good illustration of this model is the department’s Rent Assistance funding, where the majority of funds were intentionally distributed to families via culturally specific organizations to address the compounding impact of the COVID-19 pandemic and structural racism.

Another example of how equity is woven into the core functions of DCHS is the implementation of Preschool For All. All families in Multnomah County will be eligible to apply and families who currently have the least access to high-quality preschool will be prioritized for the first-available slots, including Black, Indigenous, and Children of Color. In FY 2023, the Preschool & Early Learning Division will invest additional dollars for Family Connector Organizations, which are culturally specific agencies who are responsible for outreaching to PFA priority populations, and Intermediary Organizations, which support small providers participating in Preschool for All (program offer 25202).

Equity for the DCHS workforce:

The department is improving its current organizational culture through the DCHS Sustainable Business Plan (SBP), and the Workforce Equity Strategic Plan (WESP). The goal is for DCHS to be an employer of choice on the journey to becoming the community’s service provider of choice. Some examples of internal racial justice and equity initiatives at DCHS include:

- **Equity at My Desk initiative:** The goal of Equity at My Desk is to bring Diversity, Equity and Inclusion work down from the 50,000 foot level in order to help managers and supervisors incorporate Diversity, Equity and Inclusion principles into their daily work.
- **Equity Cohort for managers and supervisors:** In FY 2023, this initiative will bring groups of managers and supervisors together for 6-8 weeks to talk about Diversity, Equity and Inclusion and provide them with the tools and structure necessary to manage the implementation of DEI work.
- **Recruitment, onboarding and retention initiatives:** Several groups within DCHS are working to improve recruitment and onboarding through a racial justice and equity framework.

Diversity, Equity, and Inclusion (continued)

Budget by Division

Equity in the DCHS budget process:

DCHS centered racial justice and equity in the FY 2023 budgetary decision-making process by asking staff and leadership to consider systemic racial disparities when developing program offers, and by using the Office of Diversity and Equity’s FY 2023 Budget Equity Tool.

What this looked like in practice for DCHS is illustrated by the Aging, Disability & Veterans Services Division’s budget equity process which involved a small team of data & evaluation specialists meeting with each program within the division to ensure that programs have a racial equity strategy that is clear and data-driven. Programs that lacked clarity were asked to make a plan and implement it for the next fiscal year – and gaps discovered through this racial equity evaluation process were addressed by: working to improve demographic reporting processes; hiring community outreach positions; and by adding language and cultural competency KSAs to key positions within the division.

The DCHS Equity and Inclusion Manager also reviewed program offers using several equity tools consisting of specific and direct questions to guide the review process, including:

- What kinds of data are available, and how is data being used to inform our decision-making?
- What kinds of community engagement, particularly with BIPOC communities, were utilized in the creation and/or review of the program offer or proposal?
- Who will benefit and/or who will be adversely impacted by our decision?

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$10,561,845	\$0	\$10,561,845	58.00
Intellectual and Developmental Disabilities	4,593,776	31,037,386	35,631,162	225.00
Aging, Disability, and Veterans Services	14,329,434	93,665,146	107,994,580	521.90
Youth and Family Services	37,449,175	29,203,550	66,652,725	90.50
Preschool and Early Learning	0	182,401,228	182,401,228	23.00
COVID-19 & American Rescue Plan	0	65,062,728	65,062,728	7.00
Total County Human Services	\$66,934,230	\$401,370,038	\$468,304,268	925.40

**Does include contingencies and unappropriated balances.*

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 900 departmental FTE and addresses recruiting, hiring and retention issues, workforce planning, training, employee performance management, and labor relations.

Business Services provides financial and business functions including development, management and oversight of the department's budget, accounts receivable and payables, purchasing, and grants management. The unit coordinates department procurement and contracting functions and ensures implementation and compliance with all County contracting and procurement policies.

Significant Changes

Strategic Planning: The DCHS Leadership Team convened for two "Moonshot" work sessions, in order to think collectively and creatively about big-picture strategies that can bring DCHS closer to our North Star. At the first session, we prioritized two ideas: developing a systematic community asset building strategy, and developing a DCHS mobile access app for consumers. At the second session, the Leadership Team envisioned how we can provide holistic, department-wide services to support our communities, and how to work towards that vision through the budget process. Two themes from the second session were: 'changing the narrative about who is in poverty and why,' and 'what is the role of government in changing economic and societal conditions?'

Legislative Advocacy: The DCHS Leadership Team is strengthening our department's relationships with local, state and federal legislators – focusing on critical funding and policy changes. The best example of this is our success in addressing inequities in Oregon Department of Human Services workload and funding models for our Intellectual & Developmental Disabilities Division and our Aging, Disability & Veterans Services Division, resulting in a significant increase in funding which will allow us to hire over 100 new employees and reduce workloads across the department.

Employer of Choice: DCHS has worked over the past two years to improve its current organizational culture through the North Star and Pillars, the Sustainable Business Plan (SBP), the Workforce Equity Strategic Plan (WESP), and other efforts and initiatives. The goal of this work is to build DCHS as an employer of choice on the journey to becoming the community's service provider of choice.

Intellectual and Developmental Disabilities Services

The Intellectual and Developmental Disabilities Services Division (IDDS) serves over 6,600 people with intellectual and developmental disabilities such as autism, cerebral palsy or an intellectual disability diagnosed prior to the age of 22. Services may span the entire lifetime. Policy, advocacy and research around quality of life for individuals with intellectual and developmental disabilities (I/DD) guides our services and includes the following domains: emotional, material, and physical well-being, interpersonal relations, social inclusion, personal development, self-determination, and rights. IDDS provides case management services supporting these domains to directly link clients and families to community resources and Medicaid-funded residential, employment, in-home and non-County brokerage case management services.

Additionally, the division reviews intake and eligibility referrals and provides abuse investigation services to all clients who experience I/DD. Results from our client survey show 87% of respondents are satisfied with the support they receive from IDDS, compared to 75% nationally as reported by the National Core Indicator Survey. The division has engaged in a strategic planning process to develop a new 3 year strategic plan. The strategic plan incorporates service equity requirements detailed in the 21-23 Intergovernmental Agreement with the State. It also addresses areas of improvement identified in State and County audits and the Workforce Equity Strategic Plan. It focuses on incorporating racial equity into workforce supports and direct client services.

Significant Changes

The FY 2023 budget expands services in response to increased client and provider needs and a growing client base. IDDS increased by 46.20 FTE, which was made possible by an increase in Federal funds received from the State for the 21-23 biennium. This increase in FTE significantly reduced caseload size for the service coordination, intake, and abuse investigation teams. It also led to innovations which increased service quality, equity and access for clients during the COVID-19 pandemic and climate emergencies. Innovations include the increased use of virtual meetings and electronic signatures, increased staff to address specific language and culture needs, technology and training supports to retain personal support workers, continued expansion of funding for children receiving in-home services, and increased distribution of supplemental housing assistance. New FTE also work to increase access to developmentally appropriate foster care placement for dually enrolled youth (IDDS and Child Welfare); decreasing the need for temporary lodging.

IDDS created a data and analytics team to coordinate with the department emergency management tool and increase operationalization of emergency outreach during winter weather events, wildfires, and heat waves. Emergency response efforts also include coordination with other agencies to increase access to COVID-19 vaccinations and home COVID testing kits, and to address COVID outbreaks in residential settings. IDDS will continue participation in the Citizens Variance Pilot Project, which has achieved statewide elimination of citizenship as a condition of case management service eligibility. All of these efforts reflect IDDS's commitment to ensure resources reach the most vulnerable, including families with children, immigrants, and BIPOC clients.

Aging, Disability and Veterans Services

Multnomah County has about 829,560 residents, and over 151,800 (18.3%) are aged 60 or older. There are over 48,500 people with disabilities, and about 37,500 Veterans living in the County. These populations are served by the Aging, Disability, and Veterans Services Division (ADVSD). The ADVSD service system helps our program participants achieve independence, health, safety, and quality of life.

ADVSD is the Area Agency on Aging for the County. ADVSD offers access to services for older adults, people with disabilities, and Veterans at five senior centers, eight enhancing equity providers, five Medicaid offices, and one central downtown Portland location. The division's five main areas are: Community Services; the Adult Care Home Program; Long Term Services and Supports; Adult Protective Services; and the Public Guardian & Conservator. A 24-hour call center provides seamless entry to services for residents. In FY 2021: 2,887 Adult Protective Services investigations were completed; \$1.9 million in retroactive rewards were granted to veterans working with Veterans Services; and 48,777 people received Medicaid case management, in-home or facility based services, medical benefits, or SNAP. ADVSD strives to be a leader in the work toward racial justice by weaving the Multnomah County Leading with Race pledge and the County's Equity and Empowerment Lens tool into the everyday work of the division. This process includes analyzing demographic information when measuring outcomes and impacts of the division's services.

Significant Changes

ONE Integrated Eligibility created a statewide shared caseload between local Area Agencies on Aging, state-level Aging and People with Disabilities offices, the Oregon Health Authority, and Oregon Self-Sufficiency. This change enables Oregonians to apply for multiple programs with one application, and do so from any participating agency office. This shift has led to a significant need for additional staff training.

Homecare Worker (Provider) Time Capture is part of Oregon's first electronic verification of care hours provided to vulnerable adults. It is a timekeeping system that is only in phase one of rollout. It affected over 6,000 homecare workers for long-term care consumers and Oregon Project Independence consumers. It primarily impacts case managers and business staff responsible for ensuring training and payment to the Home Care Worker workforce.

Medicaid Package Implementation: An increase in Medicaid funding for the State FY 2021-23 biennium allowed ADVSD to add 63.75 FTE. ADVSD utilized the Equity and Empowerment Lens to allocate this funding. For Example:

- **Long Term Services & Supports (25023)** increased the number of culturally specific outreach workers and added case managers for more equitable service.
- **Adult Protective Services (25024)** added 11 Human Service Investigators to reduce the average ongoing investigations per worker from 22 to 16.
- **Community Services (25032-25039)** added community information specialists who screen consumers for eligibility.

Youth and Family Services

The Youth & Family Services (YFS) Division manages over 40 programs and initiatives that focus on two major impact areas: (1) educational success and (2) economic stability for families. Within those impact areas, we have five core system and policy areas that represent our work: Energy Services, Housing Stability, Education Supports, Early Childhood, and Domestic and Sexual Violence.

The division manages programs funded by Federal, State, and local resources. Just over 64% of YFS funding is contracted to partner agencies who work in the community, including a wide network of culturally specific organizations. 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. In FY 2021: 1,297 domestic violence survivors accessed protection orders through the Gateway Center; 2,849,564 meals were provided to children and families through SUN distribution sites; 19,098 households received energy bill payment support; 477 people received culturally specific mental health or addiction services through Bienestar de la Familia; and over \$2.4 million in legal fees were removed through Legal Services.

Significant Changes

In FY 2023, YFS will continue to support the community with flexible and meaningful services – both our core functions and our pandemic response work. For example:

- **Bienestar de la Familia** has been a pillar of support to Immigrant and Refugee communities, shifting service priorities to focus on eviction prevention, rent relief, food assistance and support services for those who test positive for COVID-19 and have to quarantine.
- **Rent Assistance & Eviction Prevention:** In 2021, Multnomah County built a system that could meet the unprecedented demand for rent assistance and prevent evictions after the eviction moratorium ended in July 2021. We did this through creating new teams and a new model for coordination across partner organizations and agencies. We will continue these critical supports to ensure our community is able to remain stably housed.
- **Domestic and Sexual Violence Services:** Two new initiatives will strengthen the division's support of domestic and sexual assault survivors. Peer-delivered services provide a pathway for survivors into employment in the field of domestic and sexual violence. And YFS will work with the District Attorney to establish a Unified Community-Based response to sexual assault.
- **SUN Community Schools** continue to provide critical support for youth in Multnomah County. In FY 2023, YFS will develop, implement and maintain a new data system for SUN Community Schools (**25160B/C**); and help families meet basic needs with Family Resource Navigators (**25399E**).

Preschool and Early Learning

Significant Changes

DCHS established the Preschool & Early Learning Division in January 2021 in order to implement Preschool for All, as directed by Measure 26-214.

Preschool for All will give 3 and 4 year olds in Multnomah County access to free, high-quality, culturally affirming preschool experiences. The program will grow over time, increasing the number of children and families that it serves each year. Families will be able to apply for slots in April 2022 and the first group of preschoolers will begin in September of 2022. All families in Multnomah County will be eligible to apply and families who currently have the least access to high-quality preschool will be prioritized for the first-available slots, including Black, Indigenous, and Children of Color.

Preschool & Early Learning Division staff will help create the foundation for Preschool for All's success, including the systems, processes and partnerships necessary to increase the number of high-quality, inclusive, and culturally affirming preschool slots in Multnomah County.

Strengthening the key partnerships of Preschool for All, increasing the capacity of preschool providers, and building trust in the community are the primary goals in the second year of implementation. FY 2023 will mark the first Preschool for All slots in Multnomah County. Preschool for All (PFA) anticipated tax revenue for FY 2023 is \$112 million dollars. This is a 9% increase in projected revenue from FY 2022. Additional significant changes in FY 2023 include:

- Funding for Preschool for All Pilot Sites, which will offer the first 675 preschool slots. Pilot Sites will work with the Preschool and Early Learning Division to refine the program model, including support to stabilize infant and toddler care and include children with disabilities **(25205)**.
- The City of Portland collects the Preschool for All tax. FY 2023 includes a planned decrease in tax collection costs, because the majority of start-up costs occurred in FY 2022 **(72052B - Dept. of County Management)**.
- Funding to address the shortage of early learning spaces and educators. PFA will invest in workforce development strategies and establish a PFA Facilities Fund to support the construction and renovation of early learning spaces **(25203)**.
- Additional dollars for Family Connector Organizations, which are culturally specific agencies who are responsible for outreaching to PFA priority populations, and Intermediary Organizations, which support small providers participating in Preschool for All **(25202)**.
- Increased investments in social and emotional supports in partnership with Multnomah County Behavioral Health. County-based Early Childhood Mental Health Consultants will provide culturally relevant mental health services to children and their families **(40099B - Health Department)**.

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 2023 General Fund	Other Funds	Total Cost	FTE
Department Administration					
25000A	DCHS Director's Office	\$3,839,251	\$0	\$3,839,251	20.00
25000B	DCHS Director's Office Emergency Management Shelter Response	239,844	0	239,844	1.00
25000C	Supporting Immigrant and Refugee Communities	165,000	0	165,000	1.00
25001	DCHS Human Resources	1,871,306	0	1,871,306	10.00
25002	DCHS Business Services	4,446,444	0	4,446,444	26.00
Intellectual and Developmental Disabilities Services					
25010	IDDS Administration & Support	1,417,585	2,621,357	4,038,942	24.00
25011	IDDS Budget and Operations	468,407	6,297,460	6,765,867	38.00
25012	IDDS Services for Adults	1,436,052	7,673,361	9,109,413	61.00
25013	IDDS Services for Children and Young Adults	1,249,079	7,961,159	9,210,238	62.00
25014	IDDS Abuse Investigations	2,777	4,164,660	4,167,437	26.00
25016	IDDS Eligibility & Intake Services	19,876	2,319,389	2,339,265	14.00
Aging, Disability and Veterans Services					
25022	ADVSD Adult Care Home Program	497,028	5,772,280	6,269,308	32.00
25023	ADVSD Long Term Services & Supports (Medicaid)	3,203,964	46,049,813	49,253,777	311.80
25024	ADVSD Adult Protective Services	722,656	9,368,705	10,091,361	57.35
25025	ADVSD Veterans Services	729,482	385,281	1,114,763	8.00
25026A	ADVSD Public Guardian/Conservator	1,803,679	0	1,803,679	11.00
25026B	ADVSD Public Guardian/Conservator Data System	161,844	0	161,844	0.00
25027	ADVSD Quality and Business Services	910,279	4,207,796	5,118,075	12.00
25028	ADVSD Multi-Disciplinary Team	769,537	819,240	1,588,777	5.65
25029	ADVSD Transition & Diversion (Medicaid)	388,046	5,609,070	5,997,116	40.00
25032	ADVSD Outreach, Information & Referral	1,287,699	2,629,589	3,917,288	18.40
25033	ADVSD Nutrition Program	661,770	1,810,245	2,472,015	0.50
25034	ADVSD Health Promotion	96,194	466,754	562,948	3.00
25035	ADVSD Case Management & In-Home Services (non-Medicaid)	1,519,194	11,409,853	12,929,047	4.60

County Human Services

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Aging, Disability and Veterans Services (cont.)					
25036	ADVSD Safety Net Program	669,563	117,347	786,910	1.50
25037	ADVSD Transportation Services	119,042	2,120,162	2,239,204	1.58
25038	ADVSD Advocacy & Community Program Operations	608,181	2,555,921	3,164,102	13.62
25039	ADVSD Family Caregiver Program	181,276	343,090	524,366	0.90
Youth and Family Services					
25041	YFS - Domestic Violence Crisis Services	411,300	0	411,300	0.00
25044A	YFS - Domestic and Sexual Violence Coordination	755,342	318,800	1,074,142	4.90
25046	YFS - Domestic Violence Legal Services	198,847	35,000	233,847	0.00
25047	YFS - Domestic Violence Crisis Response Unit	1,255,893	348,103	1,603,996	11.00
25048	YFS - Culturally Specific and Underserved Domestic & Sexual Violence Services	761,366	0	761,366	0.00
25049A	YFS - Sexual Assault Services	318,713	0	318,713	0.00
25049B	YFS - Sexual Assault Services Unified Community Based Response	424,780	0	424,780	1.00
25050A	YFS - Gateway Center	499,790	1,378,048	1,877,838	5.00
25050B	YFS - Gateway Center Intake Team Increase	113,560	0	113,560	1.00
25118A	YFS - Youth & Family Services Administration	2,424,577	0	2,424,577	14.00
25119	YFS - Energy Assistance	0	11,328,640	11,328,640	8.40
25121A	YFS - Weatherization	0	6,507,968	6,507,968	6.60
25121B	YFS - Cooling Support	1,270,740	0	1,270,740	0.00
25121C	YFS - Wood Stove Replacement	274,292	0	274,292	0.00
25130	YFS - Family Unification Program	577,352	0	577,352	0.00
25131	YFS - Legal Services & Supports	431,914	0	431,914	0.00
25131B	YFS - Peer Navigators	500,000	0	500,000	0.00
25131C	YFS - Eviction Prevention Support	400,000	0	400,000	0.00
25132	YFS - Long Term Rent Assistance (LTRA)	150,000	0	150,000	0.00
25133	YFS - Housing Stabilization for Vulnerable Populations (HSVP)	1,354,282	2,053,505	3,407,787	1.00
25133B	YFS - Homeshare - Connect to Rooms in Private Homes	250,000	0	250,000	0.00
25134	YFS - Fair Housing Testing	110,000	0	110,000	0.00
25135	YFS - Sex Trafficked Youth Services	611,862	310,000	921,862	0.00

County Human Services

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Youth and Family Services (cont.)					
25136	YFS - Culturally Specific Navigation Services for Immigrant Families	264,940	0	264,940	0.00
25136B	YFS - Refugee Resettlement Agencies - Support for I-693	250,000	0	250,000	0.00
25137	YFS - Successful Families	2,503,163	0	2,503,163	1.00
25138A	YFS - Youth Stability & Homelessness Prevention Services	679,564	46,651	726,215	0.00
25138B	YFS - Youth Stability & Homelessness Prevention Expansion	600,000	0	600,000	0.00
25139	YFS - Multnomah Stability Initiative (MSI)	2,750,949	1,149,988	3,900,937	2.00
25140	YFS - Community Development	113,122	364,556	477,678	1.00
25141	YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach	184,308	132,024	316,332	2.00
25145A	YFS - SUN Community Schools	7,606,807	3,111,828	10,718,635	4.00
25147	YFS - Child & Family Hunger Relief	460,520	0	460,520	1.00
25149	YFS - SUN Youth Advocacy Program	2,654,236	200,000	2,854,236	0.00
25151	YFS - SUN Parent & Child Development Services	1,647,416	379,822	2,027,238	0.50
25152	YFS - Early Learning Family Engagement and Kindergarten Transition	373,041	889,838	1,262,879	1.00
25155	YFS - Sexual & Gender Minority Youth Services	330,167	0	330,167	0.00
25156A	YFS - Bienestar Social Services	1,570,483	548,779	2,119,262	10.60
25156B	YFS - Bienestar Social Services Staff Expansion	356,032	0	356,032	3.00
25157	YFS - East Multnomah County Resilience Hub	0	100,000	100,000	0.00
25160A	YFS - Data and Evaluation Services	1,663,351	0	1,663,351	10.50
25160B	YFS - Data and Evaluation Services: SUN Community Schools Database Support	226,466	0	226,466	1.00
25160C	YFS - Data and Evaluation Services: SUN Community Schools Database Setup	95,000	0	95,000	0.00
25160D	YFS - DSVCO Data and Evaluation Services HMIS Setup	25,000	0	25,000	0.00
Preschool and Early Learning					
25200	PEL - Administration & System Support	0	1,197,171	1,197,171	4.00
25200B	PEL - Contingency and Reserves	0	28,000,000	28,000,000	0.00
25200C	PEL - Revenue Smoothing	0	104,293,844	104,293,844	0.00

County Human Services

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Preschool and Early Learning (cont.)					
25201	PEL - Program Development & System Support	0	4,086,213	4,086,213	19.00
25202	PEL - Preschool Access: Family & Provider Navigation	0	1,460,000	1,460,000	0.00
25203	PEL - Preschool Infrastructure Capacity Building	0	8,000,000	8,000,000	0.00
25204	PEL - Program Quality: Coaching & Provider Supports	0	10,664,000	10,664,000	0.00
25205	PEL - Preschool for All Pilot Sites	0	19,700,000	19,700,000	0.00
25206	PEL - Early Educator Workforce Development	0	5,000,000	5,000,000	0.00
COVID-19 & American Rescue Plan					
25399A	ARP - ACHP Registered Nurse	0	200,000	200,000	0.00
25399B	ARP - Multnomah Mothers' Trust Project (MMTP)	0	1,350,000	1,350,000	0.00
25399C	ARP - Domestic Violence Services	0	755,000	755,000	0.00
25399D	ARP - COVID-19 Response Coordination	0	80,000	80,000	0.00
25399E	ARP - SUN Community Schools: Family Resource Navigators	0	4,073,000	4,073,000	0.00
25399J	ARP - Peer Support Tenant Services & Housing Stability	0	515,000	515,000	0.00
25399Q	ARP - YFS Division Support Staff Expansion	0	148,000	148,000	0.00
25490A	COVID-19 YFS Emergency Rent Assistance	0	21,983,167	21,983,167	0.00
25490B	ARP - Emergency Rent Assistance	0	22,785,668	22,785,668	0.00
25490C	ARP - YFS Rent Assistance Team Staffing Capacity	0	2,730,000	2,730,000	0.00
25491	COVID-19 Energy & Housing Services	0	4,288,300	4,288,300	7.00
25492A	COVID-19 ADVSD OAA ARP	0	754,593	754,593	0.00
25492B	ARP - DCHS Client Assistance	0	<u>5,400,000</u>	<u>5,400,000</u>	<u>0.00</u>
Total County Human Services		\$66,934,230	\$401,370,038	\$468,304,268	925.40

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 30407A
Program Characteristics:

Executive Summary

The Director's Office of the Department of County Human Services supports the work of four divisions to ensure that every person, at every stage of life has equitable opportunities to thrive. The Director's Office uses a racial justice and equity lens to: develop and lead the department's mission, policies, communications and strategic initiatives; ensure quality of services; provide financial management; ensure a skilled workforce that reflects the community; provide protection for survivors of domestic and sexual violence; and support the divisions' efforts to provide equitable, high quality, and innovative services to the communities we serve.

Program Summary

ISSUE: The Department of County Human Services is made up of four divisions and one office tasked with providing human services to diverse communities. 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 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 HR recruitment, compensation and retention strategies, as well as coordinate the efforts of the Department's Equity and Inclusion Manager and Diversity, Equity, and Social Justice Committee (DEJJC). Director's office activities also include: a) providing department-wide COVID-19 response and recovery supports to the community; b) ensuring DCHS meets its financial and regulatory requirements through budget development, fiscal compliance, data collections, and reporting; c) Department-wide performance management and sharing of systems improvement tools and techniques; d) identifying new approaches to DCHS work and the application of research for emerging and best practices and solutions; and e) communication and coordination with elected officials, partners and participants by using multiple methods to engage with the community, including online tools. In FY 2022 the Director's Office also assumed oversight of the Domestic and Sexual Violence Community Services Office, elevating the needs and the voices of survivors of domestic and sexual violence.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of DCHS web page views*	301,806	850,000	387,117	450,000
Outcome	Percent of visitors who were able to find what they were looking for on the DCHS website**	48.1%	95%	69.1%	85%
Outcome	Percent of employees completing Stay Interviews***	N/A	N/A	1%	5%

Performance Measures Descriptions

*Number of DCHS web page views are calculated using Google Analytics. Numbers exclude job postings and error pages.

**Percent of visitors who were able to find what they were looking for on the DCHS website is based on survey data from "was this page helpful?" surveys placed throughout the DCHS website.

***Removed Number of formal communications to employees as a measure. Added new equity measure: Percent of employees completing Stay Interviews.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,816,298	\$0	\$3,129,739	\$0
Contractual Services	\$101,839	\$0	\$80,000	\$0
Materials & Supplies	\$102,915	\$0	\$55,773	\$0
Internal Services	\$696,163	\$0	\$573,739	\$0
Total GF/non-GF	\$3,717,215	\$0	\$3,839,251	\$0
Program Total:	\$3,717,215		\$3,839,251	
Program FTE	17.90	0.00	19.00	1.00

Program Revenues				
Other / Miscellaneous	\$3,126,332	\$0	\$3,238,216	\$0
Total Revenue	\$3,126,332	\$0	\$3,238,216	\$0

Explanation of Revenues

\$3,238,216 - County General Fund Department Indirect: Based on FY 2023 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2022: 25000A DCHS Director's Office

In FY 2023, this program increases by 1.10 FTE in the General Fund. During FY 2022, 1.00 FTE was added as part of the Federal/State midyear rebalance (SUPP02-DCSH-002-22). In FY 2023, an existing Program Specialist Senior is increased by 0.10 FTE.

The 1.00 FTE in Other Funds is funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. This FTE was added during FY 2022 by budget modification JOHS-007-22. See program 30407A for the associated costs and program information.

Response
Department: County Human Services **Program Contact:** Mohammad Bader

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Department of County Human Services builds well-being in the community so every person, at every stage of life has equitable opportunities to thrive. Using a racial justice and equity lens, the Director's Office oversee Mass Care and Sheltering functions (ESF-6) for the County's Emergency Management operations. This program adds 1.00 FTE of an Emergency Management Analyst Sr. position to continue the development and expansion of emergency sheltering capacity, with a focus on developing staffing capacity for shelters and outreach functions.

Program Summary

Issue: With climate change and increasing needs of individuals who are houseless, older adults, people with disabilities and BIPOC individuals and families who lack resources for cooling and heating resources, the need for emergency/disaster response due to severe weather is increasing in Multnomah County.

Goal: Expand the capacity of County sheltering/Disaster Resource Center functions by expanding the pool of staff available and prepared for events, with a focus on human centered, culturally-responsive and trauma informed response.

Description: The Department of County Human Services (DCHS) leads Mass Care and Sheltering functions (ESF-6) for the County's Emergency Management operations. The Department partners with Multnomah County Emergency Management, the Joint Office for Homeless Services, the Health Department, the City of Portland and other local jurisdictions and community organizations when implementing these duties. DCHS uses a racial justice and trauma informed focus in establishing and running emergency shelter and outreach operations, with a focus on serving communities most impacted by climate change and other disasters/emergencies. DCHS is proposing to add 1.00 FTE Emergency Analyst Sr. position to support expansion of shelter and disaster resource center functions. This position will focus on the implementation of the County's new employee incentive program and develop a robust pool of staff and volunteers who are available to staff all functions within shelters. They will develop ongoing training and supports for staff that focus on equity/racial justice and trauma informed interventions, along with the various technical skills for managing shelters. Finally, the position will support ESF-6 Operations and Administration during activations, ensuring that staffing support is available before, during and following sheltering events.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	The number of staff who have participated in DRC/shelter staff training.	NA	NA	NA	500
Outcome	The percentage of staff who report they feel prepared to support DRC/emergency shelter functions.	NA	NA	NA	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$129,453	\$0
Contractual Services	\$0	\$0	\$100,000	\$0
Materials & Supplies	\$0	\$0	\$10,391	\$0
Total GF/non-GF	\$0	\$0	\$239,844	\$0
Program Total:	\$0		\$239,844	
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 adds 1.00 FTE Emergency Management Analyst Senior.

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Immigrants and refugees residing in Multnomah County often face language, technology and other barriers to accessing critical social services as they integrate into the community. Multnomah County recognizes a need for improved communication and improved connections to county and community resources.

Program Summary

Multnomah County provides services to immigrants and refugees regardless of immigration status and is a member of “Welcoming America,” a national network of local governments and nonprofits that shares best practices on serving immigrant and refugee residents. This program seeks to build off of the work Multnomah County has engaged in to become a Welcoming County by funding a new position that will focus on advancing equity with and improving the quality of life for immigrant and refugee communities living in Multnomah County.

In the FY 2022 budget, a one-time-only investment was made to map the existing services available through the County and in the community to immigrants and refugees and develop a report with recommendations to improve access to County services. That report is expected by late June.

The focus of this new position will be to work with the Chair’s Office, internal County departments, community members, the refugee resettlement agencies, the State of Oregon, and other agencies to review, refine and advance recommendations and strategies identified in the report. Additionally, the position will:

- Support additional research and engagement needed, based on the report, including the development of an implementation plan.
- Develop and convene a team of internal stakeholders to assist in developing and supporting next steps.
- Communicate and/or convene with community stakeholders to review and refine strategic priorities and next steps.
- Elevate policy recommendations for consideration by the Board of County Commissioners, based on community and stakeholder engagement.
- Support the development of recommendations that can increase the accessibility and reach of the websites that promote and support the County’s immigrant and refugee services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop implementation plans to improve supports and connections for I&R communities	N/A	N/A	N/A	2
Outcome	Implementation plan and/or policy recommendations developed by March 2023	N/A	N/A	N/A	1
Outcome	Immigrant and refugee communities active partners in development of next steps	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$163,084	\$0
Materials & Supplies	\$0	\$0	\$1,916	\$0
Total GF/non-GF	\$0	\$0	\$165,000	\$0
Program Total:	\$0		\$165,000	
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:

In FY 2022, Multnomah County funded program offer 40000C - Mapping Study - Services for Immigrant and Refugee Communities to map, illustrate and make recommendations to strengthen County services to immigrant and refugee communities. This ongoing program offer seeks to build upon and advance the recommendations developed in the Mapping Study.

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 employees, for 911 budgeted positions in FY 2023. 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 FY 2023 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 employees' bilingual skills to serve 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 panel selection and training panel members to ensure equitable assessment of interviewees; 3) Workforce Equity - Recruiting and Retention. HR supports this project led by the Director's Office including participation on the ADVSD Recruitment WESP Project Team. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Recruitments	216	345	725	400
Outcome	Placement/reassignment of employees impacted by reduced staffing	3%	1%	5%	3%
Outcome	Percent of DCHS employees who identify as a person of color*	42.6%	N/A	43%	44%

Performance Measures Descriptions

* Percent of DCHS employees who identify as a person of color is a new measure for FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,254,070	\$0	\$1,635,693	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$10,036	\$0	\$9,906	\$0
Internal Services	\$189,085	\$0	\$222,707	\$0
Total GF/non-GF	\$1,456,191	\$0	\$1,871,306	\$0
Program Total:	\$1,456,191		\$1,871,306	
Program FTE	8.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,254,070	\$0	\$1,641,893	\$0
Total Revenue	\$1,254,070	\$0	\$1,641,893	\$0

Explanation of Revenues

\$1,641,893 - County General Fund Department Indirect: Based on FY 2023 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2022: 25001 DCHS Human Resources

In FY 2023, this program increases by 2.00 FTE. These FTE were added during FY 2022 as part of the Federal/State midyear rebalance (refer Supplemental Budget # SUPP02-DCHS-001-22).

Department: County Human Services

Program Contact: Robert Stoll

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. Racial equity as well as alignment with the department's Workforce Equity Strategic Plan is a key focus in all our work.

Program Summary

More than 40% of the total funds in the Department are contracted to community-based providers for services to the populations served by DCHS. DCHS includes culturally specific and culturally responsive requirements in the procurement process. This process allows DCHS to contract with a diverse pool of suppliers who are able to provide culturally specific and responsive services to clients that are tailored to specific populations. This process assists the department in ensuring that clients are comfortable accessing services and that we are not causing additional trauma to marginalized and vulnerable populations. 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. 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. 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, Risk Management and County Attorney.

DCHS Business Services Management Team offers mentorship, WOC opportunities, cross-training and supporting education for staff with aspirations for promotion and those who have financial and time commitment issues. DCHS also offers remote working opportunities and varied schedules to help staff maintain good work/life balance. The DCHS Business Services Management Team also cultivates strong team building activities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of invoices paid in 30 days or less (*estimated based on FY2021 actual)	90%	87%	91%	90%
Outcome	*Percent of annual contracts executed prior to start date	91%	85%	93%	93%
Output	Number of anticipated contract actions including new contracts, amendments and purchase orders	300	320	320	350

Performance Measures Descriptions

* Includes Preschool and Early Learning Division.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,437,536	\$0	\$3,796,821	\$0
Contractual Services	\$40,000	\$0	\$40,000	\$0
Materials & Supplies	\$27,310	\$0	\$31,776	\$0
Internal Services	\$469,337	\$0	\$577,847	\$0
Total GF/non-GF	\$3,974,183	\$0	\$4,446,444	\$0
Program Total:	\$3,974,183		\$4,446,444	
Program FTE	22.00	0.00	26.00	0.00

Program Revenues				
Other / Miscellaneous	\$3,437,536	\$0	\$3,822,421	\$0
Total Revenue	\$3,437,536	\$0	\$3,822,421	\$0

Explanation of Revenues

\$3,822,421 - County General Fund Department Indirect: Based on FY 2023 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2022: 25002 DCHS Business Services

In FY 2023, this program increases by 4.00 FTE. These FTE were added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22 and SUPP02-DCHS-002-22).

Department: County Human Services

Program Contact: Alexis Alberti

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The IDSD Administration team provides oversight to the division and ensures service delivery. It increases quality of life for individuals with intellectual and developmental disabilities. Cerebral palsy, autism, and intellectual disability are examples of intellectual and developmental disabilities. These are disabilities that a person is born with, or that develop during childhood. They usually continue over the lifetime. The Administration team focuses on the accurate and timely delivery of services. It improves systems that help clients live healthy lives in the community. It strives to provide support for independent living. The Administration team leads the division in continuous quality improvement. It provides advocacy at the local and state levels. It leads in collaborations with partner agencies and examination of service equity data.

Program Summary

ISSUE: IDSD is the Community Developmental Disability Program (CDDP) for Multnomah County. This is a Medicaid authority status conferred by the state. The IDSD Administration team provides oversight of staff, quality assurance, and system improvement. This is necessary for the CDDP. The goals of the team are to maximize client services and provide leadership to the division.

PROGRAM GOALS: This team implements business strategies related to system improvement and staff support. These strategies increase the delivery and accessibility of quality services. Improved services increase quality of life for individuals with intellectual and developmental disabilities. The goals of the Administration team include the following. First, optimize service capacity through staff development and retention. This demonstrates public stewardship and accountability. Second, deliver quality, timely, culturally appropriate and Medicaid compliant services. These services support the health, safety, independence and inclusion of clients. Third, improve policies and remove barriers to access by advocating for clients. Finally, increase resources for clients through collaborative partnerships.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity. These areas are: coordination, quality, advocacy, and collaboration. Coordination efforts include staff development, office management, service database updates, and workflow innovations. Quality efforts include the creation of a strategic plan, metrics, and dashboards. Data informs business improvements to reduce service inequities experienced by historically marginalized clients. Quality efforts also include the monitoring of the state inter-agency agreement. The team maintains quality assurance, and integrates customer feedback into practice. Advocacy includes continuous dialogue with state and local agencies to reduce service barriers. Collaboration efforts include work with a variety of community-based and culturally specific organizations. These collaborations increase access to equitable and inclusive service.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of client records audited annually for Medicaid compliance. ¹	180	360	360	360
Outcome	Percent of federally-funded plan waivers in compliance for re-authorization. ²	58%	75%	75%	75%
Outcome	Percent of survey respondents satisfied with the services they receive.	87%	90%	90%	90%

Performance Measures Descriptions

¹Staff on leave led to a lower number of audited records in FY21.

²Staff turnover led to a lower percentage of waiver compliance in FY21.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$162,575	\$2,062,020	\$897,179	\$2,026,272
Contractual Services	\$462,430	\$0	\$282,592	\$0
Materials & Supplies	\$31,169	\$57,063	\$152,723	\$22,577
Internal Services	\$22,177	\$677,884	\$85,091	\$572,508
Total GF/non-GF	\$678,351	\$2,796,967	\$1,417,585	\$2,621,357
Program Total:	\$3,475,318		\$4,038,942	
Program FTE	1.00	17.00	7.50	16.50

Program Revenues				
Intergovernmental	\$0	\$2,796,967	\$0	\$2,621,357
Total Revenue	\$0	\$2,796,967	\$0	\$2,621,357

Explanation of Revenues

This program generates \$284,490 in indirect revenues.
 \$2,621,357 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2022: 25010 IDDSD Administration & Support

In FY 2023, this program increases by 6.00 FTE. During FY 2022, 3.00 FTE were added as part of the Federal/State midyear rebalance. In FY 2023, 1.00 FTE Office Assistant Senior, 1.00 FTE Program Specialist, and 1.00 FTE Case Manager Senior are added.

Department: County Human Services

Program Contact: Alexis Alberti

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs: 30407A

Program Characteristics:
Executive Summary

The Budget and Operations team maintains regulatory compliance for mandated functions. These functions support quality of life for individuals with intellectual and developmental disabilities. This team provides service choice. These services help clients live independent and healthy lives in the community. This team increases the capacity, delivery, and payment of client in-home support. It does the same for residential placements and employment opportunities. This team also responds to changes in State service requirements, and maximizes revenue. This team uses targeted universalism. It uses this approach to equitably support service providers from historically underserved communities. For example, the team prioritizes technical support to providers who speak a primary language other than English.

Program Summary

ISSUE: IDSD Budget and Operations must meet the increasing demand for services. The number of clients and State service requirements constantly increase and change. The unit ensures that quality business and staffing practices are adaptable to change.

PROGRAM GOALS: The goals of Budget and Operations include the following. First, increase the capacity of community-based residential, personal support and employment providers. Do this by ensuring timely contracting, training, certification and payment. Second, increase equitable access to services. Do this by processing service requests based on client choice and needs. This includes financial support for emergency and long-term housing. Also, ensuring BIPOC clients have equitable access to housing funds. Third, implement policies, procedures, and training to maintain regulatory compliance. This includes compliance with County, State and Federal requirements. Finally, ensure the fiscal accountability through budgeting and revenue tracking.

PROGRAM ACTIVITY: The four goals outlined above correspond to four general areas of activity. These areas are: capacity, access, compliance, and budgeting. Capacity efforts increase the network of residential, employment, and direct service providers. These efforts include technical support, timesheet approval, credentialing, certification, recruitment, training, and contracts. There is also a partnership with the Adult Care Home Program to expand the number of certified homes for clients. Access efforts include the administration of funded services. These services include housing stability, 24-hour residential care, supported living, and in-home support. Targeted case management is also verified and tracked. Compliance efforts include the determination and administration of regulatory requirements. Administration of these requirements requires provider service agreements, public procurement, and administrative procedures. Finally, budgeting efforts include budget review, report and approval. This team works to settle contracts with the State. It also tracks budget costs for employees and client services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of direct service provider timesheets processed annually for clients receiving in-home services. ¹	24,747	35,000	25,500	35,000
Outcome	Percent of clients referred who are accepted into an employment setting.	83%	90%	80%	90%
Outcome	Percent of provider payment lines authorized and built in state billing system within 10 business days.	58%	60%	70%	70%
Outcome	Percent of clients who are stably housed 12 months after receiving housing funds. ²	90%	90%	90%	90%

Performance Measures Descriptions

¹Fewer direct service providers have been working due to the pandemic, which resulted in a lower FY21 actual and FY22 estimate.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$257,539	\$3,506,609	\$274,915	\$4,276,654
Contractual Services	\$342,461	\$586,400	\$162,621	\$731,543
Materials & Supplies	\$3,440	\$49,879	\$3,149	\$47,876
Internal Services	\$44,357	\$1,154,791	\$27,722	\$1,241,387
Total GF/non-GF	\$647,797	\$5,297,679	\$468,407	\$6,297,460
Program Total:	\$5,945,476		\$6,765,867	
Program FTE	2.00	29.00	2.00	36.00

Program Revenues				
Intergovernmental	\$0	\$5,297,679	\$0	\$6,297,460
Total Revenue	\$0	\$5,297,679	\$0	\$6,297,460

Explanation of Revenues

This program generates \$600,442 in indirect revenues.

\$4,544,624 - State Mental Health Grant Case Management; \$1,021,293 - State Mental Health Grant Local Admin; \$202,500 - State Mental Health Grant Self Directed Individual/Family; \$180,000 - State Mental Health Grant Long Term Support for Children; \$100,000 - State Mental Health Grant Family Support Services; \$81,781 - HAP Housing Program; \$65,262 - Partners for Hunger-Free Oregon; \$50,000 - State Mental Health Grant Special Projects; \$42,000 - State Mental Health Grant Ancillary Service; \$10,000 - State Mental Health Grant Room and Board State General Fund.

Significant Program Changes

Last Year this program was: FY 2022: 25011 IDSD Budget and Operations

In FY 2023, revenue from the State Mental Health Grant increased by \$820k and 6.00 FTE. This funding was added during FY 2022 as part of the midyear Federal/State rebalance (SUPP02-DCHS-002-22). During FY 2022, 5.00 FTE were added with this funding, and in FY 2023 an additional 1.00 FTE Program Specialist is added with this funding.

In addition, 1.00 FTE Program Specialist is added in FY 2023 that is funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407A for the associated costs and program information.

Department: County Human Services **Program Contact:** Alexis Alberti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The IDDSD Adult Services team supports quality of life for individuals with intellectual and developmental disabilities. Cerebral palsy, autism, and intellectual disability are examples of intellectual and developmental disabilities. These are disabilities that a person is born with, or that develop during childhood. They usually continue over the lifetime. The Adult Services team supports personal development, social inclusion, health, safety, and self-determination. This team provides service coordination, monitoring, support plans, needs assessments, and risk assessments. The team also supports individuals with connections to resources. All services are inclusive, culturally specific and culturally responsive. They support clients to make informed decisions based on their goals.

Program Summary

ISSUE: Adult Services address the need for home and community based long-term support. Our system has ended expensive and isolating institutional care. Instead, Adult Services help people maintain their independence, health, and safety. They also help people live and work within the community.

PROGRAM GOALS: Adult services operate in eight domains that support quality of life. These domains include: 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. The goals include the following. First, assist individuals in accessing a living situation of their choice. Second, provide planning and supports that increase client achievement of personal goals. Third, support clients in connecting to and using both funded and natural supports. Fourth, maintain and improve the health and safety of clients. Fifth, increase the life choices available to clients. Sixth, optimize client involvement in education, employment, and purposive activity. Adult services center the cultural and linguistic needs of clients. This increases service equity and improves client outcomes.

PROGRAM ACTIVITY: The goals outlined above correspond to five areas of activity. These areas include assessment, connection, service coordination, monitoring, and documentation. Assessment efforts include needs assessments to determine service levels and categories. Connection efforts link clients to education, employment and residential resources, including affordable housing. Connections are also made to social activities. Service coordination efforts include ongoing person-centered planning. This planning identifies interests, strengths, choices, goals, and a path to goal achievement. These are recorded in an Individual Support Plan. Adult Service coordinators with KSA designation provide culturally and linguistically specific support. These staff serve 41% of adult clients who have a language support need. Monitoring efforts include regular monitoring of service providers. This ensures the health and safety of clients. Monitoring efforts also include partnerships with Community Justice, Mental Health and Addiction Services, Vocational Rehabilitation, and Crisis Services. Finally, staff document all service and client data in state and county databases. Documentation is a Medicaid requirement.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adults served each month. ¹	2,116	2,150	2,200	2,250
Outcome	Number of monitoring contacts for adults.	37,083	35,000	35,000	36,000
Outcome	Percent of adult survey respondents who report that they like where they live.	89%	91%	90%	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 - IDDSD Services for Children and Young Adults.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$960,315	\$4,799,517	\$1,316,936	\$5,849,694
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$15,480	\$86,744	\$31,647	\$83,599
Internal Services	\$184,355	\$1,607,699	\$77,469	\$1,740,068
Total GF/non-GF	\$1,170,150	\$6,493,960	\$1,436,052	\$7,673,361
Program Total:	\$7,664,110		\$9,109,413	
Program FTE	9.00	40.80	12.00	49.00

Program Revenues				
Intergovernmental	\$0	\$6,493,960	\$0	\$7,673,361
Total Revenue	\$0	\$6,493,960	\$0	\$7,673,361

Explanation of Revenues

This program generates \$821,297 in indirect revenues.
 \$7,656,793 - State Mental Health Grant Case Management
 \$16,568 - State Mental Health Grant Psychiatric Treatment and Supervision

Significant Program Changes

Last Year this program was: FY 2022: 25012 IDSD Services for Adults

In FY 2023, revenue from the State Mental Health Grant increased by \$1.4 million and 11.20 FTE. This funding was added during FY 2022 as part of the midyear Federal/State rebalance (SUPP02-DCHS-002-22). During FY 2022, 7.00 FTE were added with this funding, and in FY 2023 an additional 4.20 FTE Case Manager 2 are added.

Department: County Human Services **Program Contact:** Alexis Alberti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The IDSD Child and Young Adult Services team supports quality of life for individuals with intellectual and developmental disabilities. Cerebral palsy, autism, and intellectual disability are examples of intellectual and developmental disabilities. These are disabilities that a person is born with, or that develop during childhood. They usually continue over the lifetime. The team supports self-determination, personal development, social inclusion, health, and safety. They provide service coordination, monitoring, individual support plans, and needs assessments. They connect families to resources that support child development. The team also supports the transition from child to adult services. All services center the linguistic and cultural needs of the client and family. They support clients to make informed decisions.

Program Summary

ISSUE: Child and Young Adult Services address the need for home and community based long-term support. These services help children and youth develop secure caregiver attachments. They help families maintain independence, health, and safety within the community. Services are provided in the family home, foster homes, and group homes.

PROGRAM GOALS: Eight quality of life domains guide the implementation of services. These domains include 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. They include the following. First, identify the best housing option for each client. The focus is to keep children in a stable, long term placement. Second, provide planning and supports that optimize child development. This includes the transition from child to adult services. Third, support clients and families in connecting to funded and natural supports. Fourth, support the health and safety of clients through service access and monitoring. Fifth, optimize client involvement in education and employment. Finally, center the cultural and linguistic needs of clients and families. This increases service equity and improves client outcomes.

PROGRAM ACTIVITY: The goals outlined above correspond to five areas of activity. These areas include assessment, connection, service coordination, monitoring, and documentation. Assessments are conducted to determine levels and categories of service. Connection efforts link clients and families to community, educational, employment, and developmental resources. Service coordinators engage the client in person-centered planning. This helps the client identify choices and goals. It results in an Individual Support Plan that outlines a path to goal achievement. For young adults, this may include a plan to transition to independence. Service coordinators with KSA designation provide culturally and linguistically specific support. These service coordinators serve 37% of child and young adult clients. Monitoring is conducted for all Medicaid services. This ensures the health and safety of clients. Monitoring efforts also include collaborations with ODHS, ODDS, Behavioral Health, and emergency response services. Finally, staff document all service and client data in state and county databases. Documentation is a Medicaid requirement.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of children (birth - 17) served each month.	2,054	2,300	2,150	2,300
Outcome	Percent of children retained in the family home.	93%	90%	94%	90%
Output	Number of young adults (aged 18-21) served each month.	580	560	600	600
Outcome	Number of monitoring contacts for children and young adults. ¹	25,637	30,000	25,000	25,000

Performance Measures Descriptions

¹Lower than expected monitoring contacts are the result of staff turnover and pandemic barriers to monitoring.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$964,400	\$4,947,217	\$1,126,431	\$6,067,072
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$15,483	\$75,678	\$28,091	\$71,133
Internal Services	\$187,038	\$1,710,221	\$69,557	\$1,822,954
Total GF/non-GF	\$1,191,921	\$6,733,116	\$1,249,079	\$7,961,159
Program Total:	\$7,925,037		\$9,210,238	
Program FTE	9.00	44.00	10.00	52.00

Program Revenues				
Intergovernmental	\$0	\$6,733,116	\$0	\$7,961,159
Total Revenue	\$0	\$6,733,116	\$0	\$7,961,159

Explanation of Revenues

This program generates \$851,817 in indirect revenues.
 \$7,961,159 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2022: 25013 IDDSD Services for Children and Young Adults

In FY 2023, revenue from the State Mental Health Grant increased by \$1.3 million and 9.00 FTE. This funding was added during FY 2022 as part of the midyear Federal/State rebalance (SUPP02-DCHS-002-22). During FY 2022, 6.00 FTE were added with this funding, and in FY 2023 an additional 3.00 FTE Case Manager 2 are added.

Department: County Human Services **Program Contact:** Alexis Alberti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The IDSD Abuse Investigation team provides abuse investigation and coordinates protective services. This increases the quality of life for individuals with intellectual and developmental disabilities. These services ensure the health and safety of clients. They also support client rights and access to criminal justice protections. The team delivers timely, equitable, person centered, and responsive services. The team strives to be collaborative. Abuse reporting had decreased during the beginning of the COVID pandemic. They have now returned to normal.

Program Summary

ISSUE: The Abuse Investigation team protects 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: The Abuse Investigation team addresses four domains identified by the research on quality of life for individuals with intellectual and developmental disabilities. These include emotional, material, and physical well-being, and rights. The goals of the team include the following. First, increase access to services and criminal justice protections. Do this through a process that centers clients' needs related to language, culture, race, health status, and financial situation. Second, increase and maintain client health and safety through safety plans. Third, improve service delivery by partnering with local, state and federal agencies. Finally, prevent further abuse through protective service action plans.

PROGRAM ACTIVITY: The goals outlined above correspond to three general areas of activity. These include access, collaboration, and prevention. In the area of access, investigators are responsible for ensuring that safety plans are in place. This increases client access to direct supports for health and safety needs. Additional responsibilities related to access include the review, screening, and investigation of allegations. These may be related to the death, alleged abuse, neglect, or exploitation of clients. Investigators use an equity lens to examine potential bias throughout this process. These services are conducted under the oversight of the State Department of Human Services Office of Training, Investigation, and Safety. They include investigations of care and non-care providers. Collaboration efforts include working relationships with local, state, and federal law enforcement agencies. Collaborations also occur with community partners. The team participates in the District Attorney's Multi-Disciplinary Team, the DD Advisory Committee, The Inter-Agency Committee for Abuse Prevention, the Serious Incident Review Team, and the Critical Case Review Committee. This committee identifies safe options for high-risk clients experiencing complex situations. Prevention efforts include technical assistance and follow-up for protective services. This is also provided for recommended action plans. These services ensure compliance with Oregon Administrative Rules and statutes. They reduce the risk of abuse, neglect, and exploitation of clients.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of investigations closed. ¹	172	190	120	190
Outcome	Percent of abuse referrals screened within 3 working days. ²	65%	90%	70%	90%
Outcome	Percent of recommended actions completed. ³	100%	100%	100%	N/A

Performance Measures Descriptions

¹ Staff attrition led to a backlog of cases to be closed. Received an increase in funding to hire 9 new investigators in FY22.

² Measure performance dipped due to staff turnover and ongoing staff leave.

³ Measure will be retired in FY23 due to consistent completion at 100%.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$520,121	\$1,275,469	\$0	\$3,143,626
Contractual Services	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$7,738	\$18,058	\$2,058	\$34,421
Internal Services	\$99,805	\$418,966	\$719	\$985,613
Total GF/non-GF	\$627,664	\$1,713,493	\$2,777	\$4,164,660
Program Total:	\$2,341,157		\$4,167,437	
Program FTE	4.50	10.50	0.00	26.00

Program Revenues				
Intergovernmental	\$0	\$1,713,493	\$0	\$4,164,660
Total Revenue	\$0	\$1,713,493	\$0	\$4,164,660

Explanation of Revenues

This program generates \$441,365 in indirect revenues.
 \$3,663,982 - State Mental Health Grant Abuse Investigation Services
 \$500,678 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2022: 25014 IDSD Abuse Investigations

In FY 2023, revenue from the State Mental Health Grant increased by \$2.4 million and 11.00 FTE. This funding was added during FY 2022 as part of the midyear Federal/State rebalance (refer Supplemental Budget # 2). During FY 2022, 10.00 FTE were added with this funding, and in FY 2023 an additional 1.00 FTE Human Services Investigator is added.

Department: County Human Services **Program Contact:** Alexis Alberti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Eligibility and Intake Services team provides the entryway to IDSD services. They increase equitable access to resources. These resources support quality of life for individuals with intellectual and developmental disabilities. Entryway services emphasize awareness, access, choice, and community inclusion. The team follows State and Federal rules. They ensure that eligibility and intake services are self-directed and inclusive. They provide services that are culturally and linguistically responsive. They support clients to make informed decisions based on their goals.

Program Summary

ISSUE: There is a need for increased awareness and understanding of IDSD services. The Eligibility and Intake Services team addresses this need. They provide help with navigating the application and eligibility processes for services. They support both children and adults.

PROGRAM GOALS: The Eligibility and Intake Services team increases service access and supports quality of life. It provides opportunities for individuals to choose activities, supports and living arrangements. This team is the point of entry to all IDSD vocational, residential, case management, and in-home services. The goals of this team include the following. First, increase the public's understanding of available services and eligibility requirements. Second, increase the connection of individuals to community resources. Third, provide direct, trauma-informed application support. This support centers the linguistic, cultural, emotional, and economic needs of the applicant. Finally, increase access to funded services by determining eligibility and enrolling clients. This is done according to State regulatory requirements.

PROGRAM ACTIVITY: The four goals outlined above correspond to three general areas of activity. These areas are: awareness, equitable access, and connection. Awareness efforts include community outreach. This outreach increases understanding of IDSD services and processes. It results in referrals from community partners, such as schools, medical providers, and parent networks. All referrals are followed up with service information. Equitable access efforts include contacting the potential client in their primary language. The team meets with the potential client at a location convenient for them. Supports include application assistance, initial needs assessment, service information, and eligibility determination. Once eligible, clients are paired with a Service Coordinator or referred to a brokerage. Brokerages are alternative non-County case management systems. Bilingual staff support Spanish speaking applicants. A new Clinical Services Specialist will specifically outreach to the African American community. Applicants are contacted in their preferred language regarding the outcome of their eligibility determination. Connection efforts include connecting potential clients to agencies providing additional resources, such as health insurance, social security benefits, early intervention, or housing support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of intake eligibility referrals.	1,037	1,100	1,220	1,100
Outcome	Percent of referrals made eligible for DD services.	81%	76%	82%	80%
Output	Number of 90-day extension requests submitted to the State. ¹	304	N/A	N/A	N/A
Outcome	Percent of intake appointments conducted in the primary language of the applicant.	100%	90%	100%	100%

Performance Measures Descriptions

¹Removing this measure for FY 2022, as a permanent OA2 position was hired in FY 2020, and 90-day extension requests are no longer increasing substantially.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,360,149	\$0	\$1,768,444
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$0	\$18,920	\$7,000	\$19,155
Internal Services	\$0	\$455,097	\$2,876	\$531,790
Total GF/non-GF	\$10,000	\$1,834,166	\$19,876	\$2,319,389
Program Total:	\$1,844,166		\$2,339,265	
Program FTE	0.00	11.00	0.00	14.00

Program Revenues				
Intergovernmental	\$0	\$1,834,166	\$0	\$2,319,389
Total Revenue	\$0	\$1,834,166	\$0	\$2,319,389

Explanation of Revenues

This program generates \$248,289 in indirect revenues.
 \$1,618,083 - State Mental Health Grant Local Admin
 \$701,306 - State Mental Health Grant Case Management

Significant Program Changes

Last Year this program was: FY 2022: 25016 IDDSD Eligibility & Intake Services

In FY 2023, this program increases by 3.00 FTE. These FTE were added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-002-22).

Department: County Human Services **Program Contact:** Steven Esser
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Adult Care Home Program (ACHP) licenses and monitors adult care homes. It provides equitable access to adult care homes. ACHP licenses homes to ensure compliance with rules and regulations. Adult care homes are single-family homes in residential neighborhoods. They house and care for up to five adults in a homelike environment. Adult care homes serve people with intellectual, physical and developmental disabilities, older adults, and mental health populations.

Program Summary

ISSUE: The State values the goal of reducing Medicaid cost and increasing choice. The State works to invest more Medicaid dollars in community settings. These settings are less costly than nursing facilities. Adult care homes are single-family homes in residential neighborhoods. They house and care for up to five adults in a homelike environment. These homes are a key alternative to nursing facilities. Multnomah county has most of the nursing facilities in the state.

PROGRAM GOAL: The program regulates adult care homes. It ensures residents receive appropriate, person-directed, culturally specific, and safe services. A State exemption allows ACHP to create local licensing regulations. These regulations are the Multnomah County Administrative Rules (MCARs). The local regulations meet or exceed State requirements for adult care homes. They ensure the highest quality and safety for residents.

PROGRAM ACTIVITY: The ACHP receives, reviews, and approves license applications. The program monitors licenses for adult care homes. Licensing includes background checks and role approvals for staff. Licensing also monitors home and operator compliance with MCARs. ACHP provides technical help and training for operators and staff. In-person inspections monitor resident personal care, socialization, and nutrition. Inspections check physical safety, nursing care, and medication management. In FY21, to follow COVID-19 related restrictions, the program reduced in-person licensing visits. Essential visits to address health and safety concerns were still conducted. Noncompliance with licensing requirements results in progressive corrective action. Actions are based on the frequency, severity, and seriousness of harm. Corrective actions range from technical help to license sanctions or home closure. ACHP has a quality improvement process to ensure efficiency, data quality, and program outcomes.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of licensed homes ¹	N/A	N/A	N/A	640
Outcome	Percent of adult care homes that were licensed accurately and timely based on ACHP audit findings	89%	80%	85%	85%
Outcome	Percent of adult care home residents satisfied with services received in adult care homes	94%	94%	90%	90%
Outcome	Average Medicaid cost savings for adult care home residents compared to nursing facility placement ²	52% ³	49%	51%	50%

Performance Measures Descriptions

¹Due to operational changes related to COVID 19 restrictions as well as limits to the database to account for these changes, the data is not available. ²Resident satisfaction survey FY20. ³Average monthly Medicaid cost of services for the program population in an adult care home is \$4,863. This is 51% less than the \$10,078 average Medicaid cost for a nursing facility placement. ⁴Rate decrease due to rising costs of ACHs.

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	2022	2022	2023	2023
Personnel	\$49,641	\$2,432,399	\$81,306	\$3,984,462
Contractual Services	\$176,080	\$579,830	\$391,694	\$443,935
Materials & Supplies	\$13,000	\$19,600	\$13,059	\$22,458
Internal Services	\$31,824	\$815,271	\$10,969	\$1,321,425
Total GF/non-GF	\$270,545	\$3,847,100	\$497,028	\$5,772,280
Program Total:	\$4,117,645		\$6,269,308	
Program FTE	0.42	20.58	0.64	31.36

Program Revenues				
Fees, Permits & Charges	\$0	\$15,400	\$0	\$268,935
Intergovernmental	\$0	\$3,292,270	\$0	\$5,503,345
Beginning Working Capital	\$0	\$200,000	\$0	\$0
Service Charges	\$0	\$339,430	\$0	\$0
Total Revenue	\$0	\$3,847,100	\$0	\$5,772,280

Explanation of Revenues

This program generates \$559,417 in indirect revenues.
 \$5,503,345 – Title XIX
 \$224,895 – Adult Care Home Program License Fees
 \$31,590 – Adult Care Home Program Other Fees
 \$12,450 – Adult Care Home Program Fines

Significant Program Changes

Last Year this program was: FY 2022: 25022 ADVSD Adult Care Home Program

In FY 2023, this program increases by \$2.1 million and 11.00 FTE. These FTE and \$1.5 million in Title XIX funds were added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

Department: County Human Services **Program Contact:** Joe Valtierra
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Long Term Services and Supports (LTSS) supports independence and quality of life. The program provides equitable and culturally appropriate access to services. It does this by providing resources and case management. The program supports living in the community and avoiding nursing facility care. LTSS provides access to publicly-funded benefits for older adults and people with disabilities.

Program Summary

ISSUE: Older adults living below the poverty level and those with physical disability, behavioral health need, or developmental disability can face health and safety risks. Often they are vulnerable and with complex social, daily living, and medical needs. They benefit from early intervention and effective management of their care needs.

PROGRAM GOAL: LTSS case management advocates and supports safe, healthy, and independent living in the community. These goals help prevent or cut costly nursing facility placement, hospitalization and readmission. The program prioritizes home and community-based services. Multnomah county has more people living in community-based settings than the national average.

PROGRAM ACTIVITY: LTSS provides two Medicaid case management programs— service and eligibility. Service case management uses a person-centered approach to assess needs. The case manager and participant create a plan for their needs. Those receiving service case management meet State guidelines for nursing facility level care. Service case managers also authorize, coordinate, and monitor these services. At any moment, there are about 9,115 participants receiving service case management.

Eligibility case management participants meet financial guidelines. However, they do not meet guidelines for nursing facility level care. They enroll in programs meeting basic health, financial, and nutritional needs. Programs used include the Oregon Health Plan, Medicaid, and the Supplemental Nutrition Assistance Program (SNAP). They may also receive counseling to help choose managed care and Medicare Part D plans. At any time, there are about 34,800 participants receiving eligibility case management.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants served in LTSS programs	48,777 ¹	50,000	48,777	50,000
Outcome	Percent of nursing facility eligible participants who are living in the community	88%	88%	88%	88%
Output	Number of participants receiving Medicaid service case management	11,212	11,300	11,300	11,300

Performance Measures Descriptions

¹Estimated based on enrollment from Jul 2020 - Jan 2021. The conversion to the ONE system in Feb 2021 resulted in a lack of access to medical benefit and MSP case data. Previous measure: "Percent of participants who felt listened to by LTSS staff" Available data is unreportable for this measure.

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	2022	2022	2023	2023
Personnel	\$0	\$30,833,507	\$0	\$34,312,139
Contractual Services	\$2,966,434	\$330,900	\$3,203,964	\$414,225
Materials & Supplies	\$0	\$450,401	\$0	\$475,405
Internal Services	\$0	\$10,461,987	\$0	\$10,848,044
Total GF/non-GF	\$2,966,434	\$42,076,795	\$3,203,964	\$46,049,813
Program Total:	\$45,043,229		\$49,253,777	
Program FTE	0.00	288.80	0.00	311.80

Program Revenues				
Intergovernmental	\$0	\$41,439,576	\$0	\$45,175,421
Other / Miscellaneous	\$0	\$637,219	\$0	\$874,392
Total Revenue	\$0	\$42,076,795	\$0	\$46,049,813

Explanation of Revenues

This program generates \$4,817,425 in indirect revenues.

\$45,016,181 - Title XIX

\$282,954 - Providence Medical Center

\$275,425 - OHSU

\$159,240 - State of OR Change Leader

\$158,558 - Emanuel Hospital

\$157,455 - Kaiser Foundation Hospitals

Significant Program Changes

Last Year this program was: FY 2022: 25023 ADVSD Long Term Services & Supports (Medicaid)

In FY 2023, this program increases by \$4.2 million and 23.00 FTE. These FTE and \$3.9 million in Title XIX funds were added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

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

The Adult Protective Services Program (APS) helps to improve the quality of life for vulnerable older adults and people with disabilities. APS protects against abuse through quick and equitable access to quality services. APS investigates abuse and self-neglect of older adults and people with disabilities with the goal of ending abuse and neglect and holding perpetrators responsible.

Program Summary

ISSUE: Older adults and people with disabilities can be at risk of abuse, financial exploitation, neglect, and self-neglect for many reasons. About one in nine vulnerable adults is the victim of abuse at some time during their life.

PROGRAM GOAL: The goal of the Adult Protective Services Program is to protect vulnerable adults from abuse and self-neglect. APS helps the department towards ending abuse and neglect and holding perpetrators responsible. APS also works to balance the safety and independence of vulnerable adults. Finally, APS provides community education on abuse, neglect and exploitation.

PROGRAM ACTIVITY: APS investigates abuse and self-neglect of older adults and people with disabilities. Forty-three APS investigators review the incidents of abuse. Some investigators serve people living in the community. Other investigators serve people living in long-term care facilities. APS staff connect vulnerable adults to resources like healthcare, housing, and advocacy agencies. The APS team includes clinical services specialists, investigators, risk case managers, and screeners. APS works with law enforcement and the District Attorney's Office to prosecute offenders. Many different agencies work together in monthly meetings to discuss criminal cases. The APS risk case managers provide longer-term follow up for people facing threats to their health or safety. Risk case management services last for up to a year. The risk case managers reduce risk by connecting people to the right agencies and setting up needed services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Adult Protective Service intakes	9,038	9,000	9,000	9,000
Outcome	Percent of investigations with timely response	99%	97%	98%	98%
Output	Number of Adult Protective Service investigations completed	2,887	2,500	2,500	2,800
Outcome	Re-abuse rate for individuals involved with APS	2%	4%	4%	3%

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$49,281	\$5,171,791	\$51,541	\$7,248,244
Contractual Services	\$463,951	\$5,000	\$666,805	\$5,000
Materials & Supplies	\$0	\$63,001	\$32	\$68,228
Internal Services	\$4,325	\$1,623,045	\$4,278	\$2,047,233
Total GF/non-GF	\$517,557	\$6,862,837	\$722,656	\$9,368,705
Program Total:	\$7,380,394		\$10,091,361	
Program FTE	0.35	41.00	0.35	57.00

Program Revenues				
Intergovernmental	\$0	\$6,862,837	\$0	\$9,368,705
Total Revenue	\$0	\$6,862,837	\$0	\$9,368,705

Explanation of Revenues

This program generates \$1,017,654 in indirect revenues.
\$9,368,705 – Title XIX

Significant Program Changes

Last Year this program was: FY 2022: 25024 ADVSD Adult Protective Services

In FY 2023, this program increases by \$2.7 million and 16.00 FTE. These FTE and \$2.2 million in Title XIX funds were added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

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 County Veterans Services Office (VSO) ensures equitable and efficient access to services and programs. The VSO supports anyone who served on active duty with the U.S. Armed Forces and their families. The VSO helps Veterans and dependents to get pension, disability, and health benefits through the Federal Veterans' Administration.

Program Summary

ISSUE: Accessing Federal Veterans' benefits is complex. The wait time to get a decision can be long — delaying access to needed benefits.

PROGRAM GOAL: The VSO goals are to provide information, help, and advocacy to improve their access to a pension, disability, and health benefits. The VSO leverages strong community partnerships to increase community referrals for underrepresented Veterans.

PROGRAM ACTIVITY: The Oregon Department of Veterans Affairs trains and accredits Veterans services officers. They know applicable Federal and State laws to provide the best representation possible — free of charge. The office provides comprehensive Veterans Administration (VA) benefits counseling and enrollment. The VSO submits claims for VA compensation and pensions, and coordinates appeals. VSO does outreach to Veterans involved with the justice system. ADVSD leads the County's Veterans Services Task Force to strengthen the network of community partners. The VSO is a supporting partner in "A Home for Everyone." This program works to end chronic homelessness for Veterans. It also participates in the "By Name List" registry for Veterans who are homeless or at risk of homelessness. Veteran services officers help Veterans to navigate the claims process. This program promotes fair access to underrepresented communities. The VSO uses intentional and targeted outreach to LGBTQ, women, and BIPOC Veterans. At any given moment, the VSO serves over 9,000 Veterans in the county. In FY 2021, the VSO provided over 4,300 telephone and email screenings. These screenings provided information and referral, and scheduled appointments.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of service contacts held by Veterans Services Officers ¹	3,246 ²	2,300	3,500	3,500
Outcome	New monthly compensation or pension awarded for ongoing benefit to Veterans due to VSO representation	\$978,998	\$901,421	\$980,000	\$980,000
Output	Number of claims filed for Veterans or eligible family members	582	700	700	800
Outcome	New retroactive benefits awarded to Veterans because of VSO representation in the last fiscal year	\$1,962,606	\$4,000,000	\$4,000,000	\$4,000,000

Performance Measures Descriptions

¹Reworded measure to align with data submitted to ODVA. ²Last year follow-up contacts were not counted. Per ODVA guidance, all additional claim related contacts are now included.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$523,977	\$303,794	\$555,243	\$321,917
Contractual Services	\$10,000	\$0	\$10,000	\$24,330
Materials & Supplies	\$34,580	\$0	\$35,044	\$271
Internal Services	\$104,755	\$44,923	\$129,195	\$38,763
Total GF/non-GF	\$673,312	\$348,717	\$729,482	\$385,281
Program Total:	\$1,022,029		\$1,114,763	
Program FTE	4.91	2.84	5.06	2.94

Program Revenues				
Intergovernmental	\$0	\$348,717	\$0	\$385,281
Total Revenue	\$0	\$348,717	\$0	\$385,281

Explanation of Revenues

\$385,281 - Oregon Department of Veteran Affairs

Significant Program Changes

Last Year this program was: FY 2022: 25025 ADVSD Veterans Services

In FY 2023, this program increases by 0.25 FTE. The FTE was added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

Department: County Human Services **Program Contact:** Mark Sanford
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Public Guardian and Conservator Program (PGC) protects and enhances the quality of life for the most vulnerable adults. PGC supports older adults, people with disabilities, and Veterans. The program serves adults who need daily intensive assistance and support. They also need specialized housing. They are often victims of abuse, neglect, and financial exploitation. BIPOC (Black, Indigenous, and/or People of Color) communities receive culturally specific services. PGC diverts those at risk or underserved to less restrictive and costly alternatives to a public guardianship.

Program Summary

ISSUE: The vital decisions PGC makes under court authority ends or reduces:

- Victimization, emergency department and hospital admissions,
- Houselessness, protective services and law enforcement involvement,
- Involuntary civil commitments, and increased risk of premature death.

The demand for PGC services is increasing due an increasing aging population and the rising incidence of abuse and neglect. The increasing number experiencing houselessness adds to the need for this program. The COVID-19 pandemic has driven up referrals as hospital bed use remains at capacity.

PROGRAM GOAL: PGC provides legal protection and access to services and benefits. Client health and welfare improve by minimizing unnecessary emergency department or hospital visits. Public guardians arrange for their medical, behavioral health, and residential care. The program is essential to the department strategy to reduce financial fraud, abuse, and neglect.

PROGRAM ACTIVITY: Public guardians are court-appointed representatives. Clients have mental incapability, behavioral health needs, Alzheimer's, dementias or brain injury. They need daily intensive assistance and support. They also need specialized housing. The program seeks to balance the need for protection with the right to autonomy. Culturally specific services address specific needs and help reduce health disparities. Guardians create person-centered care plans. The plan addresses risks, care arrangements, and stabilizes medical and psychiatric conditions. Public guardians are available 24/7 to make necessary decisions. Guardians provide quality services while carrying higher caseloads than the state PGC standard of 25. The program provides community consultation to identify alternatives to the restrictions of guardianship. PGC educates community partners and works with adult protective services, families, 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of County residents with a Public Guardian/Conservator	178	185	170	185
Outcome	Percent of new high-risk PGC participants with a reduction in hospital visits within a year ¹	100%	95%	95%	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	58%	40%	40%	40%

Performance Measures Descriptions

¹Because this measure requires a 12-month service window, data for individuals newly appointed with a Guardian during FY 2021 is not yet available. The figure reported for FY 2021 Actual represents all high-risk PGC participants with a petition date during FY 2020.

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	2022	2022	2023	2023
Personnel	\$1,407,083	\$0	\$1,459,082	\$0
Contractual Services	\$26,384	\$0	\$27,439	\$0
Materials & Supplies	\$30,420	\$0	\$31,428	\$0
Internal Services	\$290,487	\$0	\$285,730	\$0
Total GF/non-GF	\$1,754,374	\$0	\$1,803,679	\$0
Program Total:	\$1,754,374		\$1,803,679	
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 2022: 25026 ADVSD Public Guardian/Conservator

Department: County Human Services **Program Contact:** Mark Sanford
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Public Guardian and Conservator Program (PGC) protects and enhances the quality of life for the most vulnerable adults. PGC supports older adults, people with disabilities, and Veterans. The program serves adults who need daily intensive assistance and support. They also need specialized housing. They are often victims of abuse, neglect, and financial exploitation. BIPOC (Black, Indigenous, and/or People of Color) communities receive culturally specific services. PGC diverts those at risk or underserved to less restrictive and costly alternatives to a public guardianship.

Program Summary

ISSUE: The demand for PGC services is on the rise due to an increasing aging population and the rising incidence of abuse and neglect. The increasing number of individuals with diminished capacity experiencing houselessness adds to the need for this program. The COVID-19 pandemic has driven up referrals and the program has prioritized this community need as hospital bed use remains at capacity. The PGC has been significantly impacted by Covid-19 and increased demand for services by area hospitals to reduce unnecessary hospital bed use.

PROGRAM GOAL: PGC provides legal protection and access to services and benefits. Client health and welfare improve by minimizing unnecessary emergency department or hospital visits. Public guardians arrange for their medical, behavioral health, and residential care. The program is essential to the department strategy to reduce financial fraud, abuse, and neglect.

PROGRAM ACTIVITY: This program enhancement will address an emerging workload shift within the program and enhance the ability of existing staff to address the increased demand for services triggered by the Covid-19 pandemic. This position will provide subject matter expertise to IT staff in the final phase of custom database development for program clients. The position will develop reports to improve performance management, design quality assurance processes to enhance program integrity, build workflow tools to enhance service delivery, evaluate and develop fidelity measurement tools to show effective program outcome/output. This position will use knowledge of the Public Guardian program and County service partners to develop, document and recommend process improvements that center racial equity and social justice in client service delivery. Position will liaison across programs, departments and IT to build systems and processes to support Deputy Public Guardians and promote continuous quality improvement initiatives.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of process improvement workflows developed that center racial equity/social justice	N/A	N/A	N/A	3
Outcome	Increased percentage of annual program intakes due to process improvement tools	N/A	N/A	N/A	25%
Outcome	Successful completion of the PGD2 application and reporting system	N/A	N/A	N/A	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$161,844	\$0
Total GF/non-GF	\$0	\$0	\$161,844	\$0
Program Total:	\$0		\$161,844	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Jacob Mestman
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Quality & Business Services (QBS) provides division-wide support to ensure high-quality services. QBS helps the division advance racial equity and quality improvement. QBS ensures program and fiscal integrity and accountability. It does this through research, analysis, and evaluation of program and financial information.

Program Summary

ISSUE: Aging, Disability, and Veterans Services Division (ADVSD) serves older adults, people with disabilities, and Veterans. QBS supports the 29 programs of ADVSD. The division employs over 500 people. Because of its size the coordination between programs is important. Coordination helps provide equitable quality services and public accountability. ADVSD gathers a lot of information and data. It is important that people understand this information to improve programs.

PROGRAM GOAL: QBS organizes and studies the large volume of information received by ADVSD. The program makes it easier to understand and use the information. It does this by analyzing, researching, and evaluating the information. Staff examine and report on the progress of the division on racial equity. QBS helps to provide clear and transparent communication of information. QBS uses available resources to involve employees, community and agencies in decision making. Informed decisions help improve service quality. QBS collects and studies employee information and feedback. Leadership can take action to better the employee experience. The program uses its resources to improve employee satisfaction. The program ensures alignment with County and Department values.

PROGRAM ACTIVITY: QBS works with countywide programs that analyze information. These programs ensure the organization and maintenance of information. Creating a standard for collecting and storing information improves analysis. This standard ensures accurate comparisons between programs. The standards address issues of racial equity and dominate culture information collection methods. QBS provides administrative support to the division's over 500 employees. Monitoring equitable access to training to all employees is a responsibility of QBS. QBS dashboards help programs stay on budget. The tools created help urgent and important decision making. In 2021 Multnomah County experienced an extended heat wave. QBS helped to quickly identify ADVSD participants at high risk. Case managers could then check on the safety of their clients. New program staff will study decolonization research methods and information analysis. This will support ADVSD leading with racial equity.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of ADVSD quality improvement, program evaluation or data analytics projects completed	32	27	32	32
Outcome	Percent of ADVSD employees who identify as Black, Indigenous, and/or People of Color (BIPOC)	41%	41%	41%	41%
Outcome	Percent of ADVSD promotions that went to BIPOC employees	50%	60%	60%	60%

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	2022	2022	2023	2023
Personnel	\$206,134	\$1,168,091	\$286,144	\$1,621,489
Contractual Services	\$801,740	\$215,750	\$363,654	\$2,082,018
Materials & Supplies	\$146,500	\$71,000	\$146,665	\$71,948
Internal Services	\$17,599	\$339,530	\$113,816	\$432,341
Total GF/non-GF	\$1,171,973	\$1,794,371	\$910,279	\$4,207,796
Program Total:	\$2,966,344		\$5,118,075	
Program FTE	1.35	7.65	1.80	10.20

Program Revenues				
Intergovernmental	\$0	\$1,792,371	\$0	\$4,205,796
Other / Miscellaneous	\$0	\$2,000	\$0	\$2,000
Total Revenue	\$0	\$1,794,371	\$0	\$4,207,796

Explanation of Revenues

This program generates \$227,658 in indirect revenues.
 \$4,205,796 – Title XIX
 \$2,000 – Special Risk Fund

Significant Program Changes

Last Year this program was: FY 2022: 25027 ADVSD Quality and Business Services

In FY 2023, revenue from Title XIX increased by \$2.4 million and 3.00 FTE. These 3.00 FTE and revenue were added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

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

The Multi-Disciplinary Team (MDT) helps vulnerable older adults and people with disabilities with equitable access to quality services. The MDT works with mental health and nursing providers to improve safety and quality of life. The program provides a coordinated service plan to help stabilize participants and support them living in the community.

Program Summary

ISSUE: Older adults and people with disabilities may experience complex health issues. Such issues can impact their ability to live safely in the community. The public services these people rely on are often uncoordinated.

PROGRAM GOAL: The goal of the MDT is to help stabilize participants and support them living in the community. The MDT supports and encourages participation with mental health and medical services.

PROGRAM ACTIVITY: The MDT serves older adults and people with disabilities who struggle to get help. Case coordination occurs in five 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 help as needed. These teams work to improve participant safety and stabilize them in their own homes.

Case managers may use the MDT to help get services for clients. The MDT may provide short-term help after an APS investigation for people with complex care plans. In Fiscal Year 2022, the MDT will develop tools to ensure equitable access to services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants served by the Multi-Disciplinary Team (MDT)	585	580	580	600
Outcome	Percent of participants referred to nursing clinical supports and/or mental health services through MDT	58%	60%	60%	60%
Output	Number of MDT participants who receive mental health services	141	150	150	150

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$390,096	\$337,618	\$411,009	\$530,033
Contractual Services	\$432,544	\$160,687	\$325,482	\$160,687
Materials & Supplies	\$0	\$11,030	\$224	\$11,317
Internal Services	\$30,276	\$105,616	\$32,822	\$117,203
Total GF/non-GF	\$852,916	\$614,951	\$769,537	\$819,240
Program Total:	\$1,467,867		\$1,588,777	
Program FTE	2.45	2.20	2.45	3.20

Program Revenues				
Intergovernmental	\$0	\$614,951	\$0	\$819,240
Total Revenue	\$0	\$614,951	\$0	\$819,240

Explanation of Revenues

This program generates \$74,416 in indirect revenues.
 \$658,553 – Title XIX
 \$160,687 – Older/Disabled Mental Health

Significant Program Changes

Last Year this program was: FY 2022: 25028 ADVSD Multi-Disciplinary Team

In FY 2023, this program increases by 1.00 FTE. The FTE was added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

Department: County Human Services **Program Contact:** Joe Valtierra
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 30407A
Program Characteristics:

Executive Summary

The Aging, Disability, and Veterans Services Division helps older adults, people with disabilities, and Veterans live in a community setting and provides access to publicly-funded benefits. The Transition and Diversion program helps people access home and community living options. These people would otherwise live in a nursing facility. Being able to live in the setting of choice improves their quality of life. 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 Summary

ISSUE: Oregon is a national leader in offering alternatives to nursing facilities. The Aging, Disability, and Veterans Services Division helps older adults, people with disabilities, and Veterans live in a community setting. These places are less costly and less restrictive than nursing facilities. The Centers for Medicare and Medicaid Services sees living in a community setting as a best practice. It provides a better experience for those needing Medicaid long-term services and supports.

PROGRAM GOAL: The Transition and Diversion Program (T&D) serves older adults, people with disabilities, and Veterans. T&D uses equity principles to help people live in the setting of their choice. The goal is to avoid placement in an institutional setting. This results in 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 equity centered services and assistance to help them live safely in the community. Transition and Diversion works 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 the DCHS priority to reduce housing insecurity.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Annual number of transitions from a nursing facility ¹	480	570	401	400 ²
Outcome	Percent of transitions where participants returned home	54%	51%	48%	50%
Outcome	Percent of transitions where participants returned to a community-based facility	46%	48%	53%	50%

Performance Measures Descriptions

¹This measure and all following measures include both transitions and diversions. ²The availability of alternative placement homes is limited at this time due a combination of COVID-19 and staffing shortages.

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	2022	2022	2023	2023
Personnel	\$0	\$3,798,224	\$0	\$4,152,745
Contractual Services	\$365,345	\$55,000	\$388,046	\$5,000
Materials & Supplies	\$0	\$64,322	\$0	\$67,443
Internal Services	\$0	\$1,249,468	\$0	\$1,383,882
Total GF/non-GF	\$365,345	\$5,167,014	\$388,046	\$5,609,070
Program Total:	\$5,532,359		\$5,997,116	
Program FTE	0.00	33.00	0.00	40.00

Program Revenues				
Intergovernmental	\$0	\$5,167,014	\$0	\$5,452,106
Other / Miscellaneous	\$0	\$0	\$0	\$156,964
Total Revenue	\$0	\$5,167,014	\$0	\$5,609,070

Explanation of Revenues

This program generates \$583,045 in indirect revenues.

\$5,452,106 – Title XIX

\$156,964 – Case Management Assessments for Medicaid Patients

Significant Program Changes

Last Year this program was: FY 2022: 25029 ADVSD Transition & Diversion (Medicaid)

In FY 2023, this program increases by 7.00 FTE. During FY 2022, 1.00 FTE was added as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22). In FY 2023, an additional 6.00 FTE are added (5.00 FTE Case Manager Senior and 1.00 FTE Office Assistant 2). 4.00 FTE Case Manager Senior and 1.00 FTE Office Assistant 2 are funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407A for the associated costs and program information.

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

Outreach, information, referral, and assistance services are the entry point for help. The program helps people maintain their independence and improve their quality of life. The Aging and Disability Resource Connection Helpline (ADRC) is a 24/7/365 contact center. The program helps older adults, people with disabilities, Veterans, and their families. The ADRC is available by phone or online. The ADRC provides access to information, help, and resources specific to the participant's needs.

Program Summary

ISSUE: The Aging and Disability Resource Connection Helpline (ADRC) helps older adults, people with disabilities, Veterans, and their families. The network of public and private services and resources is complex and difficult to navigate. It's most difficult for BIPOC communities (Black Indigenous, and/or People of Color). Certified specialists help navigate the aging and disability network. They provide information, help, and connection to community programs and benefits.

PROGRAM GOAL: The ADRC goal is to increase awareness of and fair access to services. The ADRC provides information and referral/assistance (I&R/A). Services meet or exceed national Association of Information & Referral Services standards. This program helps to meet a department-wide goal to increase ease of resource navigation and equity in access for the community.

PROGRAM ACTIVITY: The ADRC serves older adults, people with disabilities, and Veterans. ADVSD is the federally designated Area Agency on Aging. Specialized services include information referral and assistance, follow-up, and crisis intervention. Specialists screen and refer for Medicare, long-term care counseling, public benefits, and intensive services — Oregon Project Independence, Medicaid in-home services, adult protective services, intellectual and developmental disability services, and the mental health crisis line. The ADRC partners with 211info to create a cohesive information and assistance network. Top referrals are for Medicare, housing and energy assistance, and senior centers. Community partnerships are important to program success. ADVSD contracted district senior centers and enhancing equity partners provide 43% of all I&R/A client contacts. Community partners are culturally responsive and use person-centered intergenerational services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of contacts to the Aging and Disability Resource Connection Helpline	32,113	29,000	40,000	43,000
Outcome	Percent of participants with a new ADVSD service after an ADVSD referral from the ADRC ¹	47%	35%	30%	30%
Output	Number of referrals to County and community partner agencies from the ADRC	48,131	42,000	59,409	62,000

Performance Measures Descriptions

¹Due to changes in database reporting availability Adult Protective Services and Eligibility services are not included. Previous measure: "Percent of participants who would recommend the ADRC" Available data is incomplete and unreportable for this measure.

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$230,085	\$1,084,705	\$356,126	\$1,808,705
Contractual Services	\$905,548	\$246,825	\$870,910	\$323,731
Materials & Supplies	\$0	\$50,450	\$280	\$51,875
Internal Services	\$24,753	\$285,328	\$60,383	\$445,278
Total GF/non-GF	\$1,160,386	\$1,667,308	\$1,287,699	\$2,629,589
Program Total:	\$2,827,694		\$3,917,288	
Program FTE	2.00	9.30	3.05	15.35

Program Revenues				
Intergovernmental	\$0	\$1,667,308	\$0	\$2,629,589
Total Revenue	\$0	\$1,667,308	\$0	\$2,629,589

Explanation of Revenues

This program generates \$250,040 in indirect revenues.
 \$2,007,287– Title XIX
 \$344,670 – Outreach & Enrollment – MIPPA
 \$199,264 – ADRC – System-Wide Technical Assistance
 \$29,161 – Senior Health Insurance (SHIBA)
 \$19,800 – Title IIIB (OAA – Supportive Services)
 \$12,325– Title VIIB (OAA – Elder Abuse)
 \$12,232 – Senior Medicare Patrol Grant;
 \$3,000 – City of Troutdale
 \$1,850 – City of Fairview

Significant Program Changes

Last Year this program was: FY 2022: 25032 ADVSD Outreach, Information & Referral

In FY 2023, this program increases by \$1 million and 7.10 FTE. The FTE and \$830k increased Title XIX funding were added in FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-001-22).

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 Nutrition Program provides meals to older adults, people with disabilities, and Veterans who may be at nutritional risk. The program meets diverse needs and expectations. Nutrition services increase health and reduce social isolation. The program uses culturally responsive and culturally specific services. These services help maintain participants' independence and improve their quality of life. A network of community partners provides nutrition education and nutritious meals.

Program Summary

ISSUE: Participants from diverse communities report they need more 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. The goal is to help them stay in their homes. A nutrition risk assessment measures this risk. This program gives access to healthy meals. Healthy meals prevent disease, improve nutritional status, and reduce social isolation. The program also links people to community-based services.

PROGRAM ACTIVITY: ADVSD provides funding to community partners to provide nutrition education and nutritious meals. Meals are both home-delivered and available at dining sites. These meals meet the tastes of diverse participants. The program serves people with the greatest social and economic need. Nutrition services pays special attention to isolated, low-income, minority, and limited English participants. In FY 2021, 47% of participants said they were an ethnic or racial minority. Providers are culturally responsive to the priorities and challenges facing diverse communities. The COVID-19 pandemic closed in person meal sites and partners have moved to home-delivered meals. ADVSD increased funding to culturally specific communities harder hit by COVID-19. Culturally specific providers maximize funds and community impact by using culturally specific restaurants and stores when possible. This increases the economic wellbeing of the communities that support culturally specific elders. ADVSD uses a dietitian to review menus and follow nutrition guidelines.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of meals served	652,793	526,000	591,618	592,000
Outcome	Percent of high nutritional risk participants who experienced an improvement in their annual risk score	46%	31%	48%	45%
Output	Percent of meals through culturally specific services	19%	12%	19%	19%
Outcome	Percent of home-delivered meal participants satisfied or very satisfied with nutritional services	95%	92%	95%	92%

Performance Measures Descriptions

Legal / Contractual Obligation

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	2022	2022	2023	2023
Personnel	\$0	\$128,986	\$0	\$69,653
Contractual Services	\$487,403	\$1,685,605	\$659,770	\$1,730,694
Materials & Supplies	\$2,000	\$3,738	\$2,000	\$3,786
Internal Services	\$1,070	\$12,358	\$0	\$6,112
Total GF/non-GF	\$490,473	\$1,830,687	\$661,770	\$1,810,245
Program Total:	\$2,321,160		\$2,472,015	
Program FTE	0.00	1.00	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,830,687	\$0	\$1,810,245
Total Revenue	\$0	\$1,830,687	\$0	\$1,810,245

Explanation of Revenues

\$725,889 – Title IIIC-2 (OAA – Home Meals)
 \$565,520 – Title IIIC-1 (OAA – Congregate Meals)
 \$360,261– U.S. Department of Agriculture
 \$79,551 – Title IIIB (OAA – Supportive Services)
 \$79,024 – PWD OPI Pilot Project

Significant Program Changes

Last Year this program was: FY 2022: 25033 ADVSD Nutrition Program

In FY 2023, this program offer decreases by 0.50 FTE. The decrease is due to 0.50 FTE of an existing 1.00 FTE position moving to program offer ADVSD Advocacy & Community Program Operations (25038). The position remains 1.00 FTE, but will be split between the two program offers.

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

Health promotion supports healthy, active living, and chronic disease self-management. The program serves older adults, people with disabilities, and Veterans. Community organizations provide culturally specific and responsive services. The program improves health through exercise, disease self-management, healthy eating, and other activities. During the COVID-19 pandemic, agencies continued classes by switching to a virtual environment.

Program Summary

ISSUE: Older adults risk developing chronic health conditions. They have an increased risk of falling. Falls result in health decline and potential hospitalization.

PROGRAM GOAL: ADVSD provides evidence-based health promotion and disease prevention programs (EBHP). Programs focus on healthy behaviors, improved health status, and management of chronic conditions. Programs help reduce hospitalization and the risk of falling. Also, health outcomes improve and healthcare costs decrease.

PROGRAM ACTIVITIES: Activities include physical activity and medication management. Other programs focus on anxiety and depression management, and Alzheimer's and dementia. The care transitions program supports the move from hospital to home. The program does outreach to Black, Indigenous, and People of Color (BIPOC). Health promotion fosters community engagement to reduce social isolation. ADVSD coordinates community partnerships to streamline access to services. Programs include Tai Chi, programs for depression, diabetes prevention, and tools for caregivers. Contracted agencies provide culturally responsive and specific services to increase access. This program helps prevent health decline, supports aging in place, and reduces healthcare costs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people enrolled in evidence-based behavioral and health promotion activities	1,022	600	1,365	1,020
Outcome	Percent of EBHP fall prevention participants who had a reduction in fall risk compared to non-participants ¹	55%	55%	55%	55%
Outcome	Percent of evidence-based Care Transition participants with no hospital readmission in 30 days	88%	89%	88%	88%

Performance Measures Descriptions

¹Outcome 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.

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	2022	2022	2023	2023
Personnel	\$0	\$348,415	\$26,612	\$337,958
Contractual Services	\$17,056	\$68,086	\$31,722	\$43,134
Materials & Supplies	\$12,408	\$0	\$12,408	\$275
Internal Services	\$33,523	\$95,539	\$25,452	\$85,387
Total GF/non-GF	\$62,987	\$512,040	\$96,194	\$466,754
Program Total:	\$575,027		\$562,948	
Program FTE	0.00	3.00	0.22	2.78

Program Revenues				
Intergovernmental	\$0	\$313,021	\$0	\$223,748
Other / Miscellaneous	\$0	\$199,019	\$0	\$243,006
Total Revenue	\$0	\$512,040	\$0	\$466,754

Explanation of Revenues

This program generates \$47,450 in indirect revenues.
 \$243,006– Providence Health Services – Metro Care Transitions
 \$180,614 – ADRC – Person Centered Option Counseling Medicaid
 \$43,134 – Title IIID (OAA – Health Promotion)

Significant Program Changes

Last Year this program was: FY 2022: 25034 ADVSD Health Promotion

Department: County Human Services **Program Contact:** Erin Grahek
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The program serves older adults, people with disabilities, and Veterans who do not qualify for traditional Medicaid case management. They may experience complex or multiple problems that make it hard to remain in their homes. These people are at risk for nursing facility placement. This non-traditional Medicaid program provides critical support that lets them remain at home.

Program Summary

ISSUE: This program serves older adults, people with disabilities, and Veterans. They may experience complex or multiple problems that make it hard to remain in their homes. Aging, Disability, and Veterans Services (ADVSD) held community listening sessions. As a result, ADVSD created a four-year strategic plan for service delivery. ADVSD also changed its funding allocation to increase culturally specific services. These services focus on trauma informed case management and in-home support.

PROGRAM GOAL: Case management and in-home services use a comprehensive, person-centered approach. It supports participants to remain at home and maintain independence. The program supports family caregivers and delays the need for costly Medicaid services. It also helps avoid nursing facility placement. As an example, the program can help to arrange housekeeping and grocery shopping. Research shows this case management can improve housing stability and prevent isolation.

PROGRAM ACTIVITY: The Case Management and In-Home Services Program is separate from Medicaid services. The program partners with community organizations in providing culturally responsive and specific services. Case managers work with individuals and their families. They assess needs for services; determine eligibility, and authorize and coordinate services. They develop, implement, monitor, and evaluate the person-centered care plan. Adult day respite services stopped during the COVID-19 pandemic. All other in-home services continued including housekeeping, personal care, and grocery shopping. Case managers contact participants by phone or video chat. They reassess the participant's needs, provide reassurance, and advocate on their behalf. They also provide information, help, and referral as needed. In FY 2023 this program will include Medicaid funding from Oregon Project Independence-Medicaid and Family Caregiver-Medicaid.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people receiving case management and/or in-home services	3,322	2,900	3,208	34,00
Outcome	Percent of Oregon Project Independence participants who did not enroll in Title XIX services ¹	93%	92%	94%	94%

Performance Measures Descriptions

¹Measure wording updated. In FY23 Oregon Project Independence is expected to be funded through a Medicaid demonstration project. Previous measure: "Percent of participants who would recommend these services to a friend or family member." Available data is incomplete and unreportable for this measure.

Legal / Contractual Obligation

In Multnomah County, ADVSD has a contract with the Oregon Department of Human Services to administer programs under the Federal Older Americans Act. Oregon Revised Statute 410 allows for the administration of services to older adults and people with disabilities through local governmental entities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$159,434	\$438,504	\$197,099	\$423,966
Contractual Services	\$1,245,549	\$9,700,277	\$1,244,795	\$10,753,202
Materials & Supplies	\$0	\$15,795	\$104	\$16,191
Internal Services	\$18,372	\$70,497	\$77,196	\$216,494
Total GF/non-GF	\$1,423,355	\$10,225,073	\$1,519,194	\$11,409,853
Program Total:	\$11,648,428		\$12,929,047	
Program FTE	0.97	3.63	1.13	3.47

Program Revenues				
Intergovernmental	\$0	\$10,199,328	\$0	\$11,402,067
Service Charges	\$0	\$25,745	\$0	\$7,786
Total Revenue	\$0	\$10,225,073	\$0	\$11,409,853

Explanation of Revenues

This program generates \$8,589 in indirect revenues.
 \$9,920,920 – Veteran's Directed Home & Community Services
 \$564,684 – Oregon Project Independence
 \$451,327 – Title IIIB (OAA – Supportive Services)
 \$337,595 – PWD OPI Pilot Project
 \$77,158 – Oregon Money Management Program
 \$41,406 – Title IIIE (OAA – Caregiver Support)
 \$8,977 – Title IIID (OAA – Health Promotion)
 \$7,786 – Client Employer Provider Fees

Significant Program Changes

Last Year this program was: FY 2022: 25035 ADVSD Case Management & In-Home Services (non-Medicaid)

Department: County Human Services

Program Contact: Erin Grahek

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Safety Net Program helps prevent eviction and stabilize housing. This program serves older adults, people with disabilities, and Veterans. Safety Net focuses on the most vulnerable and those experiencing houselessness. The program helps participants get things like dentures, eyeglasses, and prescription medicine. This helps prevent participant health decline. and having to choose between medications and food.

Program Summary

ISSUE: The Safety Net Program serves older adults, people with disabilities, and Veterans. They are unable to attain or retain housing. They also need help getting medical equipment, dentures, and prescription medication. Usually this is because of limited personal financial resources. Other factors make their situation more difficult. Factors such as the ongoing lack of affordable housing or health insurance. Limited mobility, increasing disability and other health factors make getting services hard.

PROGRAM GOAL: The Safety Net Program helps support and maintain safe and stable housing for participants. They are experiencing houselessness, or are at risk of losing their housing. The program offers emergency housing help and services. The program helps with short-term access to prescription medication cost assistance. This helps prevent participant health decline. and having to choose between medications and food. The Safety Net Program works to reduce nutrition barriers by helping to pay for dentures. These three goals provide services and supports to address significant gaps. Participants of the network have seamless access to this program with help from ADVSD staff and partners.

PROGRAM ACTIVITY: The Safety Net Program receives requests from many sources within the county. The Aging & Disability Resource Connection Helpline is the primary access point for these services. Community partners also refer people to the program for help. The program facilitates support services such as extreme cleaning and bed bug mitigation. Financial assistance ensures individuals get their prescribed treatments. Thus, preventing health decline. This program helps with special needs, such as dentures, eyeglasses, and other durable medical equipment. Items not covered by Medicaid, Medicare, or other programs. Short-term emergency prescription assistance pays for medications and helps develop a long-term prescription coverage plan.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people who received Safety Net services	365	350	345	350
Outcome	Percent of participants in stable housing six months after receiving services	92%	94%	90%	90%
Outcome	Percent of requests for Safety Net services fulfilled to avert eviction	74%	55%	70%	70%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$92,003	\$92,003	\$94,797	\$94,797
Contractual Services	\$558,038	\$0	\$563,739	\$0
Materials & Supplies	\$1,790	\$0	\$1,859	\$73
Internal Services	\$9,269	\$24,065	\$9,168	\$22,477
Total GF/non-GF	\$661,100	\$116,068	\$669,563	\$117,347
Program Total:	\$777,168		\$786,910	
Program FTE	0.75	0.75	0.75	0.75

Program Revenues				
Intergovernmental	\$0	\$116,068	\$0	\$117,347
Total Revenue	\$0	\$116,068	\$0	\$117,347

Explanation of Revenues

This program generates \$13,309 in indirect revenues.
 \$117,347 – Title XIX

Significant Program Changes

Last Year this program was: FY 2022: 25036 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:
Program Characteristics:
Executive Summary

The Transportation Program helps older adults, people with disabilities, and Veterans. The program helps people get to medical and personal appointments. The program removes mobility barriers that may reduce a person's independence or quality of life. These services include ride coordination that meets a person's transportation needs. Services include TriMet HOP Cards, specialized vehicles, door-to-door service or emergency rides.

Program Summary

ISSUE: The older adult population in Multnomah County grows every year. It increased by 32% in the last 10 years. To stay healthy, active and connected to the community, people need affordable and accessible rides. A recent county survey included 16 different cultural communities. This survey identified transportation support as an important service. They need support for going to appointments, events, and senior centers. ADVSD's advisory boards state the need for lower ride costs, more frequent service, and steps for better safety. COVID-19 reduced the number of people taking rides by 50%. Transportation agencies lost staff, reduced service and needed more cash to pull through.

PROGRAM GOAL: The goal of Transportation Services is to improve equitable access to services. It works to meet community needs, and support efforts to improve ride services. The program helps other agencies add ride services for people who speak other languages.

PROGRAM ACTIVITY: County and contracted community partners use case managers. The case manager screens for eligibility and estimates current need. They authorize services and coordinate rides. Medicaid clients receive services through the ADVSD contract with First Transit. District centers and enhancing equity programs provide services through ADVSD contracts with TriMet, Ride Connection, and Radio Cab.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants who received transportation assistance ¹	1,239	1,200	1,268	1,200
Outcome	Percent of participants with improved utilization of ADVSD services after receiving transportation services ²	19% ³	30%	4% ³	20%
Outcome	Percent of non-Medicaid participants who report increased mobility because of transportation services ⁴	83%	85%	85%	85%

Performance Measures Descriptions

¹All transportation utilization by older adults and people with disabilities is down due to the COVID-19 pandemic. ²Does not include non-medical transportation (Medicaid) participants. ³Older American Act activities and programs continued to be primarily virtual due to the COVID-19 pandemic. ⁴Survey data collection ongoing at time of reporting. Survey was not conducted for FY20. Data includes participants utilizing transportation services anytime in FY20 and/or FY21.

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	2022	2022	2023	2023
Personnel	\$0	\$192,351	\$0	\$200,057
Contractual Services	\$171,742	\$1,843,660	\$119,042	\$1,871,114
Materials & Supplies	\$0	\$0	\$0	\$151
Internal Services	\$0	\$49,073	\$0	\$48,840
Total GF/non-GF	\$171,742	\$2,085,084	\$119,042	\$2,120,162
Program Total:	\$2,256,826		\$2,239,204	
Program FTE	0.00	1.70	0.00	1.58

Program Revenues				
Intergovernmental	\$0	\$2,085,084	\$0	\$2,120,162
Total Revenue	\$0	\$2,085,084	\$0	\$2,120,162

Explanation of Revenues

This program generates \$28,089 in indirect revenues.
 \$1,535,046 – Medicaid Community Transportation
 \$530,515 – TriMet Community Transportation Local Match
 \$49,001 – PWD OPI Pilot Project
 \$5,600 – Title IIIB (OAA – Supportive Services)

Significant Program Changes

Last Year this program was: FY 2022: 25037 ADVSD Transportation Services

In FY 2023, this program offer decreases by a net 0.12 FTE as follows:

- Moved 0.50 FTE of an existing 1.00 FTE Program Technician to ADVSD Advocacy & Community Program Operations (25038).
- Moved 0.38 FTE of an existing 1.00 FTE Data Analyst from ADVSD Advocacy & Community Program Operations (25038).

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

Advocacy & Community Program Operations seek to center the voice of communities that have been historically marginalized. It supports an equity focused, participant-directed service system. The program includes advisory councils management, and Area Plan development and management. Other activities include contract administration, network advocacy, and program support.

Program Summary

ISSUE: The Aging, Disability, and Veterans Services Division (ADVSD) engages with diverse communities. These communities share their needs and issues. These engagements also help in planning and developing services. The program ensures publicly funded programs operate effectively.

PROGRAM GOAL: Advocacy efforts ensure diverse feedback and enhance equity for volunteers, staff, and participants. Program operations provide administrative support to contracted community-based organizations. This support helps ensure consistent, equitable, and quality-focused services to participants.

PROGRAM ACTIVITY: The Advocacy program includes contract monitoring, and Area Plan development. Participant advocacy includes the management of two advisory councils. One council is the Disability Services Advisory Council. The other is the Aging Services Advisory Council. ADVSD develops and monitors contracts for social services and nutrition programs. The Area Plan is a requirement of the Older Americans Act. The Area Plan describes the scope of diverse needs in the service area. It outlines the goals, objectives, and key tasks for ADVSD. The advisory councils help on the development and implementation of the Area Plan. Advisory councils ensure policies and activities meet the needs of those served. They advocate by commenting on community policies, programs, and actions. This program recruits and retains racially, ethnically, culturally, and regionally diverse membership. The program supports regular meetings, and coordinating opportunities for member engagement and advocacy.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of volunteer hours donated to ADVSD	4,848 ¹	41,000	47,529	45,000
Outcome	Percent of diverse ² representation on ADVSD Advisory Councils	58%	75%	60%	65%
Output	Number of opportunities for participants and community members to give feedback to ADVSD	64	40	60 ³	65
Outcome	Percent of ADVSD contract funds dedicated to culturally specific providers ⁴	51%	38%	50%	38%

Performance Measures Descriptions

¹Due to the COVID-19 pandemic, foster grandparent volunteers were unable to fulfill hours in assigned locations based on infection control protocols in schools and child care centers. ²Those who identify as Black, Indigenous and/or People of Color, a person with a disability, an immigrant or refugee, non-English speaking, LGBTQ+. ³Includes partner meetings. ⁴Contracts are specific to the Federal Older Americans Act and Oregon Project Independence and exclude Adult Care Home Program. Adult Protective Services. Public Guardian/Conservator. and Long-Term Services & Supports.

Legal / Contractual Obligation

ADVSD is designated the Type B Transfer Area Agency on Aging for Multnomah County through 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 the 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	2022	2022	2023	2023
Personnel	\$329,373	\$1,201,712	\$350,514	\$1,365,707
Contractual Services	\$117,863	\$376,808	\$131,575	\$507,761
Materials & Supplies	\$9,307	\$111,410	\$9,578	\$112,919
Internal Services	\$325,863	\$588,693	\$116,514	\$569,534
Total GF/non-GF	\$782,406	\$2,278,623	\$608,181	\$2,555,921
Program Total:	\$3,061,029		\$3,164,102	
Program FTE	2.82	9.78	2.96	10.66

Program Revenues				
Intergovernmental	\$0	\$2,020,617	\$0	\$2,310,724
Other / Miscellaneous	\$0	\$27,657	\$0	\$0
Service Charges	\$0	\$230,349	\$0	\$245,197
Total Revenue	\$0	\$2,278,623	\$0	\$2,555,921

Explanation of Revenues

This program generates \$62,357 in indirect revenues.
 \$521,159 – Title IIIB (OAA – Supportive Services);
 \$423,876 – Title XIX
 \$273,139 – Foster Grandparent Program;
 \$245,197 – Contractor Rentals
 \$241,054 – Oregon Money Management Program;
 \$202,969 - State GF-SEQ Assist
 \$197,430 – Veteran's Directed Home & Community Services
 \$195,528 – Oregon Project Independence
 \$162,892– Older/Disabled Mental Health
 \$54,177 – PWD OPI Pilot Project
 \$38,500 – Title IIIC-1 (OAA – Congregate Meals)

Significant Program Changes

Last Year this program was: FY 2022: 25038 ADVSD Advocacy & Community Program Operations

In FY 2023, this program offer increases by a net 1.02 FTE as follows:

- Increased existing position from 0.60 to 1.00 FTE, and reclassified it from Operations Process Specialist to a Contract Specialist.
- Moved 0.50 FTE of an existing 1.00 FTE Program Specialist from program offer 25033.
- Moved 0.50 FTE of an existing 1.00 FTE Program Technician from program offer 25037.

FTE decrease:

- Moved 0.38 FTE of an existing 1.00 FTE Data Analyst to program offer 25037.

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 Family Caregiver Support Program (FCSP) helps those caring for older family members or older adults raising grandchildren. Unpaid caregivers face stress, a financial burden that impacts their own health and family well-being. FCSP reduces burnout, maximizes independence, and provides support that allows people to remain in their homes. Support may include respite, financial awards, and education.

Program Summary

ISSUE: AARP estimates that 30% of the general population provides care for an older adult. These unpaid caregivers represent the largest source of long-term services and support. Stress and financial burden impact caregiver health. These issues can increase nursing facility placement for their loved ones.

PROGRAM GOAL: FCSP helps those caring for an older adult family member or raising grandchildren or related family members. This program reduces burnout and maximizes independence. It provides support that allows people to remain in their homes. Providing support can reduce nursing facility placement and increase family wellbeing.

PROGRAM ACTIVITY: The Family Caregiver Support Program provides a system of support for unpaid family caregivers. This helps them provide quality care to their loved ones and makes caregiving easier. Unpaid family caregivers get information, training, counseling, case management, and peer support groups. Respite, financial awards, and education help reduce caregiver burnout. The COVID-19 pandemic prevented meeting in person. The program used virtual connections for support groups and training. Events also went virtual. During this time FCSP did targeted outreach to diverse communities. FCSP offered a webinar series for grandparents raising school-aged grandchildren. The series included specific strategies and supports for navigating remote learning. During the pandemic outreach efforts increased to connect caregivers with more support — food boxes, activity kits, and safety information. In FY 2023, program updates will include in-person and online training opportunities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants served by the Family Caregiver Support Program	325	350	227	325
Outcome	Percent of family caregivers who report services received were excellent or good	N/A ¹	90%	N/A ¹	90%
Outcome	Percent of family caregivers who receive training that would recommend the program	98%	95%	N/A ²	95%

Performance Measures Descriptions

¹Survey data was not available due to service delivery changes resulting from the COVID-19 pandemic. Survey feedback will be part of a broader project in 2022 to better understand unmet and community-specific needs related to family caregiving. ²Survey data was not available due to service delivery changes from the COVID-19 pandemic.

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	2022	2022	2023	2023
Personnel	\$0	\$120,572	\$0	\$127,350
Contractual Services	\$159,876	\$190,584	\$181,276	\$194,709
Materials & Supplies	\$0	\$21,031	\$0	\$21,031
Internal Services	\$0	\$11,355	\$0	\$0
Total GF/non-GF	\$159,876	\$343,542	\$181,276	\$343,090
Program Total:	\$503,418		\$524,366	
Program FTE	0.00	0.90	0.00	0.90

Program Revenues				
Intergovernmental	\$0	\$343,542	\$0	\$343,090
Total Revenue	\$0	\$343,542	\$0	\$343,090

Explanation of Revenues

\$343,090 – Title IIIIE (OAA – Caregiver Support)

Significant Program Changes

Last Year this program was: FY 2022: 25039 ADVSD Family Caregiver Program

As required by the Older Americans Act IIIIE the County General Funds in contracted services has increased to meet the required minimum of 25% maintenance of effort.

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

Emergency and Crisis Services support individuals and families who are seeking safety from domestic violence. Domestic violence does not present in the same way across all demographics, meaning that survivors need access to client-centered and culturally-relevant services when the time is right for them. Crisis services are flexible, trauma-informed, and collaborative to meet the unique needs of each individual and family served.

Program Summary

ISSUE: Domestic violence is 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. Crisis services help ensure that support is available for survivors when the time is right for them.

PROGRAM GOAL: In their lifetimes, 1 in 4 women and 1 in 9 men experience intimate partner violence. This program funds immediate safety and advocacy services for individuals and families. Services are provided through contracted community-based agencies. They serve a racially and ethnically diverse population.

PROGRAM ACTIVITY: There are two program activities funded by this program: Shelter-based services and Mobile Advocacy.

Shelter-based programming is provided in partnership with the Joint Office of Homeless Services confidential shelters. Advocates provide confidential, 24-hour services for survivors. This includes ongoing safety planning and help navigating the domestic violence service continuum.

Mobile advocacy services serve survivors who are at risk of homelessness due to domestic violence. Advocates provide confidential support to survivors who have barriers to accessing available shelter services (ex. large families or those needing accommodation for disabilities). Mobile advocates are available to meet survivors anywhere in the county. Services include ongoing risk assessment and safety planning, emergency short-term motel stays, and support navigating the domestic violence system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of domestic violence victims and children receiving comprehensive, specialized crisis services	250	275	250	250
Outcome	Percentage of adult survivors who engaged in safety planning with an advocate	98%	80%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$395,481	\$0	\$411,300	\$0
Total GF/non-GF	\$395,481	\$0	\$411,300	\$0
Program Total:	\$395,481		\$411,300	
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 2022: 25041 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

In their lifetimes, 1 in 4 women and 1 in 9 men will experience domestic violence. To serve a diverse community of survivors, our system must be collaborative. Domestic and Sexual Violence Coordination provides planning, coordination, evaluation, and support for the continuum of domestic and sexual violence services in Multnomah County

Program Summary

ISSUE: Domestic violence is 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. Domestic violence is a complex issue that requires a coordinated countywide response that focuses on prevention and support for survivors.

PROGRAM GOAL: The goal of the program is to address domestic and sexual violence and support the full continuum of domestic and sexual violence services. Coordination is a key piece of the response. This supports system-wide collaboration and leadership for our community. It also supports our system to work toward improving our services, making them more accessible, and ensuring that the voice of survivors is at the center of our efforts.

PROGRAM ACTIVITY: This program undertakes 4 key activities. First, we coordinate system-wide collaboration for the continuum of domestic and sexual violence services. We staff several advisory bodies centering the lived experience of survivors, especially BIPOC survivors and those from underserved communities. We also connect with service providers from across the system to lead system improvement efforts. Second, we lead community engagement work with participants and service providers. This includes engaging survivors from diverse backgrounds as leaders and experts. Third, we provide contract support for the full continuum of funded service providers. We support contract compliance as well as problem solving and connection with program staff. Finally, our work focuses on system-wide quality improvement and planning for future programming.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of survivors from BIPOC and/or underserved communities engaged in community advisory bodies	N/A	N/A	N/A	50%
Outcome	Percentage of non-profit partners receiving higher scores on the 'Performance Indicator tool' ²	100%	100%	100%	100%
Output	Number of DV Continuum collaborative meetings staffed by the DSVCO	N/A	N/A	N/A	150
Outcome	Percentage of contracted providers reporting that the DSVCO is responsive and supportive of their work	N/A	N/A	N/A	85%

Performance Measures Descriptions

¹New measures this year reflects the shifting priorities of the DSVCO toward greater community engagement

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$570,130	\$157,160	\$586,302	\$198,544
Contractual Services	\$83,591	\$100,608	\$36,623	\$92,849
Materials & Supplies	\$26,075	\$18,000	\$12,228	\$0
Internal Services	\$102,241	\$25,426	\$120,189	\$27,407
Total GF/non-GF	\$782,037	\$301,194	\$755,342	\$318,800
Program Total:	\$1,083,231		\$1,074,142	
Program FTE	3.90	1.00	3.75	1.15

Program Revenues				
Fees, Permits & Charges	\$0	\$3,600	\$0	\$3,600
Intergovernmental	\$0	\$275,994	\$0	\$315,200
Other / Miscellaneous	\$0	\$18,000	\$0	\$0
Beginning Working Capital	\$0	\$3,600	\$0	\$0
Total Revenue	\$0	\$301,194	\$0	\$318,800

Explanation of Revenues

This program generates \$20,856 in indirect revenues.
 \$260,000 - US Department of Justice, Office on Violence Against Women
 \$50,000 - City of Portland Intergovernmental Agreement
 \$5,000 - Weston Grant
 \$3,600 - Domestic Partnership Fees
 \$200 - Misc Charges/Recoveries

Significant Program Changes

Last Year this program was: FY 2022: 25044 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 is a complex issue, often requiring legal intervention to address client safety and offender accountability. The legal system is complex and navigating it can be traumatic for survivors. High quality legal services assist survivors who choose a legal intervention and need support through the process.

Program Summary

ISSUE: The court system is complex. It can be difficult to navigate the system without professional legal representation. The cost of legal representation can be a barrier. There are very few resources for legal support available for low income survivors. As a result, survivors are often forced to appear in court without representation or legal advocacy. Survivors and provider agencies report that legal services are one of the highest unmet needs in the service continuum.

PROGRAM GOAL: Civil legal services help survivors navigate the court system. Funded programs provide support, consultation and legal representation for survivors.

PROGRAM ACTIVITY: Program activities focus on the provision of legal support. These specialized legal services for survivors help ensure better outcomes in legal proceedings. Services include support with restraining order hearings, custody and parenting time, immigration, housing, and other victim's rights related issues.

This program also supports services based in the Multnomah County Courthouse. The Restraining Order Services Room advocates assist survivors in obtaining protection orders. The Court Care program provides childcare in the Courthouse for families attending legal proceedings. Due to the COVID-19 pandemic, courthouse services have moved to remote operation, and Court Care has suspended operation temporarily. In-person courthouse services will resume in line with Oregon Health Authority guidance.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of domestic violence survivors assisted with courthouse-based restraining order advocacy	909	800	1,000	1,000
Outcome	Percentage of retained cases with a court action filed or contested by an attorney	75%	80%	80%	80%
Output	Percentage of participants who identify as BIPOC	N/A	N/A	N/A	40%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$192,546	\$35,000	\$198,847	\$35,000
Total GF/non-GF	\$192,546	\$35,000	\$198,847	\$35,000
Program Total:	\$227,546		\$233,847	
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 2022: 25046 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:
Program Characteristics:

Executive Summary

Domestic violence is a leading cause of violent victimization, accounting for more than 40% of all reported violent crime and 25% of homicides in Multnomah County. Survivors need access to trauma-informed services when the time is right for them. The Domestic Violence Crisis Response Unit (DVCRU) serves survivors in complex and high-risk cases. The DVCRU works with law enforcement to provide crisis response and victim advocacy. This co-located program also helps to ensure that law enforcement has the tools they need to best serve survivors.

Program Summary

ISSUE: Complex cases of ongoing, severe abuse require an immediate collaborative response. Strong collaboration between law enforcement and trained advocates can help prevent domestic violence homicides.

PROGRAM GOAL: The goal of the DVCRU program is to increase victim safety and offender accountability. DVCRU focuses efforts where there is high risk of homicide or concern of immediate/severe violence.

PROGRAM ACTIVITIES: DVCRU advocates are co-located with the Portland Police Bureau Special Victims Unit, and include bilingual/bicultural advocates in an effort to reflect the population of survivors served. Daytime and after-hours victim advocates provide crisis response and support following domestic violence crimes. As essential employees, DVCRU advocates have provided in-person services since the start of the COVID-19 pandemic.

DVCRU includes four program components:

- Domestic Violence Enhanced Response Team (DVERT) coordinates high-risk cases of domestic violence. These cases involve multiple systems and service providers to address survivors' needs. DVERT advocates provide coordination, ongoing support, and advocacy.
- Domestic Violence Response Advocates (DVRA) provide after-hours crisis support following police response to domestic violence related crimes. Advocates are available seven days a week, including late nights and holidays.
- Elder & Vulnerable Adults Advocate collaborates with the Elder Crimes unit. This advocate supports adults over 55 or who have a disability. Advocates provide financial assistance, safety planning and help accessing protection orders.
- Domestic Violence Reduction Unit advocates collaborate with the investigation unit of Portland Police Bureau. DVRU advocates provide advocacy, court accompaniment, and coordination with community agencies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of survivors receiving multi-disciplinary, intensive intervention	171	200	200	200
Outcome	Percentage of police officers who agree that DV survivors benefit from having DVRA's on the scene	95%	90%	90%	90%
Output	Number of domestic violence survivors referred by police to afterhours victim advocates ²	992	700	1,000	900

Performance Measures Descriptions

²The COVID-19 pandemic has caused an increase in domestic violence, resulting in a much higher number of referrals for crisis services. Totals adjusted to better reflect service levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$897,402	\$323,133	\$928,852	\$340,903
Contractual Services	\$60,000	\$217,000	\$60,000	\$7,200
Materials & Supplies	\$18,070	\$0	\$7,760	\$0
Internal Services	\$198,774	\$5,037	\$259,281	\$0
Total GF/non-GF	\$1,174,246	\$545,170	\$1,255,893	\$348,103
Program Total:	\$1,719,416		\$1,603,996	
Program FTE	8.00	3.00	8.00	3.00

Program Revenues				
Intergovernmental	\$0	\$545,170	\$0	\$348,103
Total Revenue	\$0	\$545,170	\$0	\$348,103

Explanation of Revenues

\$340,903- City of Portland General Fund
 \$7,200 - US Department of Justice Office on Violence Against Women

Significant Program Changes

Last Year this program was: FY 2022: 25047A YFS - Domestic Violence Crisis Response Unit

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 is a complex issue, with both individual and community-level effects. Experiencing racism or other forms of oppression intensifies the trauma of domestic and sexual violence. Culturally-specific services address this critical intersection through relationship-based advocacy and support. Trusted community-based providers administer these programs. They provide high-quality, holistic services to survivors and their families.

Program Summary

ISSUE: The experience of domestic and sexual violence can differ depending on the community. Cultural considerations are an important factor in effective service delivery. Survivors report an increased level of comfort when they are able to access services from within their own community.

PROGRAM GOAL: To prevent and address domestic violence in under-served communities by providing access to high-quality, relationship-based advocacy services.

PROGRAM ACTIVITY: This program funds domestic violence services for the following populations: African American, Latinx, Native American, immigrants and refugees, LGBTQ, older adults and people with disabilities. Culturally-specific services are reflective of the needs and values of survivors from these communities. Survivors can access safety planning, advocacy, case management, and help navigating systems. Programs offer support accessing housing, legal support, and financial assistance. Programs also connect survivors with natural support networks in their community. This supports long-term healing and healthy relationships.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals receiving culturally/population-specific domestic violence services	422	400	400	400
Outcome	Percentage of adult survivors who engage in safety planning with an advocate	87%	85%	85%	85%
Output	Percentage of participants who identify as BIPOC	N/A	N/A	N/A	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$732,083	\$0	\$761,366	\$0
Total GF/non-GF	\$732,083	\$0	\$761,366	\$0
Program Total:	\$732,083		\$761,366	
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 2022: 25048 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

In the wake of a sexual assault, many support services require a survivor to engage with the criminal justice system. Sexual assault survivors need access to advocacy, regardless of whether they choose to prosecute their offender. This program supports community-based sexual assault advocacy to address the unique needs of survivors. These services are mobile, and available 24/7. All services are provided by contracted, community-based nonprofit agencies.

Program Summary

ISSUE: Oregon has the second-highest lifetime prevalence of sexual assault in the country. Crisis lines in Multnomah County report more than 2,000 calls each year seeking sexual assault services. 75% of survivors choose to avoid working with the criminal justice system. Because of this, they are not eligible for traditional sexual assault victim services. Many 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 to survivors regardless of their choice to engage with the criminal justice system.

PROGRAM ACTIVITY: This program funds services to survivors of rape or sexual assault. Mobile advocates connect with survivors in a variety of non-traditional settings including hospitals, health clinics, urgent care centers, shelters, and schools. Funded positions include 24/7 crisis response, as well as bilingual/bicultural advocacy.

Sexual assault advocates provide medical and legal advocacy, case management, and flexible client funds for emergency needs. Limited relocation funds are also available. Contracted providers work with a variety of partners to coordinate our community's response to sexual assault.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of sexual assault survivors who receive specialized crisis services	100	70	70	70
Outcome	Percentage of adult survivors who engage in safety planning with an advocate	92%	75%	80%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$306,455	\$0	\$318,713	\$0
Total GF/non-GF	\$306,455	\$0	\$318,713	\$0
Program Total:	\$306,455		\$318,713	
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 2022: 25049 YFS - Sexual Assault Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In the wake of a sexual assault, many support services require a survivor to engage with the criminal justice system. Sexual assault survivors need access to advocacy, regardless of whether they choose to prosecute their offender. This program supports community-based sexual assault advocacy to address the unique needs of survivors. These services are mobile, and available 24/7. All services are provided by contracted, community-based nonprofit agencies.

Program Summary

ISSUE: Oregon has the second-highest lifetime prevalence of sexual assault in the country. Crisis lines in Multnomah County report more than 2,000 calls each year seeking sexual assault services. 75% of survivors choose to avoid working with the criminal justice system. Because of this, they are not eligible for traditional sexual assault victim services. Many never receive specialized trauma or medical services that can help them with their recovery.

PROGRAM GOAL: Since 2015, the DSVCO and contracted community partners have been advocating for a move to a Unified Community-Based response to sexual assault, which would connect survivors seeking support to a confidential community-based advocate as their initial point of contact. This approach allows survivors to address their experience in a fully confidential manner (protected by advocate privilege). It also expands access to culturally and linguistically appropriate services, which is limited under the current response model.

PROGRAM ACTIVITY: In preparation for a move to Unified Community-Based response (and in partnership with the Multnomah County DA's Office), the DSVCO is seeking additional Sexual Assault funding to increase both internal and contracted capacity. These funds would be used to bring 1.00 FTE Sexual Assault Specialist (Program Specialist Senior) onto the DSVCO team to ensure a successful transition to a best practice model that centers culturally and linguistically appropriate service provision.

The funding would also support additional contracted community-based Sexual Assault Advocates (3.00 FTE) at our crisis line programs and culturally-specific agencies, helping to ensure a successful transition to a best practice model that centers culturally and linguistically appropriate service provision. Mobile advocates connect with survivors in a variety of non-traditional settings including hospitals, health clinics, urgent care centers, shelters, and schools. Funded positions include 24/7 crisis response, as well as bilingual/bicultural advocacy. Advocates provide medical and legal advocacy, case management, and flexible client funds for emergency needs. Limited relocation funds are also available.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of sexual assault survivors who receive specialized crisis services	N/A	N/A	N/A	75
Outcome	Percentage of adult survivors who engage in safety planning with an advocate	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$136,189	\$0
Contractual Services	\$0	\$0	\$288,591	\$0
Total GF/non-GF	\$0	\$0	\$424,780	\$0
Program Total:	\$0		\$424,780	
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 adds 1.00 FTE Program Specialist Senior.

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 Gateway Center is a drop-in service center which serves as a primary access point for domestic and sexual violence services in Multnomah County. Gateway Center provides a wide range of critical services to survivors and their children. These services ensure that survivors can learn about and access available resources, and get support navigating complex systems. The Gateway Center contracts for services from a wide variety of culturally-specific partners. This supports equitable access for a diverse population of survivors.

Program Summary

ISSUE: Domestic violence is 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. Domestic violence is a complex issue. Survivors often need support to access available resources and understand their options.

PROGRAM GOAL: The goal of the Gateway Center is to address the impact of domestic and sexual violence, and prevent further harm. Gateway provides access to critical services and safety planning in a trauma-informed, culturally-responsive and welcoming environment. The Gateway Center seeks to interrupt the cycle of power and control that survivors experience by centering survivor autonomy and choice, and improving access to services and resources.

PROGRAM ACTIVITY: This program funds the Gateway Intake Team and contracted navigation/support services, and legal advocacy services. The Gateway Intake Team coordinates a complex service delivery system. This consists of 16 on-site partners including civil attorneys, prosecutors, DHS, and 12 nonprofits. The intake team is the initial point of contact for every survivor served by the Gateway Center (more than 10,000 in 2021). The Intake team assesses, triages and refers each survivor to the appropriate services. The team also manages a busy satellite courtroom in partnership with the Multnomah County Circuit Court. This allows survivors to access protection orders remotely, with support from trained advocates.

Contracted services include Navigators trained to provide high quality domestic violence advocacy. Navigators provide a broad spectrum of services including safety planning, support with restraining orders, access to financial assistance, and economic empowerment services. During the COVID-19 pandemic, Gateway Center services have been primarily offered remotely. However, at least one staff member is present during regular hours of operation to ensure emergency walk-in participants can be accommodated if needed.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of community members who are able to access protection orders at the Gateway Center ¹	1,297	1,450	1,450	1,400
Outcome	Percentage of participants reporting increased knowledge of and access to resources	97%	90%	90%	90%

Performance Measures Descriptions

¹During the COVID-19 pandemic, the Gateway Center has shifted to a remote access model, and continues to provide services via phone, video conferencing and other electronic methods. A slight decrease in service numbers is likely the result of additional avenues to access protection orders becoming available this year, including the VOA Home Free Protection Order Hotline.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$98,718	\$518,029	\$104,134	\$578,703
Contractual Services	\$131,020	\$392,000	\$136,261	\$713,732
Materials & Supplies	\$0	\$10,932	\$412	\$10,100
Internal Services	\$231,821	\$60,568	\$258,983	\$75,513
Total GF/non-GF	\$461,559	\$981,529	\$499,790	\$1,378,048
Program Total:	\$1,443,088		\$1,877,838	
Program FTE	1.00	4.00	1.00	4.00

Program Revenues				
Intergovernmental	\$0	\$981,529	\$0	\$1,378,048
Total Revenue	\$0	\$981,529	\$0	\$1,378,048

Explanation of Revenues

\$1,378,048 - City of Portland Intergovernmental Agreement

Significant Program Changes

Last Year this program was: FY 2022: 25050A YFS - Gateway Center

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Gateway Center is a drop-in service center which serves as a primary access point for domestic and sexual violence services in Multnomah County. Gateway Center provides a wide range of critical services to survivors and their children. These services ensure that survivors can learn about and access available resources, and get support navigating complex systems. The Gateway Center contracts for services from a wide variety of culturally-specific partners. This supports equitable access for a diverse population of survivors.

Program Summary

ISSUE: Domestic violence is 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. Domestic violence is a complex issue. Survivors often need support to access available resources and understand their options.

PROGRAM GOAL: The goal of the Gateway Center is to address the impact of domestic and sexual violence, and prevent further harm. Gateway provides access to critical services and safety planning in a trauma-informed, culturally-responsive and welcoming environment. The Gateway Center seeks to interrupt the cycle of power and control that survivors experience by centering survivor autonomy and choice, and improving access to services and resources.

PROGRAM ACTIVITY: This program increases the Gateway Center Intake team by 1.00 FTE. The intake team is the initial point of contact for every survivor served by the Gateway Center (more than 10,000 in 2021). The Intake team assesses, triages and refers each survivor to the appropriate services. Additional capacity is needed in response to an increase in calls and in anticipation of a move back to more in-person services, which prompts a concern about a resurgence in capacity closures, which were prevalent prior to the pandemic. Increasing intake team capacity will help to provide consistent advocate staffing and the ability to provide high-quality services to survivors, even when there is transition or turnover with contracted Navigation agencies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of additional community members who are able to access protection orders at the Gateway Center	N/A	N/A	N/A	200
Outcome	Percentage of participants reporting that they gained new knowledge of resources and improved access to resourc	N/A	N/A	N/A	90%
Outcome	Number of survivors accessing one or more additional services through on-site partners	N/A	N/A	N/A	200

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$101,699	\$0
Materials & Supplies	\$0	\$0	\$11,861	\$0
Total GF/non-GF	\$0	\$0	\$113,560	\$0
Program Total:	\$0		\$113,560	
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 adds 1.00 FTE Victim Advocate.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 30407A
Program Characteristics:

Executive Summary

The Youth and Family Services Division (YFS) aims to provide high quality, equitable, and culturally relevant services that help people thrive. The YFS Administration provides strategic division-wide leadership to support this goal. This means using a racial equity lens to oversee daily operations, develop budgets, design programs, and manage contracts. YFS Administration also supports its staff so that they can experience safety, trust, and belonging in the workplace.

Program Summary

ISSUE: The Youth and Family Services Division supports the County's investments in five areas: Energy Services, Housing Stability, Education Supports, Early Childhood, and Domestic & Sexual Violence. It is also the County's Community Action Program Offer. The YFS Administration supports 29 programs and has been vital to COVID relief efforts in Multnomah County.

PROGRAM GOAL: The YFS Administration is committed to equity, accountability, and quality of service. It provides the infrastructure needed to guide programs, drive policy, and build partnerships. Together with staff, YFS Administration seeks to uplift the Department's North Star: That every person at every stage of life has equitable opportunities to thrive.

PROGRAM ACTIVITY: Anchored by racial equity, the YFS Administration supports the division in a few ways. 1) Ongoing budget development and monitoring. This includes ensuring that YFS activities adhere to funding guidelines. 2) Overseeing daily operations for the division. This includes supervising staff and creating structures that foster innovation and creativity. 3) Supporting staff and improving workplace culture, with staff experience at the core. 4) Convening and supporting partners in the community. 5) Uplifting Department priorities, such as the WESP and the North Star. YFS Division Administration and staff have also played a critical role in convening and supporting partners and community providers in COVID-19 response and relief activities in each of the Division's five core areas.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of invoices processed within 30 days. ¹	N/A	N/A	90%	90%
Outcome	Percent of staff & managers who report receiving support for their career and professional development goals. ²	N/A	N/A	60%	60%

Performance Measures Descriptions

¹ This is a new measure for the division. Will use this fiscal year to establish a baseline.

² This is a new measure for the division, created in response to feedback from BIPOC staff regarding a desire for more professional development and mentorship opportunities. Will use this fiscal year to establish a baseline.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,863,504	\$0	\$1,972,618	\$0
Contractual Services	\$26,020	\$0	\$51,020	\$0
Materials & Supplies	\$37,118	\$0	\$36,561	\$0
Internal Services	\$291,270	\$0	\$364,378	\$0
Total GF/non-GF	\$2,217,912	\$0	\$2,424,577	\$0
Program Total:	\$2,217,912		\$2,424,577	
Program FTE	13.00	0.00	13.00	1.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25118 YFS - Youth & Family Services Administration

This program adds 1.00 FTE Assertive Engagement Program Specialist, adds 1.00 FTE Administrative Analyst, and cuts 1.00 FTE Office Assistant Senior, for a net increase of 1.00 FTE in FY 2023.

The 1.00 FTE in Other Funds is the Assertive Engagement Program Specialist, funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407A for the associated costs and program information.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In order for people to have quality of life, they need to have enough heat in their home, the lights on, and hot water. Functional utilities help ensure that a young person can learn at home, an older adult is safe, and families remain stable. This is even more important during the COVID-19 pandemic, where staying home means saving lives. The Energy Assistance Program (EAP) supports housing stability by providing financial help to people who live on a fixed or low income. The EAP emphasizes providing equitable access for all people who need help meeting their energy needs.

Program Summary

ISSUE: The average energy burden for low-income households is 8.2% - 3 times higher than higher-income households. Many low-income households use expensive heating fuels. Their homes are old and inefficient, and they face barriers to accessing the technology that would help reduce their energy costs. Additionally, Black, Indigenous, and Communities of Color bear a further disproportionate energy burden. In 2016, the American Council for Energy Efficient Economy found that almost half of all energy-poor households in the US were Black. We also know that people in BIPOC households were more likely to lose their jobs or experience a reduction in wages during the COVID-19 pandemic. These added economic hardships can make it even more difficult for households to meet their basic energy needs.

PROGRAM GOAL: The Energy Assistance Program provides one-time annual energy bill payments for households who live on a fixed or low income and who are struggling with energy costs. This will help keep these families in stable housing.

PROGRAM ACTIVITY: The Energy Assistance Program provides direct utility payments to income-eligible households. The EAP also provides energy education, case management, and other services. This helps households manage and pay for their energy costs, as well as learn about other services. The EAP consists of seven community nonprofit agencies who deliver the energy bill payments for fixed and low-income households. On average, program participants received \$670 in utility help last year. During the COVID-19 pandemic, the EAP has supported clients virtually, and is a model for best practices in how to do so. To better meet community needs, the EAP is prioritizing culturally-specific outreach to BIPOC populations, as well as elders and families who may need energy cost help.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households served. ¹	19,098	16,500	16,500	16,500
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection.	100%	100%	100%	100%

Performance Measures Descriptions

¹ Includes households served through the Energy Assistance Stability Coronavirus Relief (EASCR) program. Increased output reflects additional funding sources as part of COVID-19 relief efforts.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$904,690	\$0	\$962,106
Contractual Services	\$0	\$11,220,562	\$0	\$9,844,271
Materials & Supplies	\$0	\$79,530	\$0	\$170,129
Internal Services	\$0	\$324,045	\$0	\$352,134
Total GF/non-GF	\$0	\$12,528,827	\$0	\$11,328,640
Program Total:	\$12,528,827		\$11,328,640	
Program FTE	0.00	8.40	0.00	8.40

Program Revenues				
Intergovernmental	\$0	\$12,528,827	\$0	\$11,328,640
Total Revenue	\$0	\$12,528,827	\$0	\$11,328,640

Explanation of Revenues

This program generates \$135,078 in indirect revenues.
 \$5,904,246 - OHCSO Oregon Energy Assistance Program (OEAP)
 \$5,344,394 - OHCSO Low Income Energy Assistance Program - Energy (LIEAP)
 \$80,000 - PDX Water/Sewer D/A

Significant Program Changes

Last Year this program was: FY 2022: 25119 YFS - Energy Assistance

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

During the COVID-19 pandemic, staying home means saving lives. People's homes need to be safe, comfortable, and energy efficient. Energy efficiency creates healthier, safer living environments. It also saves people living on fixed and low incomes money so that they can keep it for when they need it most. The Weatherization Program uses County staff and contracted vendors to provide energy use audits, weatherization services, furnace repair and replacement, and appliance replacement to fixed and low-income households.

Program Summary

ISSUE: According to the Department of Energy, every weatherized home saves its occupants about \$300 each year on energy bills, on average. Low-income people spend a higher percentage of their income on energy costs compared to people with higher incomes. Black, Indigenous, and People of Color are even more likely to experience these burdens because their communities receive less investment. The Weatherization Program reduces some of these challenges by saving people money and reducing pollution impacts. This improves health, helps fight the climate crisis, and, through the use of contracted vendors, helps people get back to work.

PROGRAM GOAL: The Weatherization Program aims to make homes more livable and affordable for low income residents. Weatherized homes help reduce energy consumption and lower utility bills. Those who are living in weatherized homes are also safer and healthier. Energy efficiency also reduces the energy burden and creates significant greenhouse gas savings.

PROGRAM ACTIVITY: The Weatherization Program provides home energy audits to low-income households. This includes older adults, people with disabilities, Veterans, communities of color, and families. The energy audits determine the scope of repairs and/or improvements needed for the home. These repairs reduce energy use and lower utility bills so that the home is more comfortable and safe. Weatherization services might include: insulating attics, floors, and walls; air and duct sealing; and repairing/replacing heating systems. Every household also receives energy education and information about other community services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households served. ¹	176	200	200	250
Outcome	Percent of individuals served who identify as Black, Indigenous, and People of Color. ²	67%	70%	70%	70%

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. The output for FY 2021 is low due to the COVID-19 pandemic and supply chain issues. We anticipate that these impacts will continue for FY 2022. However, output for FY23 is higher due to state & federal funding increases.

² This is a new measure for the program, in order to better center racial equity in outreach and other program activities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$760,867	\$0	\$796,162
Contractual Services	\$0	\$3,263,776	\$0	\$5,171,192
Materials & Supplies	\$0	\$284,970	\$0	\$178,271
Internal Services	\$0	\$293,171	\$0	\$362,343
Total GF/non-GF	\$0	\$4,602,784	\$0	\$6,507,968
Program Total:	\$4,602,784		\$6,507,968	
Program FTE	0.00	6.60	0.00	6.60

Program Revenues				
Intergovernmental	\$0	\$4,057,784	\$0	\$5,962,968
Beginning Working Capital	\$0	\$545,000	\$0	\$545,000
Total Revenue	\$0	\$4,602,784	\$0	\$6,507,968

Explanation of Revenues

This program generates \$111,780 in indirect revenues.
 \$2,559,743 - OHCS D ECHO (SB1149)
 \$1,259,496 -Federal LIH Water Assistance Program (LIHWA) Consolidated Appropriations;
 \$811,102 - OHCS D Low Income Energy Assistance Program - Weatherization;
 \$762,605 - OHCS D DOE Weatherization
 \$545,000 - Beginning Working Capital
 \$500,000 - County Weatherization Rebates
 \$40,022 - Low Income Energy Assistance Program - Client Education
 \$20,000 - Energy Conservation show rebates
 \$10,000 - PDX Water and Sewer FR

Significant Program Changes

Last Year this program was: FY 2022: 25121 YFS - Weatherization

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

Homes that are safe, comfortable and energy efficient contribute to the health and economic stability of households in Multnomah County. Safe homes are all the more important during extreme heat events, like in Summer 2021, when over 60 people in the county died. The Cooling Supports Program provides portable air conditioners to people who have a hard time getting them because they don't have the money, transportation or help from their landlord to do so. It also will give cooling kits to 8,000 - 10,000 people who have emergency needs during a heat wave.

Program Summary

ISSUE: In the heat wave in Summer 2021, lack of air conditioning was a main reason for deaths in Multnomah County. The heat hit people with low incomes the hardest, especially older people. There were 64 deaths due to heat in the county. Many of these deaths could have been prevented. People who suffered the most were those who didn't have air conditioning in their homes or a cool place to go. High temperatures and heat events are likely to only get worse over time. To prevent future deaths and other serious health problems, we need to act.

PROGRAM GOAL: Prevent deaths and serious health problems for people who live in the east part of the county and who don't have ways to stay cool during high temperatures.

PROGRAM ACTIVITY: This program will get portable air conditioners to 1,000 people in East County and 8,000-10,000 cooling kits to people who have emergency needs during a heat wave. East County was chosen for the air conditioning part of this program for 3 reasons. 1) the City of Portland has a similar project already underway, 2) many people of color have had to move to east county in order to find less expensive housing and 3) maps of temperatures across the county show East County to have many of the hottest neighborhoods in the county. Air conditioners will be for people who have low incomes and the program will especially reach out to communities of color.

Cooling kits will be available to anyone in the county who has a need for them. Last year the kits included: a reusable bag with a water bottle, cooling towel, hand held fan, gatorade packets, chapstick, and information on how to stay cool (in multiple languages). This year the program will work with Environmental Health to put even more items that help people stay cool into the kits.

In addition to buying the air conditioners and supplies for kits, the program includes 2.00 FTE to build and carry out the program. This program will work with the City of Portland's new effort to give portable air conditioners to people.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of portable air conditioners distributed	N/A	N/A	N/A	1000
Outcome	Cooling supports project plan completed and implemented	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$218,118	\$0
Contractual Services	\$0	\$0	\$1,052,622	\$0
Total GF/non-GF	\$0	\$0	\$1,270,740	\$0
Program Total:	\$0		\$1,270,740	
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: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 10095
Program Characteristics: One-Time-Only Request

Executive Summary

This offer funds a Wood Stove Replacement Program for Multnomah County. The program exchanges wood stoves for new furnaces or heat pumps. This program impacts air quality, health and climate change. The offer is for 2.00 LDA staff to build and carry out the program. Funding for equipment and installation will come from American Rescue Plan (ARP) funds originally given to the Office of Sustainability. This program is modeled after a similar successful effort in Washington County.

Program Summary

ISSUE: Clean air greatly affects the health and safety of people who live in Multnomah County. Smoke from burning wood to heat homes is a major cause of air pollution. Higher levels of wood smoke in the air have been connected to higher levels of sickness like heart and lung illnesses. Also, breathing wood smoke increases the chances of dying from COVID-19.

Wood smoke pollution is an environmental justice issue or Black, Indigenous and other People of Color. Black, Latinx and Indigenous people also have higher rates of asthma than other groups. Reducing wood smoke would benefit these groups. It is also a way for the county to have a positive effect on the heat problems we face due to climate change and on the lives of all people in the county.

PROGRAM GOAL: Improve the environment and lives of people in Multnomah County by providing more efficient heating that will reduce air pollution and result in better health of 1) those living in the homes with new heating, 2) those living in nearby areas, 3) BIPOC people who experience more pollution and higher rates of lung problems and 4) the county as a whole.

PROGRAM ACTIVITY: The Wood Stove Replacement Program will provide a woodstove exchange program. Households can replace an old wood stove, fireplace or fireplace insert with a cleaner, more efficient option such as a new furnace or a heat pump. People who use wood as their main source of heat would receive the new heating. The program includes 2.00 LDA staff to carry out the program including reaching out to people heating with wood, signing them up, doing inspections and managing contracts to do the replacement work. Funding for equipment and installation will come from state ARP funds originally given to the Office of Sustainability. In addition, a small fund of client assistance is included to help support the change and pay for higher electric bills. This program is modeled after a similar successful effort in Washington County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of wood stoves replaced	N/A	N/A	N/A	100
Outcome	Wood stove replacement project plan completed and implemented	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$218,118	\$0
Contractual Services	\$0	\$0	\$56,174	\$0
Total GF/non-GF	\$0	\$0	\$274,292	\$0
Program Total:	\$0		\$274,292	
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 funds two limited duration positions.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25139
Program Characteristics:

Executive Summary

The Family Unification Project (FUP) is a culturally specific program and it addresses the consequences of systemic racism in the Child Welfare system--especially the high rates of Black, Indigenous and Children of Color. FUP helps secure safe and stable housing which is a foundation for reunification with the children. 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. Direct services are contracted to non-profits. YFS staff support FUP through program development by bringing service providers together, offering guidance and support to providers and contract monitoring.

Program Summary

ISSUE: The legacy of systemic racism in Child Welfare profoundly affects families. Black, Indigenous, Native and families of color are overrepresented in the DHS child welfare system. Because of the impacts of racism, FUP uses culturally specific approaches of family engagement and support in order to help keep/regain custody of their child/children, including housing, education, employment, child care and parenting support.

PROGRAM GOAL: The program goal is to provide culturally specific services to support and empower families so they can remain intact and/or reunite, remain stably housed, and exit from DHS child welfare system involvement.

PROGRAM ACTIVITY: Each organization receiving FUP funds provides a key service to help families. This ensures families have a comprehensive and coordinated range of supports. Home Forward provides 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 family reunification. Case managers use the Assertive Engagement model which recognizes the individual as the expert in their own life and helps families choose their own path and goals. Metropolitan Public Defenders help remove legal barriers, such as record expungement and mitigation of fines. Flexible service options are also available and may include payments for household and life-needs, supporting involvement in groups and activities and related services.

During the COVID-19 pandemic, culturally specific providers have played a critical role in helping families navigate complex systems. The range of services FUP provides help families, especially those from Black, Indigenous, and Communities of Color to reunite and remain stably housed.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of families who engage in services	90	191	135	135
Outcome	Percent of families that engage in case management	95%	80%	80%	80%

Performance Measures Descriptions

Estimate for FY22 Budgeted was incorrect; it has been corrected for FY22 Estimate and FY23 Offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$641,702	\$0	\$577,352	\$0
Total GF/non-GF	\$641,702	\$0	\$577,352	\$0
Program Total:	\$641,702		\$577,352	
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 2022: 25130 YFS - Family Unification 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

Multnomah County is in a severe housing crisis and many low-income residents lack housing and/or economic stability. Having legal issues and not having financial resources to address them are roadblocks to overall stability. It can prevent access to housing, employment, education and community involvement. Black, Indigenous, Native and Communities of Color and people with disabilities are disproportionately impacted by debt and legal barriers because of systemic racism and discrimination. Legal services and supports help remove legal issues that may be barriers to opportunity and stability.

Program Summary

ISSUE: Residents experiencing poverty, in particular Black, Indigenous and Communities of Color and people with disabilities often experience discrimination and more frequent contact with the criminal justice system. This systemic racism results in legal and financial barriers that prevent them from accessing housing, employment, education and other opportunities.

PROGRAM GOAL: Legal Services and Supports provide free legal services and advice to participants who need assistance with fines, fees and other legal issues. By reducing and/or eliminating the legal issues, it removes barriers to housing, employment, education, etc. and thus increases the potential for stability and opportunity

PROGRAM ACTIVITY: This program uses two strategies: Legal Service Days and Community Legal Clinics.

1) **Legal Service Days:** District Attorneys, Judges, Public Defenders and Social Services agencies collaborate to host legal clinics which help clients reduce or eliminate fees, fines and legal barriers. These legal clinics are located virtually, and when in-person, throughout the County, close to low-income residents and Communities of Color. This program has continued throughout the pandemic and there has been an increase in the number of community members served compared to pre-pandemic in-person events.

2) **Community Legal Clinics:** To increase trust and engagement, contracted legal services staff Attorneys work with culturally specific case managers and County program staff. and receive referrals to no cost barrier screening, representation and legal services. Participants are engaged in the Multnomah Stability Initiative (MSI), and the Family Reunification Program (FUP). Legal supports depend on the individual need and include 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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants engaged in services ¹	2,530	2,500	2,500	1,175
Outcome	Percentage of participants receiving legal advice or services resulting in barrier reduction	100%	90%	90%	90%
Output	Amount of fees and fines waived or reduced	\$2,468,191	\$1,000,000	\$1,000,000	\$1,000,000

Performance Measures Descriptions

¹Output is a combined total of individuals engaged in legal services and group based legal service days. It is higher for FY2022 due to an increase in OTO funding for FY2022; that OTO funding will not continue in FY23.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$415,302	\$0	\$431,914	\$0
Total GF/non-GF	\$415,302	\$0	\$431,914	\$0
Program Total:	\$415,302		\$431,914	
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 2022: 25131A YFS - Legal Services & Supports

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Economically disadvantaged people and people of color are 20x more likely to be incarcerated, and even a single arrest can lead to the loss of housing, jobs, children, benefits, and education, creating immediate and intergenerational trauma. Incarceration causes irrevocable harm to about 70 million Americans, exacerbates inequity, and does not make our communities safer. Defense based case managers will provide necessary support to these individuals.

Program Summary

ISSUE:

Individuals charged with a crime in Multnomah County often have a high level of need for services. While the type will differ for each client, the most common stabilizing services include housing (temporary, short-term, and long-term), behavioral health, medical, employment, and family/child care. However, given the scarcity of these services, as well as the complexities of accessing them, most clients will not engage with them without assistance.

PROGRAM GOAL:

Defense-based case managers are uniquely situated to provide that type of support to pretrial clients. In addition to assurances of confidentiality, defense-based case managers can effectively engage clients through shared experience. Case managers with lived experience and/or prior system involvement can connect with clients in ways that system actors, and even defense counsel cannot. They can offer clients advice based on their own struggles with substances, plug clients into existing recovery support networks, and overcome barriers of distrust and skepticism of the criminal legal system. Including a defense-based case manager in the process allows service coordination engagement at the outset of the criminal case.

PROGRAM ACTIVITY:

The case manager will inquire about service needs and assist the client in accessing them. A strengths and needs evaluation can be conducted quickly and will assess all of the relevant service needs for each client. Depending on the client's needs, the information collected can be used for immediate referrals to services or be passed along to the defense attorney appointed for future referrals and/or release planning.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of clients connected to Peer Support Case Managers	N/A	N/A	N/A	200
Outcome	Percent of clients have been connected to services	N/A	N/A	N/A	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$500,000	\$0
Total GF/non-GF	\$0	\$0	\$500,000	\$0
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program funds services that support renters so they can remain housed and avoid eviction. It provides access to up-to-date and accurate information about their rights as renters. It also provides legal representation to clear eviction notices.

Program Summary

ISSUE: COVID-19 has deepened the housing crisis and increased housing instability for many in Multnomah County with disparate impacts of health, employment and housing instability for Black, Indigenous, Latinx and other Communities of Color. A lack of affordable housing along with job loss, confusion related to changes in the law, and the health consequences of COVID-19 are some of the factors that contribute to the current crisis. Accessing resources and navigating the evolving legal protections has also been difficult and renters can benefit from services that help them take advantage of existing eviction protections. Additionally, once eviction protections end, there will be a higher need for eviction support services.

PROGRAM GOAL: Renters in Multnomah County will have a resource that provides accurate and timely information. It will also help them access the legal protections and rental assistance they may be entitled to for eviction protection.

PROGRAM ACTIVITY: There are two primary program activities. The first activity focuses on providing updated legal information and education services to renters in the County. This will be done by the Community Alliance of Tenants (CAT), who will work with County staff and partner agencies. To make it easy to access, services will be provided in multiple formats including, but not limited to a Renters Right Hotline, website, social media, and hard copies. Additional education services are available and/or can be created to ensure information is up to date, accurate, and tailored to the diverse communities needing eviction protections, during the COVID-19 pandemic and beyond. Community Alliance of Tenants offers culturally specific services and has community connections and relationships with culturally specific organizations. The second activity is legal services. These will capitalize on existing services and capacity as well as develop new resources to provide comprehensive eviction prevention support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people receiving legal information, education and referral services	N/A	1,500	1,500	1,500
Outcome	Renters who engage with legal representation to achieve dismissal of their case.	N/A	300	300	300

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$400,000	\$0
Total GF/non-GF	\$0	\$0	\$400,000	\$0
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25399G ARP - Eviction Moratorium & Prevention Support

In FY 2022, this program was funded by American Rescue Plan (ARP) Direct County Funding as a pilot (25339G). In FY 2023, this program is funded with ongoing County General Fund.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25139
Program Characteristics:

Executive Summary

Multnomah County is experiencing a housing crisis. The high cost of rent and lack of affordable housing can make it difficult for low-income families to remain housed. Racist policies and practices create additional challenges. This is a local long term rent assistance program for Latinx families at risk of homelessness. The focus on supporting Latinx families is an example of leading with racial justice as Latinx, as well as Black, Indigenous, Native, and other Communities of Color, continue to bear the burden of racism in housing policies. YFS contracts with two local non-profits who work with Latinx families and offer culturally-specific services. YFS staff also support program development by hosting meetings with providers, consulting and providing program guidance and help with contracts.

Program Summary

ISSUE: Stable housing is linked to many positive outcomes. By addressing the need for long-term housing support, this program can help break the cycle of homelessness and increase stability for families and the community.

PROGRAM GOAL: The goal is to provide long term rent assistance that improves stability for Latinx families at risk of homelessness so that they may transition off of a rent subsidy and/or helps families transition to a permanent federal subsidy.

PROGRAM ACTIVITY: This program leads with race by prioritizing Latinx families who are already enrolled in the Multnomah Stability Initiative (MSI), an antipoverty program. The selected families are at risk of homelessness and receive a total of 5 years of rent assistance. YFS contracts with two local non-profits who work with Latinx families and are established in the Latinx community. These non profits were also selected because they have a strong track record of providing culturally specific and appropriate case management services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number households receiving long term rent assistance	7	8	8	8
Outcome	Percent of families experiencing improvements in self identified outcomes	N/A ¹	80%	80%	80%

Performance Measures Descriptions

¹No families exited yet, so no outcome data for FY 2021.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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 2022: 25132 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:
Program Characteristics:

Executive Summary

Racism, a lack of affordable housing and a global pandemic have contributed to housing instability, especially for Black, Indigenous, Native and other Communities of Color. In addition, for those with low or fixed incomes, the lack of affordable housing has been especially devastating. Yet housing is a foundation to individual, family and community stability and well-being. This program provides eviction prevention services to people with low incomes, and focuses on families with children, older adults and people with disabilities. The goal is to both prevent eviction as well as support those who are evicted to secure stable housing.

Program Summary

ISSUE: Significant rent increases, a shortage of affordable housing and a global pandemic have contributed to housing instability for many. Individuals and families with low or fixed incomes can benefit from stable housing. Stable housing is also a racial justice issue. Because of the on-going and cumulative impacts of racism, we know many of those who struggle with housing stability are Black, Indigenous, Native and other People of Color.

PROGRAM GOAL: This program offers a range of services to both prevent eviction as well as help those who are evicted to secure stable housing.

PROGRAM ACTIVITY: This program offer represents two program areas: Short Term Rent Assistance and the Housing Stability Team.

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. STRA funds are then given to local social service agencies who work with families who are at risk of homelessness. Because of the impacts of racism, this program prioritizes support to communities of color. Funds can be used for rent assistance, mortgage payment, and emergency hotel vouchers. Assistance is available for up to 24 months. These services help County residents find homes, maintain housing, avoid homelessness, and work on creating a path to economic stability.

2. The Housing Stability Team (HST) provides additional help with 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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households engaged in STRA ¹	1,616	2,011	1,000	1,000
Outcome	Percentage of households engaged who remain in permanent housing six months after exit	96%	70%	70%	70%

Performance Measures Descriptions

¹Estimate for FY2022 was inaccurate as it inadvertently included households served with Federal CARES funding; we have adjusted to pre-pandemic levels of non-COVID response rent assistance for FY2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$71,395	\$71,395	\$159,049	\$0
Contractual Services	\$1,143,113	\$2,191,997	\$1,148,956	\$2,053,505
Materials & Supplies	\$2,270	\$2,270	\$11,018	\$0
Internal Services	\$10,869	\$21,283	\$35,259	\$0
Total GF/non-GF	\$1,227,647	\$2,286,945	\$1,354,282	\$2,053,505
Program Total:	\$3,514,592		\$3,407,787	
Program FTE	0.50	0.50	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,286,945	\$0	\$2,053,505
Total Revenue	\$0	\$2,286,945	\$0	\$2,053,505

Explanation of Revenues

\$1,926,734 - OHCSO Emergency Housing Assistance
 \$126,771 - State of Oregon Elderly Rent Assistance

Significant Program Changes

Last Year this program was: FY 2022: 25133 YFS - Housing Stabilization for Vulnerable Populations (HSVP)

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

Over the last two decades, due to the limited supply of housing to meet growing demand, the cost of housing rapidly increased in Multnomah County. The sudden and significant rise in rents has directly contributed to greater housing instability and homelessness experienced by community members throughout the county. This program seeks to encourage the use of existent vacant residential space where homeowners opt to rent a room in their home to a tenant.

Program Summary

ISSUE: Closing the gap in supply and demand requires new and continued investments in affordable housing, as well as private investment to create a net gain in new residential units. Both approaches take years of development and implementation before they can deliver an increase in residential units. In the interim, there is an opportunity to encourage the use of existing vacant residential space where homeowners rent out rooms in their homes to tenants at a comparatively more affordable rate than an entire apartment or house. This is commonly referred to as “homeshare.”

GOAL: This proposed pilot project seeks to better quantify the opportunities presented by the homeshare model. This model could prove to be another option for clients served by either the County or providers contracted by the County.

PROGRAM ACTIVITY: The County will seek a vendor that can facilitate successful connections between homeowner and tenant, prioritizing equitable outcomes by working with the Department of County Human Service to secure placements for County clients. There will be a system whereby homeowners self-select in to rent a room in their home, and tenants self-select in to rent out a room. The program makes the connection between homeowner and tenant.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of rooms rented in one year	N/A	N/A	N/A	100
Outcome	Percent of homeshare matches that remain stable for one year.	N/A	N/A	N/A	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$250,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Fair housing audit testing is a tool used to gauge housing discrimination. Locally, the City of Portland funds testing within city limits but Gresham, Fairview, Troutdale and Wood Village are outside the boundaries. This program will extend similar testing to areas in Multnomah County. It will provide insights into housing discrimination experienced by those classified as 'protected class' by the Fair Housing Act. The Fair Housing Act of 1968 considers protected classes to include discrimination based on race, religion, national origin, sex (and as amended) handicap and family status. The results can inform policies and ensure we can identify who is experiencing it, by whom, and that we end housing discrimination.

Program Summary

ISSUE: Discrimination continues to prevent equal access to housing opportunities. Fair housing testing is a tool used to detect discrimination in the housing market. To test for discrimination, people from different backgrounds (different races, ages, abilities, etc.) pretend they will rent or buy a home. They document what information they are given by landlords, the bank, etc. Since the 'testers' have different backgrounds (race, age, ability, etc.) we can compare the information, services and treatment people in protected classes received to what those in non-protected classes received and look for patterns of different treatment in the housing market.

PROGRAM GOAL: Build on the City's fair housing testing and expand testing so it includes East Multnomah County, including Gresham, Fairview, Troutdale and Wood Village.

PROGRAM ACTIVITY: This program will fund fair housing testing in East Multnomah County to better understand the level of discrimination in the housing market. The results can inform policies that work to eliminate and prevent housing discrimination.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of fair housing tests conducted in East Multnomah County	N/A	75	75	75
Outcome	Number of alleged housing discrimination investigations, advocacy & support conducted	N/A	55	55	55
Output	Number of Fair Housing training and outreach events for direct service staff	N/A	15	15	15

Performance Measures Descriptions

Program started in FY2022; no outputs or outcomes to report.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$110,000	\$0	\$110,000	\$0
Total GF/non-GF	\$110,000	\$0	\$110,000	\$0
Program Total:	\$110,000		\$110,000	
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 2022: 25134 YFS - Fair Housing Testing

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 victims of sex trafficking need a system of care that is culturally-relevant and trauma-informed. Services support healing and a transition into safe and stable adulthood. This program is part of a collaborative that provides survivors with advocacy, shelter, and case management.

Program Summary

ISSUE: The Pacific Northwest has a troubling reputation as a hub for sex trafficking of minors. An estimated 400-600 youth experience trafficking each year in Multnomah County. Youth are often trafficked through gang involvement, or as a result of exploitation in romantic or family relationships. Due to exploitation and abuse, youth often need intensive support to leave these situations.

PROGRAM GOAL: The Sex Trafficked Youth services system ensures that youth have support to heal from the trauma of sexual exploitation. New Day services also address economic and housing instability through a collaborative service model. Programming is provided by a collaborative of contracted service providers, including representation from the homeless youth continuum, domestic violence continuum, and culturally-specific organizations.

PROGRAM ACTIVITY: This program funds direct services to youth survivors of sex trafficking. It also funds collaboration across Multnomah County to prevent and address trafficking at a system level.

Direct services include drop-in support, mobile crisis services, housing support, and case management. Housing support includes access to one-year housing subsidy and ongoing case management support. Services are holistic and provided by highly-trained advocates. Services are available when youth are ready to engage and tailored to youth based on their specific needs.

System-level collaboration efforts include the Department of Community Justice, law enforcement, courts, Oregon Department of Human Services Child Welfare, the Homeless Youth Continuum, and community-based service providers. This collaboration seeks to prevent and address sex trafficking through coordination, policy, and legislation. Survivors and direct service providers are a critical part of this collaboration. Their expertise and lived experience are essential to our efforts to prevent trafficking.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth engaged in case management supports ¹	73	85	60	65
Outcome	Percentage of youth who know how to access safe and supportive resources	78%	70%	80%	80%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$588,330	\$310,000	\$611,862	\$310,000
Total GF/non-GF	\$588,330	\$310,000	\$611,862	\$310,000
Program Total:	\$898,330		\$921,862	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$310,000	\$0	\$310,000
Total Revenue	\$0	\$310,000	\$0	\$310,000

Explanation of Revenues

\$310,000 - City of Portland - New Day Collaborative

Significant Program Changes

Last Year this program was: FY 2022: 25135 YFS - Sex Trafficked 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

Federal immigration laws and policies have created barriers for many immigrants and refugees. Funding for this program supports contracts to culturally specific organizations who serve Latinx immigrants and refugees. They provide culturally appropriate services that help reduce barriers and increase access to information, legal services and other resources for housing, health, education and employment. YFS staff support program development by hosting meetings with providers, consulting and providing program guidance and help with contracts.

Program Summary

ISSUE: Immigrant and refugee communities face many challenges. Even getting information about what is available can be difficult and without it, it can increase fear, be isolating and prevent people from receiving care. In addition, for many reasons it may be difficult to access help and navigate support services. 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 systemic barriers. When fewer families get health care, education or the assistance necessary to become safely housed or employed, it impacts the wellness of the entire community. COVID-19 has amplified the disparities in such access.

PROGRAM GOAL: The goal of the program is to ensure that immigrant and refugee families can receive accurate information, and access services that are culturally specific.

PROGRAM ACTIVITY: There are three key activities. First: work with agencies who provide culturally specific services and help them increase their ability to serve immigrant and refugee families, especially those they believe are most at risk. Second, increase access to information and education that is culturally specific. Third, offer training and education for immigrants and refugees so they understand their rights and can access legal services.

During the COVID-19 pandemic, culturally specific providers have been essential to helping families navigate the legal system. They have ensured there is access to information and services in their own language. This work has ensured that immigrants and refugees who do not speak English have access to legal services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants engaged in individualized navigation services	411	370	370	370
Outcome	Percent of individuals and families reporting a reduction in barriers	40%	40%	40%	40%
Output	Number of community trainings or workshops	44	18	20	20
Output	Number of individuals and families receiving timely and accurate information, referral, education, services.	1599 ¹	570	570	570

Performance Measures Descriptions

¹Output for FY2021 is high because it combines number of participants in events, plus individuals and families receiving timely and accurate information, referral, education, services. Estimates for FY2022 and FY2023 are lower because it will only count "Number of individuals and families receiving timely and accurate information, referral, education, services".

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$254,750	\$0	\$264,940	\$0
Total GF/non-GF	\$254,750	\$0	\$264,940	\$0
Program Total:	\$254,750		\$264,940	
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 2022: 25136A YFS - Culturally Specific Navigation Services for Immigrant Families

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

Multnomah County is a primary area for refugee resettlement in the State of Oregon. The process to become legal permanent residents of the United States is complex and includes requirements for medical examinations and follow-up care leading up to the submission of Form I-693, which must be completed by a civil surgeon and requires a medical exam. The cost of the exam and completion of the form often presents a financial burden for refugees. Providing funding to help offset the cost of the exam will ease the financial burden associated with the I-693 form for refugees being resettled in Multnomah County. This funding is one-time-only and is meant to serve as bridge funding while the community and refugee resettlement agencies work to identify long term, sustainable solutions.

Program Summary

ISSUE: To apply to become a lawful permanent resident in the United States, applicants are required to submit form I-693 to report their medical examination and vaccination record. While the form itself does not have a cost associated with it, the cost of the exam can be up to \$1,000 per individual. This cost presents a barrier and financial hardship for refugees when applying to become a lawful permanent resident of the United States.

PROGRAM GOAL: Multnomah County seeks to help offset or cover the cost of the exam for refugees being resettled in Multnomah County. This funding is meant to serve as bridge funding while the community and resettlement agencies work to identify a longer term solution and funding source.

PROGRAM ACTIVITY: After helping to coordinate any necessary medical care, provider will work with refugee to identify a qualified physician to complete the examination and I-693 form and will provide financial assistance to offset the cost of the required medical examination.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Provider connects refugee with financial assistance to offset cost of I-693 form process	N/A	N/A	N/A	425
Outcome	Refugee receives financial assistance to cover I-693 form process	N/A	N/A	N/A	425

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$250,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** 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. Successful Families (SF) agencies provide culturally specific, community-based services and support for children of color age 12-17 and their families. SF agencies are currently supporting basic needs, self-care, social-emotional learning, and well-being. This is in response to the disproportionate impact the pandemic has had on communities of color - the population SF serves.

Program Summary

ISSUE: Educational barriers for children and youth of color in Multnomah County are extensive. Youth of color regularly experience racism, systemic oppression, and intergenerational trauma. This contributes to disparate outcomes in health, education, and well-being for these youth. During the pandemic, youth engagement and classroom participation has also decreased significantly. As youth feel more isolated, social emotional supports are needed now more than ever.

PROGRAM GOAL: Investing in culturally responsive and culturally specific practices reduces educational barriers. This is especially true when done in partnership with schools. SF improves culturally responsive, specific, and relevant services so that children of color can learn better. The initiative aims to increase school readiness and academic achievement so that youth can transition into adulthood successfully.

PROGRAM ACTIVITY: SF uses a collective impact model to serve communities of color in ways that best reflect their culture and identity. This requires strong partnership between culturally specific organizations, school districts, and Multnomah County. Successful Families offers one-on-one support to youth, group activities, family engagement and more. These activities might include: leadership development, homework help, cultural identity promotion, and recreation. SF uses the strong relationships and trust built with the community to successfully support youth and families. An important piece of SF during the pandemic has been connecting youth and families to critical resources. SF staff have helped families understand public health information, including vaccine information. According to SF providers, families have appreciated the flexibility and virtual approaches grown out of necessity during the pandemic. SF primarily serves two school districts: Reynolds and David Douglas.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth served	1,183	1,000	1,000	1,000
Outcome	Percent students served who attended school regularly (are not chronically absent) ¹	N/A	80%	80%	80%
Output	Number of parents/legal guardians/regular caregivers served ²	583	700	700	700
Outcome	% of parents/legal guardians/regular caregivers who are engaged w/ schools and monitoring progress ^{2, 3}	55%	75%	75%	75%

Performance Measures Descriptions

¹ Data unavailable due to the impacts of COVID-19. We expect this data will be available in FY 2022.

² Parent engagement was lower due to the impacts of COVID-19.

³ Data missing from one agency.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$108,594	\$0	\$126,306	\$0
Contractual Services	\$2,261,295	\$0	\$2,351,747	\$0
Materials & Supplies	\$6,406	\$0	\$50	\$0
Internal Services	\$0	\$0	\$25,060	\$0
Total GF/non-GF	\$2,376,295	\$0	\$2,503,163	\$0
Program Total:	\$2,376,295		\$2,503,163	
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 2022: 25137 YFS - Successful Families

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 Youth Stability and Homelessness Prevention Services program serves youth under the age of 18. The program offers services to both prevent homelessness as well as support those who are homeless. For those at risk of leaving their current home, the services can help them stabilize their living situation and prevent homelessness. For those who have left, been kicked out or cannot return, the program can provide a rapid response and ensure youth have support and emergency housing. The services are contracted to non-profits who have track records of serving youth with high quality and culturally appropriate services. YFS supports program development by hosting meetings with providers, consulting and providing program guidance and help with contracts.

Program Summary

ISSUE: The dynamics and consequences of homelessness can be different for youth than adults. For instance, for youth, homelessness impacts their education and ability to attend or stay in school. Youth need support and services that are tailored to their age, developmental stage, culture and specific circumstances.

PROGRAM GOAL: This program addresses the need for services that are tailored to youth who are at risk of or who are experiencing homelessness. The program supports youth so they can stay in school and works to prevent involvement in juvenile justice and child welfare systems.

PROGRAM ACTIVITY: This program contracts with community organizations who serve youth under age 18 and prioritizes funding culturally specific organizations. The services focus on three areas:

- 1) Access and Outreach: Text and phone services that are available around the clock, 7 days a week. Mobile response is also available to connect with youth in person and provide transportation if needed. Outreach is conducted at schools as well as youth-serving organizations, DHS and law enforcement.
- 2) Crisis and Stability Support: Needs and safety assessment, emotional support, crisis intervention, safety planning, family mediation and reunification (when possible and appropriate). It also includes connecting youth to a range of other services to promote safety and stability.
- 3) Emergency Housing: Overnight emergency housing options and short-term case management services for youth who are in emergency housing.

During this global pandemic organizations have had to quickly shift the ways they serve youth to follow social distance guidelines. And the need for services that support youth and keep them safe and healthy has deepened during COVID-19.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth engaged in service	75	75	75	75
Outcome	Percent of youth who identify at least one supportive adult outside of the YSHP program, at exit	94%	80%	80%	80%

Performance Measures Descriptions

Output remains the same across fiscal year as the program is only able to serve 75 youth.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$600,077	\$100,000	\$679,564	\$46,651
Total GF/non-GF	\$600,077	\$100,000	\$679,564	\$46,651
Program Total:	\$700,077		\$726,215	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$100,000	\$0	\$46,651
Total Revenue	\$0	\$100,000	\$0	\$46,651

Explanation of Revenues

\$46,651- OCCF Youth Investment.
Amount for FY 2023 reflects a reduction in grant funding by the grantor.

Significant Program Changes

Last Year this program was: FY 2022: 25138 YFS - Youth Stability & Homelessness Prevention Services

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Youth Stability and Homelessness Prevention Services program serves youth under the age of 18. The program offers services to both prevent homelessness as well as support those who are homeless. For those at risk of leaving their current home, the services can help them stabilize their living situation and prevent homelessness. For those who have left, been kicked out or cannot return, the program can provide a rapid response and ensure youth have support and emergency housing. The services are contracted to nonprofits who have track records of serving youth with high quality and culturally appropriate services. This program offer would increase the number of available emergency beds from 4 beds to 8 beds, and provide funding for the staffing needed to expand emergency shelter capacity.

Program Summary

ISSUE: The dynamics and consequences of homelessness can be different for youth than adults. For instance, for youth, homelessness impacts their education and ability to attend or stay in school. Youth need support and services that are tailored to their age, developmental stage, culture and specific circumstances. This program currently has 4 available emergency shelter beds for youth who are unable to remain with family, and need a place to stay until their situation is stabilized. The program is experiencing capacity issues, which is counter to the goal to avoid turning away youth who are on the streets. Adding additional beds is important to ensure youth can remain off the streets.

PROGRAM GOAL: This program addresses the need for services that are tailored to youth who are at risk of or who are experiencing homelessness. The program supports youth so they can stay in school and works to prevent involvement in juvenile justice and child welfare systems.

PROGRAM ACTIVITY: This program contracts with community organizations who serve youth under age 18 and prioritizes funding culturally specific organizations. The services focus on three areas:

- 1) Access and Outreach: Text and phone services that are available around the clock, 7 days a week. Mobile response is also available to connect with youth in person and provide transportation if needed. Outreach is conducted at schools as well as youth-serving organizations, DHS and law enforcement.
- 2) Crisis and Stability Support: Needs and safety assessment, emotional support, crisis intervention, safety planning, family mediation and reunification (when possible and appropriate). It also includes connecting youth to a range of other services to promote safety and stability.
- 3) 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of beds available for youth 12-17	N/A	N/A	N/A	4
Outcome	Percent of youth who identify at least one supportive adult outside of the YSHP program, at exit	N/A	N/A	N/A	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$600,000	\$0
Total GF/non-GF	\$0	\$0	\$600,000	\$0
Program Total:	\$0		\$600,000	
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: 30407A
Program Characteristics:

Executive Summary

The Multnomah Stability Initiative (MSI) is an antipoverty program that offers a range of culturally specific and responsive services. It supports families by recognizing that they are experts in their own lives and they are resilient. It also assumes that families should make their own goals around stability and income. A key to MSI is the ability to provide culturally responsive services and flexibility while supporting families. As part of leading with racial equity, 60% of funds are for culturally specific organizations. This ensures that the program meets the unique needs and norms of families and communities,

Program Summary

ISSUE There is a lack of culturally specific services that provides flexibility for the unique needs of families in poverty.

PROGRAM GOAL: MSI addresses the need to recognize that families are experts and know what they need and want for themselves. By providing culturally specific and flexible services to help them achieve the goals they select, this program empowers families and is a key to family and community stability.

PROGRAM ACTIVITY: Culturally specific and appropriate services are delivered by contracted partner staff using an Assertive Engagement approach. This model recognizes the individual as the expert in their own life and instills hope. MSI offers families a selection of services and supports to choose from. Families identify their interests, strengths, choices, and goals and are connected with resources and services that help them. 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.

During the COVID-19 pandemic, culturally specific providers have played a critical role in supporting families to navigate complex systems. Services provided through MSI ensure that families, especially those from Black, Indigenous, and People of Color communities have the tools and resources needed to maintain economic stability.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households served in MSI case management	333 ¹	750	750	750
Outcome	Percentage of households served that remain in permanent housing six months after exit	95% ²	75%	75%	75%

Performance Measures Descriptions

¹Output is lower due to the impact of COVID-19.

² Outcome is higher in FY2021 compared to target and previous years. We will analyze this trend and adjust in future years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$108,992	\$37,543	\$92,997	\$61,986
Contractual Services	\$2,540,803	\$1,079,298	\$2,610,745	\$1,079,300
Materials & Supplies	\$43,295	\$0	\$20,100	\$0
Internal Services	\$21,613	\$5,497	\$27,107	\$8,702
Total GF/non-GF	\$2,714,703	\$1,122,338	\$2,750,949	\$1,149,988
Program Total:	\$3,837,041		\$3,900,937	
Program FTE	0.74	0.26	0.60	1.40

Program Revenues				
Intergovernmental	\$0	\$1,122,338	\$0	\$1,149,988
Total Revenue	\$0	\$1,122,338	\$0	\$1,149,988

Explanation of Revenues

This program generates \$8,702 in indirect revenues.
 \$863,354 - OHCS D Community Development Block Grant
 \$286,634 - OHCS D Housing Stabilization Program

Significant Program Changes

Last Year this program was: FY 2022: 25139 YFS - Multnomah Stability Initiative (MSI)

This program adds 1.00 FTE Program Specialist funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407A for the associated costs and program information.

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

Safe, quality and affordable homes are essential for family and community health and stability. The Federal Community Development Block Grant program is a resource for supporting this. This grant can be used to expand affordable housing in low- and moderate-income communities in unincorporated areas in East Multnomah County. Racism and racist policies have shaped patterns of residential segregation and poverty and this service area has a high concentration of poverty and Black, Indigenous, Native and Communities of Color. YFS staff manage all aspects of this grant. Some key activities include: community outreach, application development, creating a public advisory group, hosting meetings, site reviews, monitoring and grant reporting.

Program Summary

ISSUE: East Multnomah County has a high concentration of Black, Indigenous and Communities of Color. In addition, because of racism, rates of poverty are also high in East County. Federal funding formulas do not provide adequate affordable housing and infrastructure in low- and moderate-income communities. As a result, the people and families in East Multnomah County (most of whom are Black, Indigenous and other people of color) continue to have limited access to affordable housing and lack the infrastructure for public works projects.

PROGRAM GOAL: The goal of the Community Development program is to create opportunities for neighborhood revitalization. The program provides funding for public services and housing rehabilitation services in low and moderate income (LMI) households in the unincorporated areas of East Multnomah County. Rehabilitation services include critical home repair services.

PROGRAM ACTIVITY: The Community Development Block Grant (CDBG) program includes the administration of the Community Development Block Grant. It is a collaboration between DCHS, the cities of Wood Village, Fairview, Troutdale, Marywood Park and the community. The program co-hosts events and workshops with Portland and Gresham on CDBG planning activities.

A unique aspect of this program is the use of a community advisory board. Because residents of East Multnomah County and unincorporated areas outside of Portland and Gresham are the key stakeholders, they also serve on the advisory board. Thus, community members are empowered to make policy and funding recommendations for the CDBG project. The advisory board guides decisions about how the CDBG program funds for public services and housing rehabilitation service to low- and moderate-income households, will be used.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of public works projects completed	1	1	1	1
Outcome	Number of housing units rehabilitated	30	30	30	30

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$106,812	\$47,019	\$86,812	\$52,004
Contractual Services	\$0	\$286,491	\$0	\$305,249
Materials & Supplies	\$4,515	\$0	\$1,250	\$0
Internal Services	\$21,613	\$6,860	\$25,060	\$7,303
Total GF/non-GF	\$132,940	\$340,370	\$113,122	\$364,556
Program Total:	\$473,310		\$477,678	
Program FTE	0.69	0.31	0.63	0.37

Program Revenues				
Intergovernmental	\$0	\$305,370	\$0	\$364,556
Other / Miscellaneous	\$0	\$10,000	\$0	\$0
Beginning Working Capital	\$0	\$25,000	\$0	\$0
Total Revenue	\$0	\$340,370	\$0	\$364,556

Explanation of Revenues

This program generates \$7,303 in indirect revenues.
 \$364,556 - HUD Community Development Block Grant

Significant Program Changes

Last Year this program was: FY 2022: 25140 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:
Program Characteristics:
Executive Summary

The Supplemental Nutrition Assistance Program (SNAP) is one of the best resources to help people and families with food security. The SNAP outreach program provides information, referral, and application assistance to households seeking SNAP benefits. Participation in SNAP provides a better quality diet and nutrition for children and adults across their life compared to people with low incomes who do not participate. During COVID-19, more people in our community need assistance to ensure they have nutritious food. To be responsive to this need, SNAP benefits have been expanded and the SNAP outreach program shifted to be more accessible to those in need.

Program Summary

ISSUE: According to the Multnomah County Poverty Report (2019), 15% of Multnomah County residents are food insecure. Children and communities of color experience hunger at even greater rates. Food insecurity and poverty are linked. In Multnomah County, the highest poverty rates are in East County and North/Northeast Portland areas where residents are predominantly Black, Indigenous, Native and other communities of color. While SNAP benefits can help, the application can be difficult to complete and benefits can be hard to access. COVID-19 has increased economic hardships and the number of people needing help accessing food.

PROGRAM GOAL: The SNAP Outreach program provides targeted outreach ensures that communities with the highest rates of poverty and geographic barriers have access to food. The focus is serving those with the highest levels of food insecurity and lowest participation rates: Black, Indigenous, Latinx and People of Color, immigrant and refugees and college-age students primarily in North/Northeast Portland and East Multnomah County, so that poverty does not mean going hungry.

PROGRAM ACTIVITY: SNAP outreach activities help increase awareness about the SNAP program and offer assistance with the application. Staff work with other County departments and community organizations in many settings. This includes schools, colleges, local workforce offices, community events and fairs and farmers markets. They also help people complete the application and guide them through the process. Because the application can be complex, it can be a barrier. The SNAP staff help answer questions and address any barriers. A unique and key aspect of their work is the relationships and trust they build with those they serve. This helps people complete the application as well as maintain the benefits when it's time to renew them. In addition, they stay connected with people and they feel comfortable reaching out when they need help. This increases access to SNAP benefits for first time applicants and those who need to renew benefits. These supports have continued without interruption during COVID and have ensured that those most in need of SNAP know about and receive them.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of consumers engaged through Outreach activities.	7,788	3,500	5,000	5,000
Outcome	Number of SNAP applications completed.	672	250	250	250

Performance Measures Descriptions

FY2021 actuals are higher due, in part, to new partnership development and participating in more community events. These measures are selected to align with the state SNAP reporting requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$106,599	\$106,599	\$129,904	\$115,770
Materials & Supplies	\$13,110	\$0	\$1,235	\$0
Internal Services	\$43,029	\$18,521	\$53,169	\$16,254
Total GF/non-GF	\$162,738	\$125,120	\$184,308	\$132,024
Program Total:	\$287,858		\$316,332	
Program FTE	1.00	1.00	1.06	0.94

Program Revenues				
Intergovernmental	\$0	\$125,120	\$0	\$132,024
Total Revenue	\$0	\$125,120	\$0	\$132,024

Explanation of Revenues

This program generates \$16,254 in indirect revenues.
 \$132,024 - Oregon Supplemental Nutrition Assistance Program (SNAP)

Significant Program Changes

Last Year this program was: FY 2022: 25141 YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Measure 5 Education

Executive Summary

Schools Uniting Neighborhoods Community Schools (SUN CS) employs culturally responsive practices to reduce learning barriers. SUN CS builds on student and family assets, promotes racial equity, and supports family stability. By contracting with community-based organizations, SUN CS is able to respond to the unique needs of each community and honor their cultures and preferences. YFS staff support program development by convening stakeholders and responding to their needs. YFS staff work with providers to leverage the power of community to ensure that all children are healthy, educated, and prosperous.

Program Summary

ISSUE: Educational disparities are pervasive throughout Multnomah County and the State of Oregon. These disparities have the greatest impact on students and families of color. Students of color experience daily and pervasive racism, systemic oppression, and intergenerational trauma. The pandemic has made these disparities worse due to unequal access to resources. Inequities in technology, food, housing, employment, and health have made it more and more difficult for students to learn. Addressing these disparities requires a coordinated and collaborative approach.

PROGRAM GOAL: Students can thrive in school if their needs are met, they feel like they belong, and their culture and identity are honored. The goal of SUN CS is that all students and families, especially those from BIPOC communities, are healthy, educated, and prosperous. SUN CS supports this goal by reducing learning barriers, building on student and family assets, and uniting the community.

PROGRAM ACTIVITY: SUN CS supports students and their families by: 1) prioritizing relationships; 2) centering student learning; 3) integrating supports to help meet basic needs; and, 4) collaboration and leadership. There are 92 SUN schools in Multnomah County. Each Community School has a site manager who leads and coordinates the program. Site managers lead after school programming, engage and support families, and collaborate with school staff and community partners. During the pandemic, site managers have been critical in helping families navigate complex resource systems. Students in SUN CS have shared that they love SUN because "it is fun" and "there are people who look like me there". Community Schools center students and meet them where they are at. This, in turn, leads to great engagement in schools and success in schools and beyond.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of children (ages 5-18) served ¹	80,875	10,000	10,000 ³	10,000
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ²	N/A	75%	75%	75%
Outcome	Percent who attended school consistently (more than 90% of days) ²	N/A	90%	90%	90%

Performance Measures Descriptions

¹ To allow providers to better respond to community needs during COVID-19, regular client-level data entry was suspended for FY 2021. These numbers are approximate and likely duplicated across months. Range for this figure is July - May, 2021.

² Outcomes not available. This data will be available again in FY 2022.

³ Due to the ongoing pandemic, school closures, and staffing issues, we anticipate providers will serve fewer people in FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$511,910	\$0	\$575,006	\$0
Contractual Services	\$6,679,344	\$2,408,479	\$6,924,917	\$3,111,828
Materials & Supplies	\$22,067	\$0	\$2,315	\$0
Internal Services	\$66,721	\$0	\$104,569	\$0
Total GF/non-GF	\$7,280,042	\$2,408,479	\$7,606,807	\$3,111,828
Program Total:	\$9,688,521		\$10,718,635	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,408,479	\$0	\$3,111,828
Total Revenue	\$0	\$2,408,479	\$0	\$3,111,828

Explanation of Revenues

- \$1,507,729 - Portland Public Schools SUN Community School Support
- \$680,028 - City of Portland Parks & Recreation
- \$324,810 - Reynolds School District
- \$265,766 - David Douglas School District
- \$173,044 - Gresham Barlow School District
- \$155,451 - Parkrose School District
- \$5,000 - Centennial School District

Significant Program Changes

Last Year this program was: FY 2022: 25145A 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 improves access to fresh and healthy foods. It increases food security by providing summer meals and food assistance programs via SUN Community School so that all children can reach their full potential. Children must have their basic needs met to be ready and able to learn. The COVID-19 pandemic has created many food access barriers for families, especially Black, Indigenous, and families of color. To better meet these growing food needs, the Hunger Relief Program coordinates with federal programs, nonprofit providers, SUN Community Schools, school districts, and other community partners.

Program Summary

ISSUE: Healthy nutrition is vital to brain development and learning. Child food insecurity and a lack of access to fresh and healthy foods are barriers to health and learning. In Multnomah County, children experience food insecurity at a rate of 20%. Communities of color also experience hunger at rates higher than the general population. This food insecurity has continued to skyrocket as a result of the COVID-19 pandemic. Despite Oregon's high hunger rate, millions of Federal food funding dollars for children go unused.

PROGRAM GOAL: The program has two goals. First, to reduce child and family food insecurity and hunger so children can be healthy and learn. Second, to increase collaboration and use of available funds to meet hunger needs.

PROGRAM ACTIVITY: The Child & Family Hunger Relief program is a partnership with the Oregon Food Bank, six school districts, Portland Parks & Recreation, Multnomah County Library, Portland Children's Levy, and Partners for a Hunger-Free Oregon. The program provides summer meals and food assistance programs via SUN Community Schools. This ensures an environment for families that is accessible and non-stigmatizing. For 8-12 weeks, underserved communities in Mid and East County receive summer meals. Summer meals is a combination of 10 SUN CS sites and 3 County libraries. Food assistance programs include 23 school-based food pantries and 7 Free Food Markets. During the pandemic, partners have offered more outdoor, drive-up, and meal delivery options. Food distribution sites have also become a place for families to check-in and receive other important health and resource information. The program also engages in policy work, including supporting the Child & Family Food Security Coalition. The Coalition leverages community partnerships to increase food security and food access, with a focus on culturally specific populations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of meals provided to children and families ¹	2,849,564	1,500,000	1,500,000	1,500,000
Outcome	Retail dollar equivalent for every \$1 County General Fund invested in SUN Food Distribution sites	\$16.91	\$10	\$10	\$10

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. FY 2021 numbers reflect a surge of food pantry access due to the pandemic, as well as additional federal resources.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$140,332	\$0	\$156,340	\$0
Contractual Services	\$296,062	\$0	\$278,191	\$0
Materials & Supplies	\$9,355	\$0	\$700	\$0
Internal Services	\$21,973	\$0	\$25,289	\$0
Total GF/non-GF	\$467,722	\$0	\$460,520	\$0
Program Total:	\$467,722		\$460,520	
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 2022: 25147 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

SUN Youth Advocacy (SYA) is a youth development program that provides social emotional and academic supports. When youth feel safe, have a sense of belonging, and their culture and choices are honored, they achieve better outcomes. As one Youth Advocate describes, "we are working to disrupt the 'falling behind' narrative and to ensure that student needs and relationship come first". The program prioritizes students who face the most barriers in education: those living in poverty, students of color, immigrants, and refugees. Last year the youth served in SYA spoke over 33 different languages at home, and 97% identified as Black, Indigenous, and Youth of Color.

Program Summary

ISSUE: For too many children, income levels and the color of their skin impact what educational opportunities they have. Multnomah County has low educational attainment rates and poorer health outcomes. At the same time, the County also has high rates of unemployment and hunger. Despite making progress, Oregon is still below the national average of graduation rates. Significant disparities exist for students of color in both Multnomah County and Oregon overall - a gap that is only growing due to COVID-19. By providing services to meet basic needs, youth are more able to focus on school. SYA also supplies caregivers with the resources they need to support their child's educational success.

PROGRAM GOAL: SYA's goals are to increase student sense of safety, belonging and positive cultural identity. Each of these are known to increase school attendance, credit attainment, and graduation for all students. Research shows having a positive relationship with a supportive adult increases graduation rates. This is especially true for students of color, who may not have people who reflect their culture and identity in the school building. SYA also provides additional opportunities for students to learn outside of the classroom. This is another promising practice for reducing the achievement gap.

PROGRAM ACTIVITY: Youth Advocates build strong relationships with youth, their families, and schools. These relationships are culturally-grounded and use strengths-based approaches. For students, advocates focus on the key areas of social emotional support, wrap-around services, and academic help. Students receive help identifying, working toward, and accomplishing their personal and academic goals. SYA also provides culturally-specific enrichment activities, homework help, and peer support time. For families, advocates can refer them to services, assist with basic needs, and help families navigate systems of care.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of students (ages 6-18) served ¹	656	1,420	1,420	1,420
Outcome	Percent of students who consistently attend school (90% or more) ²	N/A	77%	77%	77%
Outcome	Percent of 9th graders who earn 6 credits and are on target to graduate ²	N/A	65%	65%	65%

Performance Measures Descriptions

¹ Output is lower due to the impact of COVID-19

² Outcomes not available. This data will be available again in FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$2,554,900	\$200,000	\$2,654,236	\$200,000
Total GF/non-GF	\$2,554,900	\$200,000	\$2,654,236	\$200,000
Program Total:	\$2,754,900		\$2,854,236	
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 2022: 25149 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

Parents are child's first teachers and are vital partners in their child's education. Parent Child Development Services (PCDS) removes barriers for families so that children can get a strong start in school. PCDS provides services that are reflective of and responsive to the cultural values and norms of the families it serves. PCDS contracts to non-profit partners. Sixty-percent of PCDS funding goes to culturally specific populations. YFS staff support PCDS providers by providing technical assistance and program development activities.

Program Summary

ISSUE: Multnomah County has 34,000 children under the age of six in families with low incomes. Families with low incomes, BIPOC families, immigrants, and refugees 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 success in school. The COVID-19 pandemic has increased these barriers for children and their families. It has heightened the need for support meeting basic needs, as well as social, emotional, and mental health supports.

PROGRAM GOAL: PCDS provides resources and tools to families with children under the age of 6 so that children can learn and grow. The program aims to increase kindergarten readiness and ensure healthy child development. PCDS helps build the skills families need to be ready for and succeed in school.

PROGRAM ACTIVITY: Part of the SUN Service System, PCDS offers a variety of services to families so that parents and their children can thrive. These services include: developmental screening, immunization status checks, resource connection, and skill building. PCDS also hosts playgroups so that parents can connect with other families of children in a similar age group. As the pandemic continues, PCDS providers have continued to provide virtual services. This includes virtual home visits, community building and group events, and other supports. Providers have focused on helping families navigate resource and health information systems. For example, PCDS providers held COVID-19 vaccine information sessions for the families they serve. If families felt the decision was right for them, providers then supported parents in getting vaccinated.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of children served ¹	844	641	641	641
Outcome	Percent of children up to date on immunizations at exit ²	N/A	95%	95%	95%

Performance Measures Descriptions

¹ Due to the impacts of COVID-19, regular data entry expectations were halted this past fiscal year. This figure is an approximation and may contain duplicates.

² Data unavailable due to the impacts of COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$67,266	\$0	\$44,768	\$26,223
Contractual Services	\$1,530,344	\$342,449	\$1,586,787	\$349,917
Materials & Supplies	\$2,840	\$0	\$1,850	\$0
Internal Services	\$11,501	\$0	\$14,011	\$3,682
Total GF/non-GF	\$1,611,951	\$342,449	\$1,647,416	\$379,822
Program Total:	\$1,954,400		\$2,027,238	
Program FTE	0.50	0.00	0.32	0.18

Program Revenues				
Intergovernmental	\$0	\$253,167	\$0	\$262,366
Other / Miscellaneous	\$0	\$89,282	\$0	\$117,456
Total Revenue	\$0	\$342,449	\$0	\$379,822

Explanation of Revenues

This program generates \$3,682 in indirect revenues.
 \$262,366 - OCCF Federal Family Preservation
 \$117,456 - United Way Early Learning

Significant Program Changes

Last Year this program was: FY 2022: 25151 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

Research shows that when schools connect with parents in culturally appropriate ways, their children do better in school. YFS Early Learning programs support the transition from early learning into kindergarten. This includes empowering families and working to build positive family-school relationships. These programs also link partners from early learning and the K-12 system so that the transition from one to the other is smooth. The early learning programs are contracted to non-profit partners. YFS staff support these providers, and facilitate collaboration between partners and schools.

Program Summary

ISSUE: Once fully implemented, Multnomah County's Preschool for All will ensure that all families have access to high quality early learning opportunities. However, access to high quality early learning is not enough. To sustain the benefits of high-quality preschool beyond kindergarten, the transition between preschool and elementary school needs to be strong and well-supported. This can have long-term benefits for a child, and can also support their academic achievement in early elementary school. Families should be treated as important partners in their child's education. They have valuable information to share about their child's behavior, learning preferences, and cultural background. Strong family engagement and high quality, culturally responsive early learning should go hand in hand.

PROGRAM GOAL: The goal of the YFS Early Learning Programs is to help children successfully transition to kindergarten. This requires fostering diverse family engagement and parent leadership prior to and during the early elementary school years.

PROGRAM ACTIVITY: YFS has two early learning components that are built into the SUN Community School (SUN CS) model. This builds upon the trusted relationships and deep community connection of SUN CS. The two early learning components are: Early Kindergarten Transition (EKT) and P-3 (Prenatal to 3rd Grade). EKT is a school-based summer program for children entering kindergarten. During this program, children get time in a kindergarten classroom with a kindergarten teacher. Parents and caregivers also receive the opportunity to get to know the school and build relationships. EKT prioritizes children of color and English Language Learners for these programs. P-3 funds early parent engagement at 9 SUN Community Schools. P-3 coordinators connect families to school before kindergarten. The contracted providers empower parents to be effective leaders in their school community. P-3 also connects parents to resources as needed, and helps parents connect to other parents in their child's school.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of children who participate in summer Early Kindergarten Transition. ¹	509	810	739	810
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school. ²	N/A	90%	90%	90%

Performance Measures Descriptions

¹ Output is lower than expected due to COVID-19 and subsequent data challenges. We expect these to be resolved for FY 2022.

² Data unavailable due to the impacts of COVID-19.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$72,485	\$47,875	\$76,336	\$49,972
Contractual Services	\$282,914	\$819,764	\$270,175	\$832,853
Materials & Supplies	\$11,277	\$0	\$450	\$0
Internal Services	\$43,226	\$6,985	\$26,080	\$7,013
Total GF/non-GF	\$409,902	\$874,624	\$373,041	\$889,838
Program Total:	\$1,284,526		\$1,262,879	
Program FTE	0.60	0.40	0.60	0.40

Program Revenues				
Intergovernmental	\$0	\$75,535	\$0	\$97,500
Other / Miscellaneous	\$0	\$799,089	\$0	\$792,338
Total Revenue	\$0	\$874,624	\$0	\$889,838

Explanation of Revenues

This program generates \$7,013 in indirect revenues.
 \$763,846 - Kindergarten Innovation Grant
 \$97,500 - Portland Public Schools SUN Community School Support
 \$28,492 - United Way Early Learning

Significant Program Changes

Last Year this program was: FY 2022: 25152 YFS - Early Learning Family Engagement and Kindergarten Transition

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 (SGMY) program centers, honors, and supports LGBTQ2IA+ youth where they are at. It intentionally builds spaces that are welcoming, physically and emotionally safe, and supportive. The program provides basic needs support, case management, and skill building opportunities to LGBTQ2IA+ youth. Part of the SUN Service System, SGMY staff also train community partners and schools. These trainings aim to expand the number of affirming spaces and experiences LGBTQ2IA+ youth have in their communities. YFS staff provide technical assistance and support to New Avenues for Youth, the agency contracted for this program.

Program Summary

ISSUE: LGBTQ2IA+ youth experience discrimination, violence, and harassment that puts their safety at risk. These youth are more likely to experience homelessness due to unsupportive caregivers. SGMY youth participants describe experiences of anxiety and fear as they try to access basic needs services, including health and mental health resources. Without access to these supports, LGBTQ2IA+ youth are three times more likely to attempt suicide. Because of the pandemic, SGMY youth are more isolated and in greater need of affirming adults, supportive peers, and safe gathering spaces.

PROGRAM GOAL: This program aims to connect youth to resources that help them meet their goals. The program works to create an environment where youth can build positive relationships with peers and adults. SGMY also educates the community so that LGBTQ2IA+ youth can have better experiences and feel safer.

PROGRAM ACTIVITY: SGMY focuses on 3 areas of support for LGBTQ2IA+ youth: 1) Case management and basic needs help 2) Creating a safe and supportive space and 3) Providing training and education to the community so that they may provide competent and relevant services to these youth. SGMY centers youth voice and developing youth leadership. The program elicits feedback from a youth steering committee called the Queering Committee. Based on the feedback received, SGMY has prioritized connecting one on one with youth weekly. This occurs either virtually or in-person and includes social support meet ups as well as wellness check-ins. SGMY advocates help youth with things like food boxes, gender affirming clothing, and hygiene supplies. They also help youth create goals and connect to other resources. For many LGBTQ2IA+ youth, the one on one check-ins and social support are an essential part of their safety plans, especially during the pandemic.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth who participate in case management.	84	75	75	75
Outcome	Percent of youth who remain in or re-enroll in school.	93%	75%	75%	75%
Output	Number of community provider and school staff trained. ¹	148	300	300	300
Outcome	Percent of training participants who report an increase in knowledge of SMGY issues/cultural competency.	84%	85%	85%	85%

Performance Measures Descriptions

¹ Due to the impacts of COVID-19, as well as staff turnover at the agency, this output is lower than expected.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$319,513	\$0	\$330,167	\$0
Total GF/non-GF	\$319,513	\$0	\$330,167	\$0
Program Total:	\$319,513		\$330,167	
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 2022: 25155 YFS - Sexual & Gender Minority Youth Services

Department: County Human Services **Program Contact:** Nabil Zaghloul
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Bienestar de la Familia provides a range of culturally specific social services in many different languages. They target their help to those who are harmed by racism and poverty--Latinx, immigrants and refugees, Somalis and other families of color in the Cully neighborhood. They have worked without interruption during the pandemic. Their willingness to maintain, expand and provide new services during this pandemic has been essential to supporting our community.

Program Summary

ISSUE: Bienestar de la Familia is located in the Cully neighborhood. Many families within the immediate area live in poverty, face housing instability and food insecurity. In addition, because of the cultural and racial diversity in this neighborhood, there is a need for services that are culturally appropriate and to have resources in multiple languages. This need has only increased and deepened during the COVID-19 pandemic.

PROGRAM GOAL: The goal of Bienestar de la Familia is to ensure access to culturally specific social services and prioritize Latinx, Somali and communities of color. Bienestar promotes the well-being of families and its services help reduce poverty, promote self-efficacy, prosperity and success. To do this, Bienestar offers housing stability services for families and individuals who are homeless or at risk of homelessness. They also provide substance abuse and mental health services, food supports and other safety net programs that are culturally appropriate and responsive.

PROGRAM ACTIVITY: Bienestar provides a range of services that are culturally and linguistically specific and appropriate. Some of the key services include: case management, housing stabilization and rental assistance, 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; 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 and SNAP outreach staff enable families to immediately sign up for SNAP benefits. Bienestar also has a Community Advisory Council that provides guidance and ensures that Bienestar is responsive to the needs of the diverse community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households served ¹	601	1,000	1,000	1,000
Outcome	Percent of clients who report that services they received improved their situation.	99%	85%	85%	85%
Output	Number of individuals served by Mercado ²	37,221	18,000	18,000	18,000

Performance Measures Descriptions

¹Output is lower in FY2021 due to the impact of COVID-19 on data entry and the shift in services to focus on the pandemic emergency response. In addition, we shifted reporting from "individuals served" to "household served" which reduces total number served.

²New Measure; FY21 output was high due to increasing the Mercado to weekly; it has shifted back to monthly, thus the output is more realistic for FY22 and the future.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,102,688	\$222,812	\$1,163,897	\$235,306
Contractual Services	\$16,500	\$365,395	\$16,500	\$280,437
Materials & Supplies	\$38,121	\$0	\$31,565	\$0
Internal Services	\$274,340	\$32,508	\$358,521	\$33,036
Total GF/non-GF	\$1,431,649	\$620,715	\$1,570,483	\$548,779
Program Total:	\$2,052,364		\$2,119,262	
Program FTE	8.60	2.00	8.60	2.00

Program Revenues				
Intergovernmental	\$0	\$620,715	\$0	\$548,779
Total Revenue	\$0	\$620,715	\$0	\$548,779

Explanation of Revenues

This program generates \$33,036 in indirect revenues.
 \$384,379 - OHCSO Emergency Housing Assistance
 \$164,400 - OHCSO Housing Stabilization Program

Significant Program Changes

Last Year this program was: FY 2022: 25156A YFS - Bienestar Social Services

Department: County Human Services **Program Contact:** Peggy Samolinski

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Bienestar de la Familia provides a range of culturally specific social services in many different languages. They target their help to those who are harmed by racism and poverty--Latinx, immigrants and refugees, Somalis and other families of color in the Cully neighborhood. They have worked without interruption during the pandemic. Their willingness to maintain, expand and provide new services during this pandemic has been essential to supporting our community. Additional program infrastructure is needed to maintain balance and staff capacity.

Program Summary

ISSUE: Bienestar de la Familia is located in the Cully neighborhood. Many families within the immediate area live in poverty, face housing instability and food insecurity. In addition, because of the cultural and racial diversity in this neighborhood, there is a need for services that are culturally appropriate and to have resources in multiple languages. This need has only increased and deepened during the COVID-19 pandemic, and their work has grown exponentially. This demand will not decrease as the impacts of the pandemic in BIPOC communities will be long lasting. The range of services and initiatives at Bienestar has stretched the supervisory, administrative and case management capacity of the program.

PROGRAM GOAL: The goal of Bienestar de la Familia is to ensure access to culturally specific social services and prioritize Latinx, Somali and communities of color. Bienestar promotes the well-being of families and its services help reduce poverty, promote self-efficacy, prosperity and success. To do this, Bienestar offers housing stability services for families and individuals who are homeless or at risk of homelessness. They also provide substance abuse and mental health services, food supports and other safety net programs that are culturally appropriate and responsive.

PROGRAM ACTIVITY: Bienestar provides a range of services that are culturally and linguistically specific and appropriate. Some of the key services include: case management, housing stabilization and rental assistance, 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; 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 and SNAP outreach staff enable families to immediately sign up for SNAP benefits. Bienestar also has a Community Advisory Council that provides guidance and ensures that Bienestar is responsive to the needs of the diverse community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Wait time for access to services for African Immigrant community members is reduced (by weeks)	N/A	N/A	N/A	1
Outcome	Percent of clients who report that services they received improved their situation.	N/A	N/A	N/A	85%

Performance Measures Descriptions

Output is the number of weeks potential clients have to wait before being able to meet with a Case Manager.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$316,963	\$0
Materials & Supplies	\$0	\$0	\$39,069	\$0
Total GF/non-GF	\$0	\$0	\$356,032	\$0
Program Total:	\$0		\$356,032	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program adds 1.00 FTE Program Supervisor, 1.00 FTE Case Manager Senior, and 1.00 FTE Office Assistant 2.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 10018D
Program Characteristics: One-Time-Only Request

Executive Summary

This funding is to continue the feasibility planning about expansion of services to mid and east county and the feasibility for establishing satellite location(s) to provide equitable access to direct client services in that region of the county. The need for culturally-specific social services in mid and East Multnomah County has grown dramatically in recent years. A community-driven feasibility assessment will be conducted, resulting in recommendations for potential expansion of services in East Multnomah County.

Program Summary

ISSUE: The need for social services in mid and east Multnomah County has grown dramatically in recent years. There is interest in developing some type of multi-cultural center for community organizing, advocacy, capacity building and service delivery. What this should look like and who might be best positioned to operate such a center is uncertain.

PROGRAM GOAL: Conduct a community-driven feasibility assessment with set of recommendations around the expansion of social services into east Multnomah County.

PROGRAM ACTIVITY: Continue and finalize the planning for culturally specific services in east Multnomah County. In FY 2022, a competitive process was conducted to identify a facilitator to convene a cohort of organizations in this process. This facilitator will lead this multi-cultural coalition assessment of readiness and adaptations of a model for one stop services to inform future funding decisions. Continuation of activities will include convening partners and community members for discussion, input and idea generation along with other methods to center community voice and experience in the process. This process will result in a feasibility assessment with a report and set of recommendations for the County's consideration.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Meetings with coalition of community organizations	N/A	4	4	4
Outcome	Completion of feasibility/assessment and recommendations	N/A	100%	100%	100%
Outcome	Community coalition members who believe they were included and involved in the feasibility process	N/A	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$100,000
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$100,000
Total Revenue	\$0	\$0	\$0	\$100,000

Explanation of Revenues

\$100,000 - Other National Association of Counties Research Foundation (NACoRF) Economic Recovery Plan

Significant Program Changes

Last Year this program was: FY 2022: 25156C YFS - Bienestar Social Services East County Service Site Expansion

This funding was added during FY 2022 in budget modification # SUPP02-DCHS-003-22 through Supplemental Budget # 2.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 25118, 30407A
Program Characteristics:

Executive Summary

The YFS Data and Evaluation Team provides recommendations for program and process improvement. YFS and DCHS leadership use these recommendations to make programs stronger and more effective. Data and evaluation activities help highlight disparities that may be occurring within programs. They also ensure the programs are having the desired impact and uplifting our community, especially Black, Indigenous, and People of Color. YFS Data and Evaluation activities include: data collection, report development, analysis, end user training, and program evaluation. This team supports over 29 unique programs.

Program Summary

ISSUE: Historically, data and evaluation activities have been rooted in oppressive practices. These practices have harmed communities of color, especially Black, Indigenous, and People of Color. The Data and Evaluation Team seeks to dismantle and undo these harmful practices. This team centers racial equity and community voice as they gather and analyze data

PROGRAM GOALS: The primary goal of the Data and Evaluation Team is to lead with racial equity in all activities. The team's priorities are to center provider and participant voice.

PROGRAM ACTIVITY: The Data and Evaluation Team supports all YFS programs and community partners. The team works to understand the impact of programs and service delivery. When programs and practices are not effective, the team helps suggest new approaches so that the community is better served. The team has two main functions:

- 1) Training, technical assistance, data management, and reporting
- 2) Research and evaluation activities to help understand impact and improve program delivery.

The team works with program staff and providers to ensure that the data collected is meaningful, high quality, and necessary. Staff also take part in Division and Department workgroups to support data quality, transparency, and governance. The key to success in each of these areas is the strong relationships the team builds with providers, partners, and the community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new end users trained to use ServicePoint & ART that support accurate data entry and report usage.	215	150	150	150
Outcome	Percent of ServicePoint users who report overall satisfaction with the YFS Data and Evaluation Team.	95%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,235,215	\$0	\$1,298,566	\$0
Contractual Services	\$125,690	\$0	\$125,690	\$0
Materials & Supplies	\$6,600	\$0	\$13,555	\$0
Internal Services	\$195,903	\$0	\$225,540	\$0
Total GF/non-GF	\$1,563,408	\$0	\$1,663,351	\$0
Program Total:	\$1,563,408		\$1,663,351	
Program FTE	9.00	0.00	9.00	1.50

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25160 YFS - Data and Evaluation Services

This program adds 1.00 FTE Data Analyst and 0.50 FTE Data Technician in Other Funds. These FTE are funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407A for the associated costs and program information.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Data collection, management, reporting and disaggregation are all critical elements that support program improvement for Schools Uniting Neighborhoods Community Schools (SUN CS). SUN Community Schools employ culturally responsive practices to reduce learning barriers and build on student and family assets, promote racial equity, and support family stability. Having a new database system that employs new technologies, and supports data collection and reporting for SUN CS daily operations and programming, will greatly enhance data collection, reporting, and evaluation efforts.

Program Summary

ISSUE: The data collection and reporting tool currently used by SUN CS (Community Services - ServicePoint) is an outdated technology solution that is focused on federal Housing and Urban Development (HUD) requirements that do not align with SUN CS programming and service delivery model. The reporting platform (ART) is unstable and causes many challenges for SUN Site Managers as they rely on daily ART reports to conduct day to day operations at schools.

PROGRAM GOALS: With a new database system that employs the latest technologies, students and families will be able to search and register for afterschool activities within their respective sites, SUN Site Managers will be able to easily track student enrollment and attendance, and program staff (internally and externally) will have easy access to data for reporting, program improvement and evaluation purposes.

PROGRAM ACTIVITY: This program will fund the purchase and implementation of a new technology system for SUN CS, including ongoing costs associated with the maintenance and management of the new system. Additionally, this program will fund 1.00 FTE to conduct system administration, report development and support, training and technical assistance, and the overall management of the new system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	One system is identified, procured and selected	N/A	N/A	N/A	1
Outcome	Percentage of SUN Site Managers that report satisfaction with the new technology solution	N/A	N/A	N/A	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$132,910	\$0
Contractual Services	\$0	\$0	\$93,556	\$0
Total GF/non-GF	\$0	\$0	\$226,466	\$0
Program Total:	\$0		\$226,466	
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 adds 1.00 FTE Data Analyst Senior.

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

Data collection, management, reporting and disaggregation are all critical elements that support program improvement for Schools Uniting Neighborhoods Community Schools (SUN CS). SUN Community Schools employ culturally responsive practices to reduce learning barriers and build on student and family assets, promote racial equity, and support family stability. Having a new database system that employs new technologies, and supports data collection and reporting for SUN CS daily operations and programming, will greatly enhance data collection, reporting, and evaluation efforts.

Program Summary

ISSUE: The data collection and reporting tool currently used by SUN CS (Community Services - ServicePoint) is an outdated technology solution that is focused on federal Housing and Urban Development (HUD) requirements that do not align with SUN CS programming and service delivery model. The reporting platform (ART) is unstable and causes many challenges for SUN Site Managers as they rely on daily ART reports to conduct day to day operations at schools.

PROGRAM GOALS: With a new database system that employs the latest technologies, students and families will be able to search and register for afterschool activities within their respective sites, SUN Site Managers will be able to easy track student enrollment and attendance, and program staff (internally and externally) will have easy access to data for reporting, program improvement and evaluation purposes.

PROGRAM ACTIVITY: These one-time-only (OTO) funds will complement the purchase and implementation costs associated with a new technology solution. These funds will be used for the platform set up, implementation, data integration, and customized report development costs associated with the first year of implementation.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	One system is identified, procured and selected	N/A	N/A	N/A	1
Outcome	Data is fully integrated into the new system	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	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$95,000	\$0
Total GF/non-GF	\$0	\$0	\$95,000	\$0
Program Total:	\$0		\$95,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

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

Data collection, management, reporting and disaggregation are all critical elements that support program improvement and service delivery for Domestic and Sexual Violence programs. Domestic and Sexual Violence programs are highly focused on ensuring that survivors, particularly those from Black, Indigenous, and Communities of Color have equitable access to supports. Having a data system that is fully administered and managed by the Domestic and Sexual Violence Coordination Office is an important step in ensuring compliance with recent federal requirements related to survivors' confidentiality provisions and protections.

Program Summary

ISSUE: Effective July 1st of 2022, the Domestic Violence Comparable Site (Comp Site) previously overseen by the HMIS Lead (Portland Housing Bureau) will be transitioning to the Domestic and Sexual Violence Coordination Office (DSVCO) in the Youth and Family Services Division. The DSVCO will be assuming the overall administration of the Comp Site for all Domestic and Sexual Violence programs and there is some administrative work and investments required for this transition.

PROGRAM GOALS: The primary goal of this transition is to maintain compliance with federal requirements related to survivors' confidentiality provisions and protections.

PROGRAM ACTIVITY: These one-time-only (OTO) funds will be used to purge old records from the system, along with data migrating from the existing "visibility tree" of ServicePoint, to a new visibility tree under DSVCO. We will work with the vendor, WellSky, to map and make these upgrades.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of records purged from the Comp Site	N/A	N/A	N/A	150,000
Outcome	New visibility tree under DSVCO is functional	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	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$25,000	\$0
Total GF/non-GF	\$0	\$0	\$25,000	\$0
Program Total:	\$0		\$25,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Multnomah County voters passed Measure 26-214, "Preschool for All," in November of 2020. Preschool for All will give 3- and 4-year-olds in Multnomah County access to free, high-quality, inclusive, culturally affirming preschool experiences. It will require careful financial planning, administrative capacity, and a thoughtful approach to creating accessible services.

Program Summary

ISSUE: The measure directs the Department of County Human Services (DCHS) to lead Preschool for All. This is a large new initiative.

PROGRAM GOAL: These investments will help Preschool for All run more efficiently.

PROGRAM ACTIVITY: Preschool for All administrative costs include funding for three positions in DCHS Finance and one position in DCHS Human Resources. These positions will help the program run smoothly by providing essential administrative support, such as completing contracts quickly and paying preschool providers in a timely way.

Continuing in FY 2023, the Preschool & Early Learning Division will partner with County IT on the development of a preschool application system. The application system will allow parents to apply to Preschool for All and be matched with a preschool provider. It will also store key information, including enrollment and attendance. The data will assist with program operations and evaluation.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of executed contracts *	1	10	10	44
Outcome	% of accounts payable invoices paid in 30 days or less	N/A	95%	100%	95%
Outcome	% of families applying to PFA who report being satisfied or highly satisfied with the application process **	N/A	75%	75%	80%

Performance Measures Descriptions

* As the program grows, the number of Preschool for All contracts will also increase over time.

** Families have an opportunity to complete a satisfaction survey after submitting the online family application.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$548,748	\$0	\$593,181
Contractual Services	\$0	\$0	\$0	\$527,711
Materials & Supplies	\$0	\$7,600	\$0	\$22,800
Internal Services	\$0	\$1,277,139	\$0	\$53,479
Unappropriated & Contingency	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$1,833,487	\$0	\$1,197,171
Program Total:	\$1,833,487		\$1,197,171	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Taxes	\$0	\$96,250,000	\$0	\$112,000,000
Beginning Working Capital	\$0	\$0	\$0	\$79,402,080
Total Revenue	\$0	\$96,250,000	\$0	\$191,402,080

Explanation of Revenues

This program generates \$21,295 in indirect revenues.
 \$112,000,000 - Preschool for All Fund
 \$79,402,080 - Preschool for All Fund - Beginning Working Capital one-time-only carryover funds

PFA expenses are also allocated to other departments:
 DCM (Department of County Management) 72052/B - \$7,379,104
 MCHD (Multnomah County Health Department); 40099B - \$1,621,748

Significant Program Changes

Last Year this program was: FY 2022: 25200 PEL - Administration & System Support

In FY 2022, \$1.2 million was budgeted in internal services for the PFA application system and database costs. The overall cost of the project remains consistent, but \$527,711 of those costs will continue in FY 2023 and are now budgeted in contracted services.

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

The revenue source for Measure 26-214, "Preschool for All," is a personal income tax on the highest income earners who live or work in Multnomah County. Personal income tax revenue can vary between fiscal years. Reserve and contingency funds have been established to provide fiscal stability for Preschool for All and a consistent level of service, despite year-to-year variability.

Program Summary

ISSUE: The Preschool for All personal income tax revenue will fluctuate from year to year.

PROGRAM GOAL: Reserve and contingency funds will help to provide ongoing fiscal stability for the initiative.

PROGRAM ACTIVITY: Preschool for All (PFA) is funded by a personal income tax. This revenue source will fluctuate from year to year. During this early stage of implementation of a new initiative, it is also important to be flexible, especially when responding to the needs of preschool providers who have been dramatically impacted by the COVID-19 pandemic.

Reserve and contingency funds will create ongoing stability for Preschool for All (PFA) and protect the program from unexpected revenue declines from economic fluctuations and unexpected costs. These fiscal stability approaches are informed by government accounting best practices and by Multnomah County's Financial and Budget Policies.

The reserve and contingency funds were established in FY 2022. Each year, funding will be added to the reserve so that the total amount is 15% of anticipated PFA tax revenue for that fiscal year. The reserve fund will ensure the long-term financial stability of the program.

Preschool for All tax revenue will also be added to the contingency fund so that the total is 10% of anticipated PFA tax revenue for that fiscal year. The contingency fund will allow the Preschool & Early Learning Division to address unforeseen expenses during FY 2023.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	% of reserve goal met	N/A	N/A	100%	100%
Outcome		N/A	N/A	N/A	N/A

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Unappropriated & Contingency	\$0	\$26,250,000	\$0	\$28,000,000
Total GF/non-GF	\$0	\$26,250,000	\$0	\$28,000,000
Program Total:	\$26,250,000		\$28,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25200 PEL - Administration & System Support

In FY 2023, reserves and contingency total \$28 million as follows:
 \$16,800,000 - reserves (15% of Preschool for All tax revenue)
 \$11,200,000 - contingency (10% of Preschool for All tax revenue)

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics: One-Time-Only Request

Executive Summary

Preschool for All will give 3- and 4-year-olds in Multnomah County access to free early education. The number of children served each year will increase until publicly funded preschool is universally available in 2030. Revenue smoothing dollars are an important fiscal stability strategy to ensure stability and consistent service levels for the initiative as it grows.

Program Summary

ISSUE: Over the full implementation of the program, revenues and expenses are aligned, but there are individual years in which expenses are expected to exceed revenues. To smooth the revenue use across the entire program implementation, revenue from surpluses in the early years will be set aside to fund slots during future years.

PROGRAM GOAL: Revenue smoothing dollars will help to ensure long-term stability and consistent service levels for Preschool for All. This will allow Preschool for All to meet its goal of universal access in 2030.

PROGRAM ACTIVITY: As the number of children served by Preschool for All increases, expenditures start to outpace annual revenue. Based on current revenue and cost estimates, there will be an 8 year period during Fiscal Years 2029-2036 when the costs are higher than the anticipated revenue. Over time, the gap between revenues and expenses narrows. In Fiscal Year 2037, projected revenue catches-up with anticipated expenses.

The money saved during the early years of Preschool for All implementation when slot numbers remain lower will be used as “revenue smoothing” dollars to ensure that PFA can provide consistent levels of high-quality preschool experiences for Multnomah County families. The total gap between anticipated revenue and anticipated expenditures between Fiscal Year 2029 and Fiscal Year 2036 is approximately \$200 million. \$68.4 million of revenue smoothing dollars will be allocated in Fiscal Year 2023. This investment will bring the total amount of revenue smoothing dollars to \$104.3 million and help to ensure that Preschool for All can keep its commitment to voters.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Based on projections, program is on track to cover future expenses	N/A	N/A	N/A	Yes
Outcome		N/A	N/A	N/A	N/A

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Unappropriated & Contingency	\$0	\$35,896,360	\$0	\$104,293,844
Total GF/non-GF	\$0	\$35,896,360	\$0	\$104,293,844
Program Total:	\$35,896,360		\$104,293,844	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25200 PEL - Administration & System Support

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

The Department of County Human Services established the Preschool & Early Learning Division in January 2021 in order to implement Preschool for All (PFA). The staff in the Preschool & Early Learning Division will create the foundation for PFA's success. This work will include developing new systems, processes, and partnerships to select and support preschool providers, recruit families, and create positive preschool experiences for children.

Program Summary

ISSUE: The Preschool for All ballot measure named the Department of County Human Services as the program administrator. The Preschool & Early Learning Division is responsible for implementation of Preschool for All.

PROGRAM GOAL: The structure of the Preschool & Early Learning (PEL) Division is informed by the experiences of other preschool systems across the country and the internal expertise of County staff. The PEL Division will hire a diverse staff committed to early learning and racial justice. This will help to build trust in the community and to successfully implement the equity goals of Preschool for All.

PROGRAM ACTIVITY: The PEL Division will center the voices of Black, Indigenous, and all families and providers of color to implement the community-built Preschool for All vision. The PEL Division staff includes: a Division Director (1.00 FTE), an Operations Team focused on the application system for families, budgets, and contracts (7.00 FTE), a Policy & Partnerships Team focused on policy areas that will build the capacity and quality of PFA (5.00 FTE), and staff focused on administrative, evaluative and communications functions of Preschool for All (6.00 FTE).

The Preschool and Early Learning Division will staff the advisory committee included in the Preschool for All ballot measure. The Preschool for All Advisory Committee is a diverse group of community members from the different geographic areas of the County. The committee will review program expenditures, advise program evaluation, review data, and make policy recommendations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Preschool for All Advisory Committee Meetings	N/A	4	3	4
Outcome	% of 15-member Advisory Committee who identify as Black, Indigenous, and People of Color	N/A	N/A	73%	50%
Outcome	% of PEL Division employees who identify as Black, Indigenous, and People of Color	N/A	50%	70%	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,304,855	\$0	\$2,756,903
Contractual Services	\$0	\$5,000	\$0	\$65,000
Materials & Supplies	\$0	\$32,300	\$0	\$110,300
Internal Services	\$0	\$326,962	\$0	\$1,154,010
Total GF/non-GF	\$0	\$2,669,117	\$0	\$4,086,213
Program Total:	\$2,669,117		\$4,086,213	
Program FTE	0.00	17.00	0.00	19.00

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

Explanation of Revenues

This program generates \$98,973 in indirect revenues.

Significant Program Changes

Last Year this program was: FY 2022: 25201 PEL - Program Development & System Support

This program adds 1.00 FTE Operations Process Specialist and 1.00 FTE Data Analyst.

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Community based organizations will strengthen the work of Preschool for All through their cultural knowledge, positive relationships in the community, and experience building partnerships. Community based organizations will play two key roles in Preschool for All (PFA): (1) Intermediary Organizations will partner with small child care businesses to support their participation in PFA. (2) Family Connector Organizations will outreach to families and guide them through the application process.

Program Summary

ISSUE: Historically, in-home preschool providers have faced challenges as small business owners. COVID-19 has worsened these challenges. Many providers will be new to having a contract for preschool slots. Families who have the least access to high-quality preschool may be hard to reach and enroll in a new program.

PROGRAM GOAL: Including in-home preschool providers and prioritizing children who experience barriers accessing preschool are important in order to achieve Preschool for All's racial equity goals. Family Connector Organizations will increase access to Preschool for All. Intermediary Organizations will support small preschool providers.

PROGRAM ACTIVITY: The Preschool & Early Learning Division will hold contracts with larger preschool centers and with school districts. Intermediary Organizations will hold contracts with in-home providers and small centers. In-home providers are the most diverse group of preschool providers in the community. They give children rich learning environments and build strong relationships with families. Intermediary Organizations will work closely with the PFA administration to ensure that in-home providers' needs are met and that their businesses can thrive.

Culturally specific organizations will hire Family Navigators to help families with the Preschool for All application. This includes outreach to families who currently have the least access to high-quality preschool and offering support to complete the application. Family Navigators will also connect interested families to community resources, such as food, energy, and housing assistance.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new Preschool for All applications completed by Black, Indigenous, and families of color each year	N/A	500	500	750
Outcome	% of in-home providers who say that the Intermediary Org supports their participation in PFA	N/A	85%	85%	85%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$900,000	\$0	\$1,460,000
Total GF/non-GF	\$0	\$900,000	\$0	\$1,460,000
Program Total:	\$900,000		\$1,460,000	
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 2022: 25202 PEL - Preschool Access: Family & Provider Navigation

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Having more preschool facilities is necessary for Preschool for All to meet its goals. In order to increase the number of early learning spaces, Preschool for All will invest in a facilities fund for preschool programs. This funding will help to build future preschool capacity in Multnomah County.

Program Summary

ISSUE: High-quality environments support children's learning. There are not enough early learning spaces in Multnomah County for universal preschool access. Child care providers struggle to find facilities that meet their needs and money to cover the cost.

PROGRAM GOAL: Funding for preschool facilities will create access to capital dollars for preschool providers and increase the number of preschool slots in Multnomah County.

PROGRAM ACTIVITY: Well designed spaces can enhance learning and child development. However, many providers experience challenges when trying to open a new facility or improve their existing space. The Preschool & Early Learning Division will establish a facilities fund for providers. The facilities fund will invest in the construction and renovation of early learning spaces.

Many banks are unwilling to provide loans to child care providers, because of their low profits and lack of collateral. This challenge is exacerbated for Black, Indigenous and providers of color who experience systemic barriers to traditional bank loans and business supports. A facilities fund will increase child care providers' access to capital dollars and support providers ready to improve their learning environments and expand their programs.

Facilities funds will help providers improve their spaces and expand into bigger or new locations. Investments in child care facilities will give families more preschool choices and increase the number of preschool slots available.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Establish a Facilities Fund Administrator and funding process for providers	N/A	N/A	N/A	1
Outcome	% of facilities fund investments that go to Black, Indigenous, or Business Owners of Color and Culturally	N/A	N/A	N/A	50%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$3,000,000	\$0	\$8,000,000
Total GF/non-GF	\$0	\$3,000,000	\$0	\$8,000,000
Program Total:	\$3,000,000		\$8,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25203 PEL - Capacity Building: Preschool Infrastructure & Early Educator

Fiscal Year 2023 will be the start of the Preschool for All Facilities Fund. The increased funding amount allows for a significant investment in preschool facilities at an early and crucial time in PFA implementation.

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Preschool for All (PFA) will give 3- and 4-year-olds in Multnomah County access to free early education. The number of children served each year will increase until it is universally available in 2030. PFA Coaches will collaborate with preschools to strengthen the quality of their programs. Coaching is a key strategy to ensure that preschool experiences are high-quality, inclusive, and culturally affirming.

Program Summary

ISSUE: The number of high-quality preschool slots in our community must increase dramatically for Preschool for All to be available to all families in 2030. Preschool providers are undervalued and have not received regular or robust support.

PROGRAM GOAL: Preschool for All will invest in coaching as a key strategy to create high-quality preschool experiences. Research shows that relationship-based, individualized professional development is an effective way to build teachers' skills and knowledge.

PROGRAM ACTIVITY: Preschool for All will offer coaching and support to providers. Mt. Hood Community College Child Care Resource & Referral will hire, train, and lead a team of coaches to partner with in-home and center-based preschool providers. Multnomah Educational Service District will have a Preschool for All coach to work with school districts. Preschool for All coaching will be relationship-based and tailored to meet the needs of individual educators. Coaches will collaborate on goal setting and help providers be at their best. The active recruitment and support of Black, Indigenous, and Coaches of Color is essential to the success of Preschool for All.

Additional support for preschool providers will include training, financial incentives for ongoing participation in coaching, and business development coaching. Coaching, professional development and other supports are for providers who meet PFA requirements and providers who will be ready to implement PFA in future years. Building a pipeline of future providers will help Preschool for All become universally available in 2030. It will also allow families to choose the early learning setting that's right for their child.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of early educators participating in coaching and other supports*	N/A	N/A	N/A	300
Outcome	% of BIPOC providers and staff who report progress on their goals due to coaching and supports	N/A	80%	80%	80%
Outcome	% of Coaches supporting Preschool for All who identify as Black, Indigenous and People of Color	N/A	50%	50%	50%

Performance Measures Descriptions

* The first year (FY 2022) will be used to establish a baseline measurement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$10,654,000	\$0	\$10,664,000
Total GF/non-GF	\$0	\$10,654,000	\$0	\$10,664,000
Program Total:	\$10,654,000		\$10,664,000	
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 2022: 25204 PEL - Program Quality: Coaching & Provider Supports

Department: County Human Services **Program Contact:** Leslee Barnes
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Preschool for All (PFA) Pilot Sites will provide high-quality, culturally responsive, inclusive preschool. These first PFA slots will be offered at child care centers, Head Starts, in-home providers, and school districts. Pilot Sites will work closely with the Preschool & Early Learning Division to share feedback and refine the program. These supports will include funding to stabilize infant and toddler slots in these settings.

Program Summary

ISSUE: The Preschool & Early Learning Division will work in partnership with Pilot Sites to refine program details. Preschool expansions in other communities have led to decreases in infant and toddler slots. This is largely because of the high costs associated with care for this age group. Collaborating with providers will result in innovative and effective policies for a stronger early care and learning system in Multnomah County.

PROGRAM GOAL: Key areas for Pilot Site implementation include start-up costs for providers, funding for preschool slots, inclusion, and infant and toddler stabilization. These investments represent the first PFA slots that will be available for families. The funding will also protect infant and toddler care in Multnomah County and ensure that Pilot Site can support children that have developmental delays and disabilities.

PROGRAM ACTIVITY: An estimated 675 Preschool for All slots will begin in September 2022. Pilot Sites must work to build positive relationships with families, with a specific focus on Black, Indigenous, and Families of Color. Pilot Sites must be responsive to feedback from families and partner with a coach to improve their program.

Infant and toddler stabilization dollars will focus on higher wages for Pilot Site educators who are not funded through Preschool for All. Additional strategies for Pilot Sites to maintain or grow their infant and toddler slots will also be explored.

Organizations and businesses selected as Pilot Sites will be working closely with PFA coaches and administrators. Pilot Sites will help Multnomah County to finalize program details and build a program that providers want to participate in.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Preschool for All slots	N/A	N/A	N/A	675
Outcome	Staff Retention % at PFA Pilot Sites	N/A	N/A	N/A	65%

Performance Measures Descriptions

* The first year will be utilized to establish a baseline measurement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$19,700,000
Total GF/non-GF	\$0	\$0	\$0	\$19,700,000
Program Total:	\$0		\$19,700,000	
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:** Leslee Barnes
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40099B, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Increasing the number of early educators is essential to creating universal preschool access in Multnomah County. Preschool for All will invest in workforce development to grow the number of early educators and support the professional development of existing preschool staff. This funding will help to build future preschool capacity in Multnomah County.

Program Summary

ISSUE: Early educators are essential to children's learning and are currently poorly paid, undervalued, and required to navigate confusing and disconnected systems and regulations. The COVID-19 pandemic has made it even harder to find and retain staff, creating a child care workforce crisis. In a Summer 2021 national survey, 80% of child care centers said that they were experiencing a staffing shortage.

PROGRAM GOAL: Workforce development programs will bring new people into early education careers and support existing preschool providers to continue their professional learning. Investments in programs that focus on Black, Indigenous, and early educators of color will help to ensure a diverse workforce.

PROGRAM ACTIVITY: Workforce development funds will be used to increase training and education opportunities. These opportunities will be for existing preschool providers and future educators. There will be a focus on programs that serve teachers who speak diverse languages and those who are Black, Indigenous and people of color.

The Preschool for All workforce development investments will help to make higher education easier to navigate and to afford. Additional investments may include early childhood certifications, pathways to employment, and support for educators participating in professional development. Increasing the number of early educators will allow for additional preschool locations to open and support existing sites to have consistent staffing levels. Workforce development strategies will provide opportunities for parents, high school students, and educators who have left the child care profession to achieve a fulfilling career and will help to increase the number of high-quality preschool spaces in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of early educators participating in Preschool for All workforce development programs	N/A	*	N/A	500
Outcome	% of educators participating in workforce programs who identify as Black, Indigenous, and People of Color	N/A	N/A	N/A	60%

Performance Measures Descriptions

* Funding will be released in the 2nd half of FY 2022, so there will not be educators participating in FY 2022. Investments will be in place for FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,500,000	\$0	\$5,000,000
Total GF/non-GF	\$0	\$1,500,000	\$0	\$5,000,000
Program Total:	\$1,500,000		\$5,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 25203 PEL - Capacity Building: Preschool Infrastructure & Early Educator

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 25022
Program Characteristics: One-Time-Only Request

Executive Summary

Aging, Disability & Veterans Services Division (ADVSD) Adult Care Home Program (ACHP) licenses, monitors, and provides equitable access to approximately 625 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 care setting.

Program Summary

ISSUE: Older adults, people with disabilities, and Veterans are disproportionately impacted by the COVID-19 pandemic due to their heightened risk of chronic health conditions, abuse, neglect, social isolation, and dependence upon others to meet their needs. During the first year of the pandemic, Aging, Disability & Veterans Services Division (ADVSD) Adult Care Home Program (ACHP) experienced an estimated 20% of licensed homes with reported COVID-19 cases.

PROGRAM GOAL: The goal of the Adult Care Home Program Registered Nurse program is to reduce the transmission of infection disease, including but not limited to COVID-19. This service centers equity by providing support to the Adult Care Home provider population, which is composed largely of female immigrants and first-generation Americans.

PROGRAM ACTIVITY: Multnomah County has approximately 2,740 licensed beds in the 625 licensed adult care homes and 9 room and board facilities. The ACHP Registered Nurse will develop and provide training on infection prevention plans for licensed ACH providers and will provide consultation and assessment to ACHs. Currently, ACHs are required to follow infection prevention precautions. The responsibilities of the RN will be to review provider infection precaution plans for Adult Foster Homes, ensure plan implementation and assist with staff training.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of trainings completed	N/A	24	8	24
Outcome	Percent of training participants who complete infection control plans	N/A	85%	85%	85%

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$0	\$200,000	\$0	\$200,000
Total GF/non-GF	\$0	\$200,000	\$0	\$200,000
Program Total:	\$200,000		\$200,000	
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 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399A ARP - ACHP Registered Nurse

This program addresses the Public Health Emergency Response priority. The ACHP Registered Nurse will develop and provide training on infection prevention plans and provide consultation and assessment for licensed ACH providers. There are approximately 630 Adult Foster Homes that Multnomah County licenses that are owned by mostly women and first or second generation immigrants.

Department: County Human Services **Program Contact:** Mary Li
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Mothers' Trust Project (MMTP) Year 2 - will continue to partner with approximately 100 Black female-headed households with children currently receiving services from one of two community-based programs. Families receive an unconditional monthly basic income, and serve as participant researchers in equity and human centered collaborative design processes that explore and plan for future implementation of Baby Bonds!, debt reduction, homeownership, and other asset building initiatives.

Program Summary

ISSUE: Hope is a research-based component for change. Black joy is an act of resistance. The challenge of supporting BIPOC families living on a low-income in building hope (and autonomy, self-determination, and mastery), using County provided resources, in the face of structural white supremacy is real. Success will require the willingness to question “what we know” and who is in poverty and why, and to take smart risks to test new approaches and strategies.

As we continue to respond to the immediate needs of our community in the pandemic, we must also focus on building the pathway to a racially just and equitable economic recovery. Our community’s recovery from the pandemic must close or eliminate the African American racial wealth gap.

PROGRAM GOAL: There is a growing body of national and international research that points to the availability of unconditional cash transfer, basic income, debt reduction, and asset building as particularly effective strategies in meeting this challenge. Locally conducted applied research tests show that when households living on a low-income are trusted to know what they need, and are provided access to financial resources, they are able to inoculate against the negative impacts of poverty and make improvement in their quality of life, economic stability, and their children’s educational success in spite of white supremacy structures and culture. MMTP Year 1 data from the first five months, supports these findings.

PROGRAM ACTIVITY: MMTP partners with approximately 100 Black female-headed households with children who are current participants with two community based, culturally specific organizations. Families receive an unconditional, basic income of approximately \$500 per month. They also serve as participant researchers in one of two ways - using an existing database, providing monthly information about their economic state, and/or participating in equity and human centered collaborative design processes related to Baby Bonds!, debt reduction, homeownership, and other asset building initiatives.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of Black female-headed HH with children served	N/A	N/A	N/A	100
Outcome	% of HH served who participate as MMTP researchers	N/A	N/A	N/A	50%
Outcome	% of HH served who report positive increase in quality of life, economic stability, and/or child educational success	N/A	N/A	N/A	80%

Performance Measures Descriptions

Measures above, and others, are provided through comprehensive reports from the database organization. Both quantitative and qualitative data is measured, analyzed, and reported.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$134,245	\$0	\$134,245
Contractual Services	\$0	\$490,755	\$0	\$1,215,755
Total GF/non-GF	\$0	\$625,000	\$0	\$1,350,000
Program Total:	\$625,000		\$1,350,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$625,000	\$0	\$1,350,000
Total Revenue	\$0	\$625,000	\$0	\$1,350,000

Explanation of Revenues

\$1,350,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399B ARP - Multnomah Mothers' Trust Project (MMTP)

This program addresses the County's priority of Crisis Response & Community Recovery. The pandemic has exacerbated long standing racial and economic injustices. Funds provide basic monthly income through unconditional cash transfer to 100 Black/African American mothers with families who have been negatively impacted by the pandemic, in addition to using design practices to plan for future implementation of Baby Bonds! and other asset building opportunities for these families.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25047, 25048
Program Characteristics:

Executive Summary

Domestic violence is a multifaceted issue, with both individual and community-level effects. Because domestic violence does not present uniformly across racial/ethnic and other intersectional demographics, individuals seeking safety from domestic violence need access to client-centered and culturally-relevant services when the time is right for them. The COVID-19 pandemic has caused an increase in both the incidence and severity of domestic violence. This funding expands capacity in multiple areas of the domestic violence service continuum in an effort to meet the unique needs of survivors with both community-based and criminal justice responses.

Program Summary

ISSUE: COVID-19 has caused an increase in both incidence and severity. A spectrum of community-based and systems-based responses are required to address this increase and ensure that survivors have access to the supports and services they need.

PROGRAM GOAL: Culturally-specific community-based advocacy services and system-based advocacy embedded with law enforcement are both vital components of the response to domestic violence in Multnomah County. The goal of this program is to prevent and address domestic violence by investing in these approaches to increase the overall capacity of the domestic violence services continuum.

PROGRAM ACTIVITY: This program funds two distinct programs activities--

1. Increased capacity for culturally-specific domestic violence service providers: 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.

2. Domestic Violence Enhanced Response Team (DVERT): DVERT is a multi-disciplinary approach to address high-lethality, complex domestic violence cases. Co-located with Portland Police Bureau, DVERT staff provide long-term case management, client assistance and advocacy. Case staffing with the multi-disciplinary team helps to ensure that survivors in these complex cases receive the services and support they need as they navigate multiple systems.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals receiving culturally/population-specific domestic violence services	N/A	200	200	200
Outcome	Percentage of adult survivors who engage in safety planning with an advocate by exit	N/A	85%	87%	85%
Output	Number of survivors receiving multi-disciplinary, intensive intervention	N/A	150	170	150

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$215,000	\$0	\$215,000
Contractual Services	\$0	\$540,000	\$0	\$540,000
Total GF/non-GF	\$0	\$755,000	\$0	\$755,000
Program Total:	\$755,000		\$755,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$755,000	\$0	\$755,000
Total Revenue	\$0	\$755,000	\$0	\$755,000

Explanation of Revenues

\$755,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399C ARP - Domestic Violence Services

This program addresses the Crisis Response & Community Recovery priority. These services add staff capacity - in County programs and in the community - for domestic violence survivors seeking safety from abuse.

Department: County Human Services **Program Contact:** Alexis Alberti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The American Rescue Plan Act provides direct investments. These investments help vulnerable workers and families recover from the disparate impacts of COVID-19. IDSD will use these funds for an Office Assistant 2 (OA2). This position will deliver technology, education, and direct technical support to Personal Support Workers (PSW). They will also assist with vaccine coordination. Priority will be given to those who are BIPOC or experience language barriers. Individuals who experience economic barriers to accessing technology will also be prioritized. These efforts will use targeted universalism to increase quality of life, education, and economic stability for historically underserved communities involved in the IDSD system.

Program Summary

ISSUE: Within the IDSD service delivery system, clients and PSWs who are BIPOC, English language learners, or low-income, experience increased barriers. These barriers include racism, limited healthcare access, and disenfranchisement. These barriers lead to high PSW turnover, lack of telehealth access, and high levels of service disruption. This further exacerbates the disproportionate health and economic impacts of COVID-19.

PROGRAM GOALS: Personal Support Workers can best serve clients and families when they have access to supports. These supports include technology, education, and culturally/linguistically appropriate professional development. The goals for this OA2 position include the following. First, increase PSW use of required technology for payment and telehealth. Second, increase retention of PSWs in the provider network. Third, stabilize client access to food, shelter, technology, and health/safety supports. Finally, increase client access to COVID-19 vaccinations.

PROGRAM ACTIVITY: The four goals outlined above correspond to four areas of activity. These areas are: training and support, resource distribution, administrative tasks, and partnerships. Training and support efforts include training BIPOC and non-English speaking PSWs to use email and state systems. These include the EVV and eXPRS state systems. These systems track billing requirements. Training and support efforts would also help PSWs submit timesheets. Finally, these efforts would help PSWs use technology to provide telehealth to clients. Resource distribution activities include the distribution of Wi-Fi and iPads to PSWs. Administrative tasks include the creation of processes to track training and resource distribution. Also, the verification of data accuracy and submission of signed service agreements. Partnership efforts include coordination with State and County staff. This coordination will increase understanding of Oregon Administrative Rules. These partnerships are also needed to verify receipt of State funding. Finally, partnership efforts will increase the coordination and success of vaccination events. These activities address multiple social determinants of health. They reflect a focused application of the equity lens. They will lead to increased positive outcomes for BIPOC clients, families, and PSWs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of PSWs who receive training and technical support. ¹	N/A	50	5	50
Outcome	Percent reduction in PSW technology use exceptions for the EVV system.	N/A	30%	56%	30%
Output	Number of gift cards distributed to clients. ²	N/A	750	647	N/A

Performance Measures Descriptions

¹The new position associated with this program is onboarding December 2021. They will onboard and ramp up from January through June 2022, and train the expected 50 PSWs in FY23.

²Funding for gift cards was less than expected, at 325K. This resulted in 647 \$500 gift cards, plus \$2.50 fee for each card, plus a one-time fee of \$70. This one-time funding for client gift cards does not extend to FY23, and so this measure will be discontinued.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$80,000	\$0	\$80,000
Total GF/non-GF	\$0	\$80,000	\$0	\$80,000
Program Total:	\$80,000		\$80,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$80,000	\$0	\$80,000
Total Revenue	\$0	\$80,000	\$0	\$80,000

Explanation of Revenues

\$80,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399D ARP - COVID-19 Response Coordination

This program addresses the Public Health Emergency Response priority by supporting Personal Support Workers and Clients who identify as BIPOC, language English learners or Bilingual/Monolingual (non English speaking). Activities will include: ensuring timely access to vaccines; education for clients and providers around vaccination; and training and support for personal support workers in the areas of Wi-Fi access, data accuracy, timesheet submission, and using technology to provide telehealth to clients.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Integrated support is a core component of the SUN Community School (SUN CS) model. Helping to meet basic needs and connecting families to resources increases family stability. The COVID-19 pandemic has disrupted family stability in many ways. These impacts have been most felt by students and families of color. Because basic needs help has increased so much, the demand on SUN CS site managers has also increased. The intensity of support required to help families is unsustainable, especially as SUN CS sites return to programming. Creating the Family Resource Navigator (FRN) program in SUN CS allows sites to expand focus while ensuring family basic needs are met.

Program Summary

ISSUE: Academic performance is linked to a student's health, well-being, family, and community. Before learning can take place, a student's basic needs must be met. This is even more true for students and families of color, who experience daily structural racism and systemic oppression. The COVID-19 pandemic has exacerbated existing inequities in food, housing, employment, health, and more. All these inequities impact a student's ability to learn and thrive.

PROGRAM GOAL: The goal of the FRN program is to increase staffing capacity at each SUN Community School. This will allow staff to further support COVID-impacted families in accessing needed resources. The program aims to build skills so that families know how to access the resources they need in the future.

PROGRAM ACTIVITY: Family Resource Navigators work alongside families to help reduce barriers in the home. FRNs work to build skills and confidence so that families can continue to get their needs met. Promoting this self-sufficiency helps students learn and families thrive. Through this program, a half-time Family Resource Navigator has been placed at each Community School site. This FRN is culturally responsive, and prioritizes support to families of color. FRNs collaborate with school staff, other SUN Service System programs, and community partners to identify families who might need extra support. Services provided might include: case management, group skill building, reducing language barriers, family engagement, and outreach.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households who receive support from Family Resource Navigator	N/A ¹	9,200	9,200	9,200
Outcome	Percent of Black, Indigenous, and Families of Color who receive support with basic needs and system navigation.	N/A ¹	70%	70%	70%

Performance Measures Descriptions

¹No data for FY21. Program started in FY22.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$4,073,000	\$0	\$4,073,000
Total GF/non-GF	\$0	\$4,073,000	\$0	\$4,073,000
Program Total:	\$4,073,000		\$4,073,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,073,000	\$0	\$4,073,000
Total Revenue	\$0	\$4,073,000	\$0	\$4,073,000

Explanation of Revenues

\$4,073,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399E ARP - SUN Community Schools: Family Resource Navigators

This program addresses the Crisis Response & Community Recovery priority. Adding staff capacity to SUN Community Schools creates opportunity for deeper connection with families and support as they navigate complex social service systems to access basic needs supports. SUN Community Schools are an integral part of 92 schools in Multnomah County.

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 experiencing an unprecedented housing crisis. Because of racism, discrimination, and segregation, racial inequalities continue to exist in housing. Black, Indigenous and other Communities of Color (BIPOC) continue to experience homelessness at higher rates, have less access to quality housing and affordable housing. This has only deepened during the COVID-19 pandemic. While some resources exist for renters, they may be difficult to access and often are not culturally specific or appropriate. The Peer Navigation Program can help address this gap in services; it creates a system of peer counselors that provide one-to-one support, peer coaching, resources sharing and networking.

Program Summary

ISSUE: BIPOC renters in Multnomah County experience higher rates of being rent burdened, have less access to affordable housing and have higher rates of homelessness. In September of 2020, PSU released a report that showed the 56% of BIPOC renters were owing arrears as compared to 35% of all renters. While there are resources and support programs available to support renters, knowing how to access and make your way through the systems can be difficult and create barriers. In addition, the supports and services that do exist may not be culturally specific or appropriate. Also, the staff may lack lived experience and trust in the communities where they serve. According to the Renter Relations Report, Peer Counseling is emerging as a promising practice. When Peer Counseling was combined with having renters self-select goals around their credit, eviction and budgeting, they were more likely to be successful.

PROGRAM GOAL: To develop a Peer Navigation Program that will provide culturally specific peer support to BIPOC households that focuses on housing stability and preventing homelessness.

PROGRAM ACTIVITY: The staff will provide culturally specific 1:1 peer support and coaching. This includes sharing tools and helping renters establish goals for their credit, evictions and budgeting. Peer Counselors will coordinate and facilitate culturally-specific education and empowerment groups using a trauma-informed Assertive Engagement approach. They will cover topics such as tenant protections and courses comparable to “rent ready” classes. Peer counselors will also address historical and ongoing barriers while teaching people how to advocate and navigate their way to more stable housing. While renters are in the program and learning, peer counselors are able to advocate for tenants and support communications with landlords and property managers, such as unit inspections.

A 1.00 FTE (limited duration) staff position is needed to develop and implement this program and ensure it aligns with other initiatives in the YFS Housing Stability Team.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households supported by peer mentors	N/A ¹	250	250	250
Outcome	Percent of households who experience improvement in self-identified housing goals.	N/A ¹	70%	70%	70%

Performance Measures Descriptions

¹No data for FY 2021. Program started in FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$115,000	\$0	\$123,403
Contractual Services	\$0	\$400,000	\$0	\$391,597
Total GF/non-GF	\$0	\$515,000	\$0	\$515,000
Program Total:	\$515,000		\$515,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$515,000	\$0	\$515,000
Total Revenue	\$0	\$515,000	\$0	\$515,000

Explanation of Revenues

\$515,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399J ARP - Peer Support Tenant Services & Housing Stability

This program addresses the Crisis Response & Community Recovery priority by creating a peer led program that will support BIPOC tenants to retain stable housing. It also adds staff capacity to support this program's development and implementation - and other housing stability programs in the Youth & Family Services Division.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Youth and Family Services Division (YFS) aims to provide high quality, equitable, and culturally relevant services that help people thrive. The YFS Administration provides strategic division-wide leadership to support this goal. This means using a racial equity lens to oversee daily operations, develop budgets, design programs, and manage contracts. YFS Administration also supports its staff so that they can experience safety, trust, and belonging in the workplace. Staff capacity to project manage Division-wide activities will support our success as a Division and improve staff experiences. This program adds limited duration Project Manager staff.

Program Summary

Issue: The Youth and Family Services Division has grown in recent years, and the administrative infrastructure to support Division and Department wide projects and initiatives has not matched the growth in staffing and resources. A Project Manager that can support a variety of Division-wide projects will improve our Division capacity to support staff and Departmental processes.

Program Goal: This work supports improving the organizational culture of YFS. Having staff focused on Division wide activities that support all staff to thrive allows the Division to more deeply support the organization as a whole. Improving our organizational culture are direct outcomes in the YFS FY 2022 work plan.

Program Activity: The new limited duration Project Manager will support Division wide activities such as program offer/budget project support, presentations & development of new materials, communication, Division & Department dashboards, onboarding processes, continuity of operations (COOP) and department projects and committees. A focus will be on YFS' racial equity projects & processes. All of this work will be done in collaboration and partnership with existing YFS leadership and staff.

This work will be done through convening and facilitating meetings and workgroups, participation in Department and Division wide committees, developing documents and materials that capture the work process and product, developing frameworks and timelines to guide project completion, among others.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Division-wide projects managed	N/A	N/A	N/A	6
Outcome	Percent of Division-wide projects that have plans with documented timelines and deliverables	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$148,000
Total GF/non-GF	\$0	\$0	\$0	\$148,000
Program Total:	\$0		\$148,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$148,000
Total Revenue	\$0	\$0	\$0	\$148,000

Explanation of Revenues

\$148,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was:

This program addresses the Crisis Response & Community Recovery priority. This adds staff capacity to project manage Division-wide activities that support the success of the YFS Division and improve staff experiences.

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

Stable housing is linked to a number of positive health and social outcomes for individuals, families and communities--and rental assistance is a key strategy to support renters. The COVID-19 pandemic has resulted in unprecedented numbers of layoffs and furloughs that have will continue for years to come. This has led to high levels of housing instability and even deeper racial disparities and challenges to pay rent. This program offer continues the County's leadership role in providing rent assistance and related supports.

Program Summary

ISSUE: Thousands of Multnomah County residents are unable to pay their monthly rent due to the economic impacts of the COVID-19 pandemic. As moratoriums are lifted and people struggle to pay their bills, evictions are likely to increase and the need for rental assistance is unprecedented. Racial disparities existed before COVID-19 and current national and state trends indicate that the economic hardships of the global pandemic are widening racial inequalities. These trends are likely mirrored at the local level. For instance, in Multnomah County, the majority of people who rent are BIPOC (Black, Indigenous and People of Color).

PROGRAM GOAL: Provide eviction prevention support through legal, rent and service support, and provide COVID-19 rent assistance support so that households can remain stably housed by paying rent.

PROGRAM ACTIVITY: These funds will support rent assistance to households throughout Multnomah County who are impacted by the pandemic. The focus will be on tenants from culturally specific communities. Funds will be disbursed through a an internal YFS team (Allita) and community-based rent assistance program jointly led by the City of Portland, Joint Office of Homeless Services, Home Forward, County Human Services and non-profit organizations. There are currently 43 organizations providing rent assistance support to households.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households receiving rent assistance	6,938	8,827	8,827	3,866
Outcome	% of households receiving rent assistance who are at 50% or below of the Area Median Income.	81%	75%	75%	75%

Performance Measures Descriptions

Outputs are all based on different funding sources and different amounts. Calculated using average of \$5,046 per household. Estimates for FY23 reflect projections of lower amounts of state & federal funds for rent assistance.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,468,684	\$0	\$2,167,743
Contractual Services	\$0	\$45,914,345	\$0	\$19,511,073
Materials & Supplies	\$0	\$36,000	\$0	\$0
Internal Services	\$0	\$380,971	\$0	\$304,351
Total GF/non-GF	\$0	\$48,800,000	\$0	\$21,983,167
Program Total:	\$48,800,000		\$21,983,167	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$48,800,000	\$0	\$21,983,167
Total Revenue	\$0	\$48,800,000	\$0	\$21,983,167

Explanation of Revenues

This program generates \$304,351 in indirect revenues.
 \$11,146,090 - STATE GENERAL FUNDS - Emergency Rental Assistance Program (ERAP) Supplemental
 \$5,343,454 - STATE GENERAL FUNDS - OR Eviction Diversion and Prevention Program
 \$2,130,114 - COVID-19 Federal Emergency Rental Assistance Program 2 (ERAP-2)
 \$1,666,588 - COVID-19 Federal COP Emergency Rental Assistance Program 2 (ERAP 2)
 \$1,145,050 - COVID-19 Federal Oregon Housing and Community Services (OHCS) Emergency Rental Assistance Program (ERAP)
 \$459,871 - COVID-19 Federal COP Emergency Rental Assistance Program (ERAP)
 \$92,000 - COVID-19 Federal CJC Coronavirus Emergency Support Grant

Significant Program Changes

Last Year this program was: FY 2022: 25399L ARP - Emergency Rent Assistance

This program offer includes only funds for rent assistance that are not Multnomah County direct ARP allocations. The amount between years varies.

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

Stable housing is linked to a number of positive health and social outcomes for individuals, families and communities--and rental assistance is a key strategy to support renters. The COVID-19 pandemic has resulted in unprecedented numbers of layoffs and furloughs; the economic and social impact of this will remain for years to come. This has led to high levels of housing instability and even deeper racial disparities and challenges to pay rent. This program offer continues the County's leadership role in providing rent assistance and related supports.

Program Summary

ISSUE: Thousands of Multnomah County residents are unable to pay their monthly rent due to the economic impacts of the COVID-19 pandemic. As moratoriums are lifted and people struggle to pay their bills, evictions are likely to increase and the need for rental assistance is unprecedented. Racial disparities existed before COVID-19 and current national and state trends indicate that the economic hardships of the global pandemic are widening racial inequalities. These trends are mirrored at the local level. For instance, in Multnomah County, the majority of people who rent are BIPOC (Black, Indigenous and People of Color).

PROGRAM GOAL: Provide eviction prevention support through rent assistance payments so that households can remain stably housed.

PROGRAM ACTIVITY: These funds will support two connected strategies: Eviction Prevention and Rent Assistance. Eviction Prevention and Diversion services are provided so that households who are facing imminent eviction will be connected to rent assistance funds. This will happen in three primary ways: outreach in the community, referrals from 211 and connecting with households through eviction court. Second, funding will support rent assistance to households throughout Multnomah County. Funds will be disbursed largely through the infrastructure set up through Bienestar de la Familia and through non-profit organizations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households receiving rent assistance.	NA	NA	NA	4,515
Outcome	% of households receiving rent assistance who are at 50% of Area Median Income.	NA	NA	NA	75%

Performance Measures Descriptions

FY23 estimate is based on average payment of \$5,046 per household.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$22,785,668
Total GF/non-GF	\$0	\$0	\$0	\$22,785,668
Program Total:	\$0		\$22,785,668	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$22,785,668
Total Revenue	\$0	\$0	\$0	\$22,785,668

Explanation of Revenues

\$22,785,668 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was:

This program addresses the Crisis Response & Community Recovery priority. These funds provide emergency rent assistance to the thousands of County renters who are unable to pay rent due to the pandemic. This is particularly acute in communities of color.

This program includes only funds for rent assistance that are Multnomah County direct ARP allocations. FY 2023 is the first year when these Multnomah County specific ARP funds will be used for rent assistance.

Department: County Human Services **Program Contact:** Peggy Samolinski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Stable housing is linked to a number of positive health and social outcomes for individuals, families and communities--and rental assistance is a key strategy to support renters. The COVID-19 pandemic has resulted in unprecedented numbers of layoffs and furloughs; the economic and social impact of this will remain for years to come. This has led to high levels of housing instability and even deeper racial disparities and challenges to pay rent. This program offer continues the County's leadership role in providing rent assistance and related supports.

Program Summary

ISSUE: Thousands of Multnomah County residents are unable to pay their monthly rent due to the economic impacts of the COVID-19 pandemic. As moratoriums are lifted and people struggle to pay their bills, evictions are likely to increase and the need for rental assistance is unprecedented. Racial disparities existed before COVID-19 and current national and state trends indicate that the economic hardships of the global pandemic are widening racial inequalities. These trends are mirrored at the local level. For instance, in Multnomah County, the majority of people who rent are BIPOC (Black, Indigenous and People of Color).

PROGRAM GOAL: Provide eviction prevention support through system support with legal and administrative functions, in tandem with rent assistance so that households can remain stably housed by paying rent.

PROGRAM ACTIVITY: These funds will support system partners and staff who support housing stability for those who are struggling to pay rent and remain stably housed. This includes system access and information and referral through 211info, legal navigation and support through Metropolitan Public Defenders and Oregon Law Center, centralized data entry, and rent assistance payments - both through jurisdictional partners. Staff capacity is provided by public and non-profit organizations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of staff supported through leadership and management support	N/A	25	30	30
Outcome	Aligned and coordinated programmatic rent assistance models and guidance	N/A	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$230,000	\$0	\$2,730,000
Total GF/non-GF	\$0	\$230,000	\$0	\$2,730,000
Program Total:	\$230,000		\$2,730,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$230,000	\$0	\$2,730,000
Total Revenue	\$0	\$230,000	\$0	\$2,730,000

Explanation of Revenues

\$2,730,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399M ARP - YFS Rent Assistance Team Staffing Capacity

This program addresses the Crisis Response & Community Recovery priority. Funding for staff capacity in the Youth & Family Services Division's rent assistance team is critical to support the several programs the Division has to provide emergency rent assistance to the thousands of County renters who are unable to pay rent due to the pandemic.

During FY 2022, an additional \$1.2 million of the County's direct allocation of ARP funds was reallocated to this program from other County departments in order to maintain staffing capacity (per budget modification # DCHS-001-22).

Department: County Human Services

Program Contact: Peggy Samolinski

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Through this funding DCHS proposes to provide energy and water assistance, weatherization and housing supports focused on low income households in Multnomah County.

Program Summary

ISSUE: Many households in Multnomah County have been impacted by social, emotional and economic impacts from the pandemic. Support services for low income households that assist households to remain in their homes are essential for long term stability.

PROGRAM GOAL: Social services provided to support individuals and families to meet basic needs and to remain stably housed.

PROGRAM ACTIVITY: This program has three primary service areas. First, assistance with utilities through energy assistance bill payment, weatherization and water bill payment, will support over 3,800 households to reduce these critical utility bills. Weatherization of homes reduces a household's overall energy costs. Community Development Block Grant CV funds will be used for rent assistance to support housing stability in mid and east Multnomah County. Finally, Justice Center funds provide emergency motel voucher funding to increase availability of emergency bed spaces for survivors of domestic violence.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households served with energy bill payment assistance	N/A	400	400	3,820
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection	N/A	100%	100%	100%

Performance Measures Descriptions

Output varies due to different amounts of ARPA energy assistance funding projected for each fiscal year. Energy assistance output for FY23 is based on projected amount of funding using an average payment to estimate households.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$762,116
Contractual Services	\$0	\$1,233,461	\$0	\$3,373,072
Materials & Supplies	\$0	\$0	\$0	\$46,108
Internal Services	\$0	\$0	\$0	\$107,004
Total GF/non-GF	\$0	\$1,233,461	\$0	\$4,288,300
Program Total:	\$1,233,461		\$4,288,300	
Program FTE	0.00	0.00	0.00	7.00

Program Revenues				
Intergovernmental	\$0	\$1,233,461	\$0	\$4,288,300
Total Revenue	\$0	\$1,233,461	\$0	\$4,288,300

Explanation of Revenues

This program generates \$107,004 in indirect revenues.
 \$2,536,388 - ARPA Federal LIHEAP Energy American Rescue Plan
 \$987,066 - ARPA Federal LIH Water Assistance Program (LIHWA) American Rescue Plan Act
 \$461,084 - ARPA Federal LIHEAP WX American Rescue Plan
 \$230,028 - COVID-19 Federal 1515 CJC Coronavirus Emergency Sup Grant
 \$73,734 - COVID-19 Federal CDBG 20 CARES

Significant Program Changes

Last Year this program was: FY 2022: 25399N COVID-19 YFS Energy & Housing Services, Domestic Violence Motel

For FY 2023, this program captures carry over funds in specific program areas in YFS.

In FY 2023, this program increases by 7.00 FTE. These FTE was added during FY 2022 as part of the Federal/State midyear rebalance (SUPP02-DCHS-003-22).

Department: County Human Services **Program Contact:** Mohammad Bader
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25033, 25038
Program Characteristics:

Executive Summary

The Older Americans Act ARP funding provides meals to older adults, people with disabilities, and Veterans who may be at nutritional risk. The program meets diverse needs and expectations. Nutrition services increase health and reduce social isolation. The program uses culturally responsive and culturally specific services. These services help maintain participants' independence and improve their quality of life. A network of community partners provides nutrition education and nutritious meals. The Older Americans Act ARP funding also provides for effective administration of the Area Plan.

Program Summary

ISSUE: The American Rescue Plan (ARP) provided Older Americans Act Funding to allow Area Agencies on Aging to support older adults in response to the COVID-19 pandemic. These funds are directed toward nutrition services, program support, and administrative costs. Communities of color have been greatly impacted by COVID-19. ADVSD disaster response seeks to respond to that impact.

PROGRAM GOAL: ARP funding has supported the increased cost for culturally specific meal providers to provide home delivered food programs during the pandemic. The program goal for FY 2023 will help culturally specific providers meet these increased costs as they shift back to congregate programs over the year. ARP funding will also support the administration of the Area Plan to build on a program model and contracting process that will meet the needs of diverse communities in Multnomah County.

PROGRAM ACTIVITY: The ARP funds will help culturally specific nutrition providers continue to provide home delivered nutrition services as they ramp back down to congregate meal sites. ARP funds will also result in the development of a contracting process that will build on the last contract cycle, include community feedback from the Area Plan and respond to the needs of diverse communities in an equitable manner

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of meals provided	N/A	N/A	N/A	23,609
Outcome	Percent of meals served to culturally specific consumers	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	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$754,593
Total GF/non-GF	\$0	\$0	\$0	\$754,593
Program Total:	\$0		\$754,593	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$754,593
Total Revenue	\$0	\$0	\$0	\$754,593

Explanation of Revenues

\$400,000 - ARP Federal Older Americans Act Title III-B Supportive Services
 \$354,593 - ARP Federal Older Americans Act Title III-C Congregate/Delivered Meals

Significant Program Changes

Last Year this program was:

This funding was added during FY 2022 in budget modification # SUPP02-DCHS-001-22 through Supplemental Budget # 2.

Department: County Human Services **Program Contact:** Lee Girard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The COVID-19 pandemic has disproportionately impacted communities in our County, especially individuals and families who are BIPOC, immigrants/refugees, older, or experiencing a disability. Systemic and institutional racism and economic disparities have been exacerbated during the pandemic. Economic recovery will be long term for many in these communities. DCHS will provide \$5.4 million in direct financial support to approximately 6,900 households using unconditional cash transfer whenever possible, recognizing that households understand their most pressing financial needs.

Program Summary

ISSUE: The COVID-19 pandemic has disproportionately impacted communities in our County, especially individuals and families who are BIPOC, immigrants/refugees, older, or experiencing a disability. Systemic and institutional racism and economic disparities have been exacerbated during the pandemic. Economic recovery will be long term for many in these communities.

PROGRAM GOAL: DCHS will provide direct financial support to approximately 6,900 households using unconditional cash transfer whenever possible, recognizing that households understand their most pressing financial needs, which may include; food, living expenses, housing, debt, childcare, transportation, medical, etc.

PROGRAM ACTIVITY: Three DCHS divisions will work with community partners and through their programs to distribute funds to community members using tools that have been developed over the past year, such as: grocery/gift cards; direct payment of key expenses; prepaid credit cards; direct electronic transfers; etc. DCHS will focus this funding on BIPOC communities, building on relationships with culturally-specific community-based organizations that each division has established through public engagement and procurement processes. Following is the list of how funds will be utilized: ADVSD: \$446,000 for utility, uncovered medical and prescription expenses to serve 550 older adults or people with disabilities. IDSD: \$385,000 to provide assistance for 650 clients and 100 direct care providers. YFS Bienestar: \$1,050,000 client assistance to 2,100 households provided via the weekly Mercado. YFS: \$3,519,000 client assistance to 3,500 households via Domestic Violence, SUN Service System (SUNSS), Preschool Families and Housing & Immigration program participants.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households served	N/A	5,850	5,850	6,900
Outcome	Percentage of recipients from Black, Indigenous or People of Color communities	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	2022	2022	2023	2023
Personnel	\$0	\$97,831	\$0	\$0
Contractual Services	\$0	\$4,758,169	\$0	\$5,400,000
Total GF/non-GF	\$0	\$4,856,000	\$0	\$5,400,000
Program Total:	\$4,856,000		\$5,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,856,000	\$0	\$5,400,000
Total Revenue	\$0	\$4,856,000	\$0	\$5,400,000

Explanation of Revenues

\$5,400,000 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 25399P ARP - DCHS Client Assistance

This program addresses the County's priority of Crisis Response & Community Recovery. These funds will provide client assistance directly to individuals and families, with a focus of providing unconditional cash transfer whenever possible. Funds will be targeted to communities disproportionately impacted by the pandemic: BIPOC, immigrants and refugees, older adults and people with disabilities.

The funding is increased in FY 2023 to serve an additional 1,050 households. The FY 2022 budget included funding to serve 5,850 households and is increased to serve 6,900 households in FY 2023.

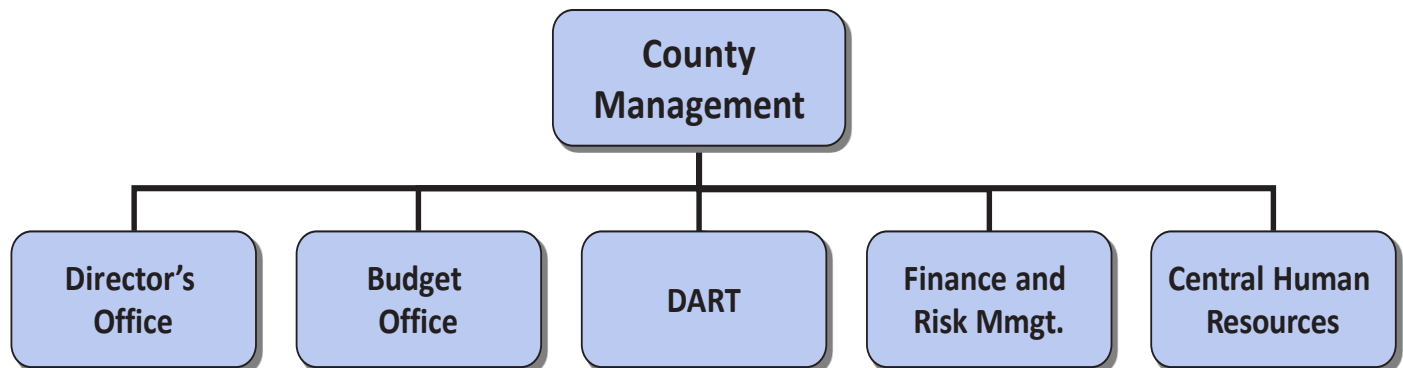
Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing in Multnomah County’s human and financial capital. DCM manages 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 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 (DART) 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 countywide oversight through the supervision of the appointed department directors across the County. In addition, with the assistance of the Deputy COO, the COO provides oversight for 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.

Two years into the COVID-19 pandemic, DCM teams continue to guide the organization into the future of work as a significant portion of the workforce teleworks on a routine, ad-hoc, or hybrid basis. Even while many are working remotely, DCM staff are committed to supporting the County’s pandemic response, maintaining our commitment to workforce equity, and serving our internal and external customers with excellence.

Creating a workplace that provides a sense of safety, trust and belonging for every employee takes both structural and cultural change. In FY 2023, DCM will continue to focus on sustaining and supporting DCM and countywide Workforce Equity Strategic Plan (WESP) work and supporting the County’s pandemic response. In addition the department will focus on supporting the Preschool for All tax, the expansion of the Joint Office of Homeless Services (JOHS) related to the Metro Supportive Housing Services Measure, the Library Capital Bond, and the investment and reporting of American Rescue Plan funds.



Budget Overview

The Department of County Management’s (DCM) budget is \$230.0 million and 290.00 FTE. This is an increase of \$21.3 million or 10.2% over the FY 2022 Adopted budget. Budgeted positions have increased by 3.00 FTE. The FY 2023 budget is comprised of 24.5% General Fund and 75.5% other funds.

The General Fund budget has increased by \$5.9 million (11.8%) to \$56.4 million. Other Funds have increased by \$15.4 million. In DCM, the Risk Fund has increased by \$19.9 million (13.9%) to \$163.2 million due to the addition of 409.53 FTE countywide and insurance related rate changes.

Personnel Services have increased by \$2.7 million (5.8%) due to the addition of 3.00 FTE, COLA and step/merit adjustments. The largest category of expenditures in all funds is in materials and supplies at \$158.2 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$20.5 million.

The following programs are new:

- DCM Director’s Office - COO Professional Services (72000B) \$100,000 to respond to various issues, Capital Planning (72013) \$150,000 one-time-only (OTO) to develop a long term strategic capital plan, and Contractor Capacity Review (72055) \$250,000 OTO to provide recommendations for equitable compensation to County-contracted suppliers.
- Expanded Workday Support (72022B, 72046B, 72053) \$1,430,000 of which \$1,000,000 is OTO to optimize Workday for the County’s needs. It also adds 2.00 FTE to the Finance and HR Workday teams.
- American Rescue Plan (ARP) - Future of Work Coordinator and Space Planning (72901) \$2,705,000 OTO which includes resources to develop and implement plans for space reconfiguration due to telework.

A full list of programs that are new or one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	277.75	287.00	287.00	290.00	3.00
Personnel Services	\$38,432,562	\$44,473,186	\$45,792,842	\$48,471,644	\$2,678,802
Contractual Services	5,372,530	20,193,102	20,029,880	16,940,007	(3,089,873)
Materials & Supplies	109,776,064	130,446,928	135,794,184	158,202,198	22,408,014
Internal Services	5,792,144	6,139,839	6,139,839	6,425,809	285,970
Debt Service	0	7,062,417	1,000,000	0	(1,000,000)
Capital Outlay	<u>45,976</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$159,419,275	\$208,315,472	\$208,756,745	\$230,039,658	\$21,282,913

Successes and Challenges

Office of the COO/DCM Director

- Integrated the new COO and team: the Deputy COO, Strategic Initiatives Manager, and Administrative Analyst.
- Administered workforce and supplier vaccine mandates, setting procedures and answering commonly asked questions.
- Organized countywide Town Halls on the vaccine mandate, the future of work, and the omicron variant.
- Created a Workforce Security Leadership Team focused on taking a strategic look at countywide solutions to workplace violence.

Budget Office

- Expanded its communication efforts and methods, including instituting a regular Budget Bulletin covering time-sensitive issues, providing live online training sessions related to the budget process and budget software, and developing numerous video trainings available when most convenient for departmental users (supplementing already-existing written materials).
- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2022 budget.
- The Evaluation and Research Unit (ERU) completed the countywide Pay Equity Compliance Study, to ensure that individuals doing comparable work are being paid equitably considering their experience, tenure at the County, seniority in the job, and education.

Central Human Resources

- Held vaccine clinics for 4,969 employees and their household members.
- Implemented new medical and EAP programs January 1, 2022, which has been complex and difficult.
- Negotiated a record number of mid-term bargaining agreements including vaccine mandate and exemption process, frontline worker pay, Telework Personnel Rule, and pilot incentive program for shelter staffing.
- Developed Future of Work change communications, learning and support resources, and held live sessions.
- Met WESP College to County placement goals a year ahead of schedule (54 interns hosted in summer 2021).
- Recruitments continue to be a countywide challenge with a high number of vacancies, backlog of recruitments, and new recruiters joining the County.

Division of Assessment, Recording and Taxation

- Levied, collected and distributed \$2.2B in property taxes on behalf of 65 taxing districts.
- Opened DART RM 175 in July to in-person, customer services including Recording, Marriage License Applications, Tax Payment processing, and Passport applications.

Successes and Challenges (continued)

Division of Assessment, Recording and Taxation

- E-file contracting and implementation of a system simplifying how businesses file personal property returns with our office for property taxes.
- Implementation of a new Digital Research Room that allows customers to research and print DART records from anywhere--currently, these documents are only available through in-person research and printing.

Finance and Risk Management

- Received GFOA Award for Distinguished Financial Reporting for Annual Comprehensive Financial Report.
- Issued General Obligations Bonds for Library Capital Construction Project.
- Successfully developed tax administration program for new Preschool for All income tax.
- Maintained Oregon Office of Occupational Safety and Health (OR-OSHA) compliance for essential County employees.
- Successfully completed procurements for countywide banking and deferred compensation services.
- Completed fiscal monitoring of over 150 Community Based Organizations (CBO), and performed over 70 risk assessments.
- Central Purchasing supported the implementation of the new Labor Harmony Policy.
- Challenges included increased demand for training and support of new finance staff countywide; coordination of added reporting requirements for COVID-19 related funding; and overall increase in volume of finance related transactions due to increase in COVID-19 funding.

COVID-19 Impacts

Many DCM staff continue to telework on a routine, ad-hoc, or hybrid basis. Future of work pilot policies are currently being evaluated and if rates of COVID-19 infection decrease, the County can shift from a workforce telework pilot period to a longer-term approach.

Central Human Resources continues to work diligently to provide information, resources and updates to programs and policies to support County employees. This includes regular countywide communication, managing testing and vaccine programs, and implementing new state and federal laws.

The Finance and Risk Management Division continues to manage COVID-19 related revenues and expenditures, perform all required federal grant reporting (e.g. ARPA, ERAP), support monetary client assistance solutions (e.g. food assistance, economic assistance, and vaccine incentives), and maintain compliance with new OR-OSHA regulations.

The Budget Office managed a FY 2022 budget process that included over \$150 million of COVID-19 response funds as well as a significant mid-year budgeting process to address \$30.4 million of one-time-only excess Business Income Tax (BIT) revenue that was paired with additional funding from the City of Portland and the State of Oregon to meet urgent needs in the community, largely exacerbated by the COVID-19 pandemic.

DART was able to maintain all of its statutorily mandated assessment and tax collection functions; however, necessary health-protocols made in-person contacts, especially in field settings difficult or nonexistent. Several processes were developed to enhance the effectiveness of our work efforts and resulting products, such as increased use of remote service delivery, video meetings with external stakeholders, remote inspections of property using videos, and dropbox payments and marriage applications. In addition, a number of DCM employees support the County's emergency response through logistics support, roles in the emergency operations center leadership, and shelter staffing among others.

COVID-19 & American Rescue Plan

The Department of County Management will use American Rescue Plan (ARP) dollars to extend three programs funded last year into FY 2023:

ARP Labor Relations Expanded Support

This program funds a Labor Relations Manager position (Human Resources Manager 2, limited duration, year 2) to support the expansion of existing services, provide general Labor Relations support, and create additional capacity needed to bargain contracts which were rolled over due to COVID-19.

Future of Work Coordinator and Space Planning

The Future of Work initiative is a collection of projects that support the following changes in workplace including: revisions to workplace policies and practices, changes in facilities and workspace management, training and support resources, and maintaining commitment to regular countywide communications. This program funds a Future of Work Coordinator (HR Manager 1, limited duration, year 2) to provide leadership and project management. In addition, the program includes resources to develop and implement plans to reconfigure county facilities in response to updated programmatic needs due the large number of routine, hybrid and ad hoc teleworking employees.

ARP Federal Grant Compliance and Monitoring

This program is responsible for maintaining federal grant compliance with American Rescue Plan (ARP) Act laws and regulations. The dedicated position (Finance Specialist Senior, limited duration, year 2) will track County ARP spending and usage of funding, complete all federal required reporting, support general compliance to laws and regulations, support County departments with ARP fund usage, and support enhanced external audit activities as it relates to COVID-19 relief funding.

Diversity, Equity, and Inclusion

DCM embraces the vision that every employee, at every level, has a role to play in advancing equity and creating a racially just workplace. Collectively, the divisions in DCM are doing transformative work to help raise the consciousness of employees, including management at the highest levels. This mindset and the work is vital to move us towards our department's equity goals. We recognize that a great deal of our intentional efforts should ripple through the entire County, strengthening us as an organization. DCM is showing up for the challenge of dismantling white supremacy culture by providing manager training on core competencies, countywide professional development, and creating equitable budget processes and better data reporting tools. Through collaboration with our County partners, we are cultivating a system of inclusion and fairness that truly considers those who, historically, have been most hurt by our policies and practices. Here are just a few examples of how DCM is leading these efforts:

DIRECTOR'S OFFICE

- The Director's Office reinstated the DCM All Managers meetings for managers to connect and engage in learning together. At the December 2021 meeting, managers participated in a training presented by Organizational Learning on the Racially Just Core Competency.
- The DCM all staff meetings have also been revived. This informal space brings staff together to receive information and updates about current matters affecting the department and the county cutting across the department structure.
- The DCM/NON-D HR team focuses on equitable and inclusive practices and policies for all elements of our work. With many of the remaining WESP commitments tied to HR actions or programs, the team will have a critical role in meeting the 2022 department goals.
- To build awareness and increase cultural humility, the DCM Equity Manager continues to lead learning sessions for the department equity committee and is incorporating a series of monthly Equity Conversations into the Senior Management Team meetings.

CENTRAL HR

- As equity practitioners, Organizational Learning (OL) infuses equity into everything they do and keeps equity as their foundation: creating new classes, selecting and vetting external instructors, offering services such as mediation, team building, and coaching.
- Future of Work workshops and countywide coordination focused on advancing equitable practices that ensure all employees, whether working remotely or onsite, are supported with opportunities to grow and thrive.

Diversity, Equity, and Inclusion (continued)

CENTRAL HR (continued)

- The College to County (C2C) program is a vital workforce pipeline to introduce folks from underrepresented communities to public service in the County. With a goal of hiring 50 C2C interns by 2022, the County met that goal a year early and surpassed the total number countywide in 2021, with DCM making up around 20% of those numbers. DCM will remain diligent in helping meet that standard again for 2022.

BUDGET OFFICE

- The Budget Office, with the Chair's Office and the Office of Diversity and Equity (ODE), continued its work to expand an equity focus in the budget process. This included updating the FY 2023 budget process and documents to reflect that budgetary decisions should be centered on equity and helping communicate this priority to the departments.
- The Budget Office reviews narrative, performance measures, and associated expenditures provided by departments during the annual budget process. They work with departments to encourage using language that will be clear to all potential audiences and tells a full story regarding the funding proposals and changes.
- ODE and Organizational Learning (Central HR) held a special countywide workshop titled, Budgeting with the Equity & Empowerment Lens, to show how to apply the County's Equity and Empowerment Lens to FY 2023 program offers.
- The Evaluation & Research Unit (ERU) performed a pay equity analysis for all employees at the County and made recommendations for pay adjustments based on the findings.
- For FY 2023, ERU will continue their equity and stakeholder-centered approach by working with stakeholders to update and implement new dashboards for employee demographic data and HR trends (e.g., hires, promotions, separations), allowing a new level of insight for all employees and continuing work with a Countywide ERU Advisory Group to center the Survey Advisory Group model in all projects.

Division of Assessment, Recording and Taxation (DART)

- The Tax Assessor and Appraisal staff attended 20 Neighborhood Association meetings in 2021 to engage community members in their neighborhoods, provide access to information regarding the property tax system, address property tax-related issues and concerns and answer general questions.
- DART presented a viewing of the film, Priced Out, to discuss systemic racism in housing using the gentrification of N/NE PDX as an example. The event was hosted by a project team that included stakeholders from various parts of the division and was attended by Commissioner Susheela Jayapal and her team from District 2.

Diversity, Equity, and Inclusion (continued)

Division of Assessment, Recording and Taxation (DART)

- In partnership with the Senior Policy Analyst in ODE, DART introduced a Gender Neutral Customer Service Model for all front-facing customer service staff to use when interacting with the public. DART is also creating accessible training video content and accessibility updates to its public facing website.

Finance & Risk Management (FRM)

- Several teams from FRM participated in diversity, equity and inclusion and team building activities and learning with the Equity Manager and Organizational Learning. The content was centered around terms and definitions and core competencies like promoting equity, communication and relationship building.
- The CFO's Office, with Central Purchasing and ERP Workday Finance support, created a custom Culturally Specific Services worktag in Workday in order to highlight, support and report out on the work provided by our Community Based Organizations.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$4,603,208	\$0	\$4,603,208	20.50
Budget Office	3,098,859	0	3,098,859	14.00
Finance and Risk Management	14,786,658	18,536,104	33,322,762	70.00
Central Human Resources	10,016,719	152,043,351	162,060,070	48.00
Division of Assessment, Recording & Taxation (DART)	23,854,759	0	23,854,759	137.50
COVID-19 & American Rescue Plan	0	3,100,000	3,100,000	0.00
Total County Management	\$56,360,203	\$173,679,455	\$230,039,658	290.00

DCM Director's Office

The Division is home to the County's Chief Operating Officer (COO) who also serves as the DCM Director. The COO team includes the Deputy COO, a Strategic Initiatives Manager and a Senior Administrative Analyst. Programs reporting to this division include DCM Equity Team, DCM Business Services and the newly formed DCM/Non-D Human Resources Unit.

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. In addition, the COO and Deputy COO work with the Chair, 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, the Complaints Investigation Unit and Emergency Management providing a crucial link between corporate policy setting and department implementation.

The Equity team provides leadership and support for departmental learning sessions about diversity, equity and inclusion principles, and consultation for managers and individuals. 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. The DCM/Non-D Human Resources Unit provides strategic HR services for the department and non-departmental work units.

Significant Changes

Significant changes that occurred - and work that took place - in FY 2022 included:

- Integration of the new COO and team: the Deputy COO, Strategic Initiatives Manager, and Administrative Analyst.
- Administration of workforce and supplier vaccine mandates, setting procedures and answering common questions.
- Re-institution of DCM All Managers meetings.
- Creation of a Workforce Security Leadership Team focused on taking a strategic look at Countywide solutions to workplace violence.
- To better align resources with supervision, a Human Resources Analyst Senior position reporting to the DCM Equity Manager moved from DART Administration to the DCM Director's Office/COO.
- Program 72013 Capital Planning: provides funds to update and guide the County's future strategy for capital planning, prioritize infrastructure investments, and provide frameworks for long term asset management
- Program 72055 Contractor Capacity Review: funds a project to study, analyze, and provide recommendations to promote contractor wage equity, utilizing both short-term and long-term approaches to evaluate and recommend courses of action for state and local policy makers.

Budget Office

The Budget Office (72001) guides the development of the budget process and facilitates the creation of the County's largest policy document. Through the budget process, the County aligns its funding with its priorities. This is why it's essential that the County's values are incorporated into the budget process. The Budget Office continues to evolve the budget process and documents to reflect that budgetary decisions should be centered on equity and has helped communicate this priority to the departments.

The Budget Office also provides a variety of resources and analyses to help inform decision makers and to guide departments through the budget process. For example, the Budget Office does the following:

- Creates General Fund forecasts to inform the Board how much funding is available for the budget;
- Performs analysis as needed throughout the year to determine the estimated cost impacts of departmental, local, State, or Federal policy proposals and changes;
- Provides cost estimates during labor negotiations;
- Provides budgetary information to departments during the annual budget process and throughout the fiscal year,
- Trains department employees on budget software and the budget process;
- Presents information about the budget process to external stakeholders such as community based organizations; and,
- Communicates policy direction and program priorities to departments.

The Evaluation and Research Unit (72014) is also part of this division. The Unit does research about workforce equity, employees' experiences, and evaluates programs both countywide and within the Department of County Management. The goal of this work is to ensure that County employees have the resources, support, and environment that they need to thrive as they do the important work to serve the community.

Significant Changes

There are no significant budgetary changes occurring within this division in FY 2023. To accommodate countywide transitions to hybrid or fully-remote workplaces, the Budget Office has expanded its communication efforts and methods to provide more email communications, live online trainings, and on-demand video trainings. The Budget Office also faces increasing demands for analysis and support related to the voter-approved initiatives for Metro Supportive Housing Services and Preschool for All, the Library General Obligation Bond, and American Rescue Plan funds. The Evaluation and Research Unit is working towards greater stakeholder engagement in its work in ways that model people-centered research and design and methods that embody principles of equity, safety, trust and belonging.

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 \$669 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 Jaggaer enterprise system functionality.

Finance and Risk Management is responsible for preparing the County's Annual Comprehensive Financial Report, which has been awarded the Government Finance Officers Association (GFOA) award for distinguished reporting every year for the past 36 years. Staff members in the Division serve in leadership positions on statewide professional organizations and advisory boards. This honor reflects recognition by our peers of the ways Finance and Risk Management programs strive for innovative solutions.

Significant Changes

- Program 72005B FRM Purchasing - MMP Contracts + Optimization - Will focus on the optimization of the contracts module of Multco Marketplace, resolve legacy SAP contracts, create support and maintenance resources.
- Program 72008B FRM Motor Vehicle Tax - Limited Duration position will provide additional capacity for motor vehicle rental tax (MVRT) collection activities including audit and tax code enforcement.
- Program 72044B Regional Construction Workforce Diversity Funder Collaborative - This program funds the County's participation in a Regional effort to increase the diversity of the construction workforce.
- Program 72046B Workday Support Finance - 1.00 FTE was added to increase system reporting capacity and enhance departmental ERP system support. The position will develop specialized custom reports, implement Workday new reporting capabilities, support Data Mart Project, and support other major configuration projects.
- Programs 72052/72052B FRM Preschool for All Tax Administration - reduced by 1.00 FTE, effectively supported by one Project Manager and a tax consultant. The City of Portland tax administration fees are in Scaled B Program Offer.
- Program 72003B FRM Chief Financial Officer Admin Support - adds 1.0 FTE administrative support for the Office of the CFO and other business units of the FRM division

Central Human Resources

The Central Human Resources Division (CHR) is driven by its strategic mission to: support 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.

Significant Changes

- Program 72017B - Central HR Services - Recruiter Training Program adds capacity with four LDA HR Analyst 2 recruiters that will be trained centrally to be deployed in departments to help address recruitment backlogs.
- Program 72022B - HCM Workday Support Central HR Add funds a new HCM Workday position allowing for a restructuring of work across the HR Workday team, resulting in a more balanced workload for team members.
- Program 72051 - College to County Interns requests ongoing funding for 25 Countywide intern positions
- Program 72053 - Workday Support - Review & Recommend is a one-time-only request to fund the Review and Recommend Project for one year.
- Program 72054 - HCM Workday Support Data Mart will allow for HR data in Workday to be extracted and used in external systems for comprehensive reporting not currently supported by Workday.
- Program 72901 ARP Future of Work Coordinator & Space Planning, adds a limited duration HR Manager 1 for countywide planning for return to onsite work transition; and adds resources to develop and implement plans to reconfigure county facilities in response to updated programmatic needs for teleworking employees
- Program 72902 ARP Labor Relations Expanded Support, adds a limited duration HR Manager 2 to expand and add capacity.

Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) is responsible for funding and supporting the local community through administering property tax programs and maintaining vital and essential records for the county. On behalf of 65 taxing districts, DART maintains an accurate inventory and statutory value of approximately 315,000 property tax accounts for the purpose of generating correct property tax bills that fund these districts and their community priorities. Issuing marriage licenses and recording and indexing documents make up both vital and essential records under Oregon law. These are maintained for statutory purposes that follow rigorous guidelines to maintain an orderly identification of ownership of property and record of marriages. As a requirement under Oregon law, both must be maintained and archived indefinitely.

Significant Changes

DART's adaptation to the new work environment posed by adoption of telework policies that promote County business and process over an employee's desk location was a focus in FY 2022 and will continue into FY 2023. For the 13 programs within DART, affecting 137.50 FTE, each program is working to develop best practices and policies to support a hybrid workforce that continues to excel in customer service and community support. Technology adaptation is one significant challenge of this transition that will take years of planning to achieve and is well underway; however, team and program connection, collaboration, and communication are, in some cases, even more significant in challenging DART's future work environment and culture. Best practices to address these challenges are undertaken by engaging all stakeholders, ensuring adequate planning and consideration are used to develop best practices. As a result, DART has shifted some resources within general fund constraints to add 1.00 FTE and increase focus in support of a largely hybrid workforce model. This will continue into the 2023 fiscal budget cycle. To better align resources with supervision, a Human Resources Analyst Senior position reporting to the DCM Equity Manager moved from DART Administration to the DCM Director's Office/COO.

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 2023 General Fund	Other Funds	Total Cost	FTE
DCM Director's Office					
72000A	DCM Director's Office / COO	\$1,599,064	\$0	\$1,599,064	6.00
72000B	DCM Director's Office - COO Professional Services	100,000	0	100,000	0.00
72013	Capital Planning	150,000	0	150,000	0.00
72015A	DCM Business Services	1,428,764	0	1,428,764	8.50
72049	DCM/NonD Human Resources Team	1,075,380	0	1,075,380	6.00
72055	Contractor Capacity Review	250,000	0	250,000	0.00
Budget Office					
72001	Budget Office	2,525,350	0	2,525,350	11.00
72014	Evaluation and Research Unit	573,509	0	573,509	3.00
Finance and Risk Management					
72002	FRM Accounts Payable	1,126,545	0	1,126,545	7.60
72003	FRM Chief Financial Officer	1,472,789	296,125	1,768,914	2.00
72003B	FRM Chief Financial Officer - Admin Support	95,000	0	95,000	1.00
72004	FRM General Ledger	1,166,278	0	1,166,278	7.00
72005A	FRM Purchasing	3,393,016	0	3,393,016	20.50
72005B	FRM Purchasing - MMP Contracts + Optimization	250,000	0	250,000	0.00
72006	FRM Property & Liability Risk Management	0	6,376,792	6,376,792	2.50
72007	FRM Payroll/Retirement Services	1,254,771	0	1,254,771	7.40
72008A	FRM Treasury and Tax Administration	3,555,021	0	3,555,021	4.00
72008B	FRM Motor Vehicle Tax	175,000	0	175,000	0.00
72009	FRM Worker's Compensation/Safety & Health	0	4,444,083	4,444,083	8.00
72010	FRM Recreation Fund Payment to Metro	0	40,000	40,000	0.00
72012	FRM Fiscal Compliance	463,158	0	463,158	3.00
72044A	FRM Construction Diversity and Equity	215,000	0	215,000	0.00
72044B	Regional Construction Workforce Diversity Funder Collaborative	200,000	0	200,000	0.00
72046A	FRM Workday Support - Finance	997,320	0	997,320	4.00
72046B	FRM Expanded Workday Support - Finance	215,000	0	215,000	1.00
72047	FRM Labor Compliance	154,310	0	154,310	1.00

County Management

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Finance and Risk Management (continued)					
72048	FRM Clean Air Construction Standards	53,450	0	53,450	0.00
72052	FRM Preschool for All Tax Administration - County	0	203,563	203,563	1.00
72052B	FRM Preschool for All Tax Administration - City of Portland	0	7,175,541	7,175,541	0.00
Central Human Resources					
72016A	Central HR Administration	1,157,676	0	1,157,676	2.63
72017A	Central HR Services	2,990,289	0	2,990,289	14.00
72017B	Recruiter Training & Capacity Building	622,000	0	622,000	0.00
72018A	Central HR Labor Relations	1,015,055	59,197	1,074,252	4.85
72019	Central HR Unemployment	0	1,011,821	1,011,821	0.15
72020	Central HR Employee Benefits & Wellness	0	150,972,333	150,972,333	13.37
72022A	Workday Support - Central Human Resources	1,923,521	0	1,923,521	9.00
72022B	HCM Expanded Workday Support	215,000	0	215,000	1.00
72050	Central HR Classification & Compensation	578,178	0	578,178	3.00
72051	College to County Interns	300,000	0	300,000	0.00
72053	Workday Support - Review & Recommend	1,000,000	0	1,000,000	0.00
72054	HCM Workday Support Data Mart	215,000	0	215,000	0.00
Division of Assessment, Recording and Taxation (DART)					
72023	Div of Assessment, Recording & Taxation Administration	750,721	0	750,721	2.40
72024	DART Customer Service	1,735,658	0	1,735,658	11.45
72025	DART County Clerk Functions	1,930,508	0	1,930,508	12.05
72026	DART Ownership & Parcel Management	932,780	0	932,780	7.60
72027	DART Tax Revenue Management	2,415,478	0	2,415,478	13.40
72028	DART GIS/Cartography	911,045	0	911,045	5.25
72029	DART Assessment Performance Analysis	630,957	0	630,957	3.25
72030	DART Property Assessment Special Programs	1,218,774	0	1,218,774	8.25
72031	DART Personal Property Assessment	1,015,180	0	1,015,180	6.00
72033	DART Commercial & Industrial Property Appraisal	3,990,938	0	3,990,938	23.50
72034	DART Residential Property Appraisal	5,839,477	0	5,839,477	36.50
72037	DART Applications Support	1,733,243	0	1,733,243	6.25
72038	DART Tax Title	750,000	0	750,000	1.60

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
COVID-19 & American Rescue Plan					
72900	ARP - Federal Grant Compliance and Monitoring	0	160,000	160,000	0.00
72901	ARP - Future of Work Coordinator and Space Planning	0	2,705,000	2,705,000	0.00
72902	ARP - Labor Relations Expanded Support	<u>0</u>	<u>235,000</u>	<u>235,000</u>	<u>0.00</u>
Total County Management		\$56,360,203	\$173,679,455	\$230,039,658	290.00

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Department: County Management

Program Contact: Serena Cruz

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Director's Office includes the DCM Department Director / Chief Operating Officer combined positions. The COO/Director role 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, emergency management and protected class complaints. The COO provides countywide oversight through the supervision of the appointed department directors for the Health Department, Department of Community Justice, Library, Department of County Human Services, Department of County Assets, and Department of Community Services.

Program Summary

The COO's office works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set countywide priorities and ensure that County policies are upheld. The 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 Office of the COO/DCM Director works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and serves as the supervisor for all department directors. In FY 23, the Director's Office will continue to focus on sustaining and continuing to implement the countywide and department's Workforce Equity Strategic Plan (WESP), leadership development for County managers and supervisors, and workforce security.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	DCM all manager and supervisor professional development events held.	2	4	2	2
Outcome	Percent of DCM WESP initiatives implemented and sustained.	100%	90%	100%	90%
Output	Number of DCM specific new employee orientation events held.	4	4	4	4
Output	Number of countywide monthly newsletters published for managers and supervisors.	12	12	12	12

Performance Measures Descriptions

Output: COVID-19 impacted manager and supervisor professional development events as we allocated the time and resources for all-staff meetings and communications to keep staff informed of our ever-changing environment. The performance measures all lead towards the department's desire to create a culture of Safety, Trust and Belonging for its workforce.

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	2022	2022	2023	2023
Personnel	\$1,199,059	\$0	\$1,390,594	\$0
Contractual Services	\$130,000	\$0	\$147,000	\$0
Materials & Supplies	\$18,810	\$0	\$18,810	\$0
Internal Services	\$32,388	\$0	\$42,660	\$0
Total GF/non-GF	\$1,380,257	\$0	\$1,599,064	\$0
Program Total:	\$1,380,257		\$1,599,064	
Program FTE	5.00	0.00	6.00	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 2022: 72000A DCM Director's Office

To better align resources with supervision, a Human Resources Analyst Senior position reporting to the DCM Equity Manager moved from DART (72023) to the Director's Office (and is now position 742067).

Department: County Management **Program Contact:** Serena Cruz
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72000A
Program Characteristics:

Executive Summary

This scaled program offer increases resources for professional services to enable the COO's office to respond to emergent issues, facilitate communication, team-building, employee engagement and professional development for the County's leadership, and innovate around strategic county-wide matters.

Program Summary

As the pandemic and extreme weather events have taught us, timely, emergent issues of a county-wide nature can be difficult to predict, and often require flexibility and quick deployment of resources. Furthermore, with many new department directors and a new COO team, the time is ripe for County leadership to build relationships and develop a strategic vision for the future. COO professional services funds may be utilized for:

- County leadership team building and equity training
- Development of program in support of managers of color in partnership with ODE and CHR
- A COO/Chair employee-engagement tour
- Re-institution of the Executive Learning Series
- Consulting to support strategic planning across departments
- Research and consulting related to initiatives like workforce security, future of work, etc.
- Resources to fund countywide initiatives such as de-escalation training
- Executive recruitment consultants

By way of illustration, in the 2018/2019 Executive Leadership Series, the COO provided County executives quarterly professional development and change management opportunities with a focus on equity. In 2019, Multnomah County's first management conference "Together: Forward" was held at the Oregon Convention Center. The conference was intended as a "level-setting opportunity to communicate a model of excellence for leadership development and accountability, recharging Multnomah County's organizational culture and envisioning a future together as One County." As the County emerges from the COVID-19 crisis and embraces new leadership, similar opportunities to come together and think strategically as a leadership team will be invaluable.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of executive leadership training sessions provided.	N/A	N/A	1	4
Outcome					

Performance Measures Descriptions

The number of training sessions held is a tangible output of this fund. The more qualitative outcomes of trust, strategic visioning, and communication among directors are also critical.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Supported by General Fund revenue. \$50K is Ongoing, and \$50K is One-Time-Only

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Christian Elkin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Budget Office, under the leadership of the Chair and Board of County Commissioners, manages the County's budget process and prepares the annual budget. The office serves as a resource to the Chair's Office, the Board of County Commissioners, other elected officials, County departments, and the public. It also helps decision makers and department staff by communicating policy direction and program priorities; coordinating strategic planning; and providing technical expertise, training, and various analyses.

Program Summary

The budget is more than just a list of the planned revenues and expenses for the fiscal year. The budget is the County's largest policy document, and it is through the budget process that the County aligns its funding with its priorities. This is why it's essential that the County's values are incorporated into the budget process. The Budget Office supports this work by facilitating the countywide budget process. For example, one of the main priorities of the Chair, Board, and County is to focus on equity. The Budget Office has updated the budget process and documents to reflect that budgetary decisions should be centered on equity and has helped communicate this priority to the departments.

The Budget Office also provides a variety of resources and analyses to help inform decision makers and to guide departments through the budget process. For example, the Budget Office does the following:

- Creates General Fund forecasts to inform the Board how much funding is available for the budget (the General Fund is the County's largest source of discretionary revenues; if the forecast is too high, a midyear reduction may be required, but if it is too low, the County may unnecessarily cut services or employees during the annual process),
- Performs analysis as needed throughout the year to determine the estimated cost impacts of departmental, local, State, or Federal policy proposals and changes,
- Provides cost estimates during labor negotiations,
- Provides budgetary information to departments during the annual budget process and throughout the fiscal year,
- Trains department employees on budget software and the budget process,
- Presents information about the budget process to external stakeholders such as community based organizations, and
- Communicates policy direction and program priorities to departments.

The Budget Office also helps ensure that the County follows Oregon budget law. The County is committed to producing a high quality budget that follows recommended guidelines and best practices. This is reflected in the fact that the County has received the Government Finance Officers Association's Distinguished Budget Presentation Award for almost two decades.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of budget modifications processed (includes internal)	208	200	259	200
Outcome	% of budget modifications entered into Workday within 4 weeks of Board approval	88%	98%	88%	90%
Quality	Percent error in General Fund Revenue Forecast	7.5%	2.0%	6.4%	2.0%
Quality	Customer rating of countywide budget process on scale of 1 to 10 (extremely dissatisfied to extremely satisfied)	6.66	N/A	7.22	7.25

Performance Measures Descriptions

Budget modifications make changes after the fiscal year begins; most need Board approval, but purely technical changes are "internal" and only need Budget Office approval. The forecast error in FY 2021 and FY 2022 is significantly higher than usual due to the quick rebound of the Business Income Tax (BIT) after the economic shock from the pandemic. Customer rating: New due to change in budget survey questions. Because of survey timing, the FY 2022 estimate is the actual rating. (Previous measure of "% of customers rating Budget Office efforts as either 'good' or 'excellent'" was 84% in FY 2021).

Legal / Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law (ORS Chapter 294). The office is responsible for producing a financially sound budget that complies with the law and communicates the anticipated outcomes from use of public funds entrusted to the County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,963,207	\$0	\$2,164,109	\$0
Contractual Services	\$30,159	\$0	\$30,159	\$0
Materials & Supplies	\$96,784	\$0	\$96,784	\$0
Internal Services	\$231,734	\$0	\$234,298	\$0
Total GF/non-GF	\$2,321,884	\$0	\$2,525,350	\$0
Program Total:	\$2,321,884		\$2,525,350	
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 2022: 72001 Budget Office

The office has transitioned to a hybrid workplace with staff spending some days in the office and other days teleworking. To accommodate countywide transitions to hybrid or fully-remote workplaces, the Budget Office has also expanded its communication efforts and methods, including instituting a regular Budget Bulletin covering time-sensitive issues, providing live online trainings related to the budget process and budget software, and developing numerous video trainings available when most convenient for departmental users (supplementing already-existing written materials). The Budget Office is also engaging in economic forecasting support related to the voter-approved initiatives for Metro Supportive Housing Services and Preschool for All; as well as, additional analysis related to those programs, the Library General Obligation Bond, and American Rescue Plan funds.

Department: County Management **Program Contact:** Tsultrim Yehshopa
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Central Accounts Payable provides customer service to departments and expert support in payment processing, travel and training, procurement card administration, auditing and data integrity, and supplier master file management. Additionally, Central Accounts Payable provides leadership and support to the creation, revision, and application of County Administrative and Financial Procedures.

Program Summary

Central Accounts Payable (AP) processes approximately 135,000 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 plays a critical role in the County's support to the community by ensuring that payments to suppliers are completed timely and accurately. Many of these payments are going to local organizations that are providing services to our most vulnerable residents. Central AP strives to provide support to all our suppliers in a respectful, caring, and equitable manner. And to help promote the success of County operations through continuous process improvement leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Payments Processed	123,575	125,000	135,283	142,000
Outcome	Percent of Invoices Paid On Time within std NET 30	92%	92%	91.89%	93%
Outcome	Percent of Total Payments that are Electronic	75%	75%	69.01%	84%

Performance Measures Descriptions

Payments processed is the total of all invoices paid regardless of type, check, electronic, procurement card, Multco Marketplace. Net payment is due 30 days after receipt of original invoice. Payments that are electronic are non-check methods such as ACH, ePayables, Pcards, and MMPcards. COVID relief related invoices such as rent assistance and restaurant relief have often been paid via check and have impacted this performance metric.

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	2022	2022	2023	2023
Personnel	\$1,067,067	\$0	\$1,116,171	\$0
Contractual Services	\$1,950	\$0	\$1,950	\$0
Materials & Supplies	\$8,424	\$0	\$8,424	\$0
Total GF/non-GF	\$1,077,441	\$0	\$1,126,545	\$0
Program Total:	\$1,077,441		\$1,126,545	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$291,180	\$0	\$300,180	\$0
Total Revenue	\$291,180	\$0	\$300,180	\$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. Where practical, Multnomah County maximizes the use of electronic card payments to leverage rebates back to the County.

Significant Program Changes

Last Year this program was: FY 2022: 72002 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, Excise 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.

The CFO manages the County's risk fund, this includes but is not limited to managing risk fund budget, setting collection rates, managing/setting reserve requirements (e.g. workers compensation and health self insured programs), managing other post retirement employment benefits (OPEB) program, and managing the usage of the fund.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Annual Comprehensive 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 Annual Comprehensive 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	2022	2022	2023	2023
Personnel	\$390,885	\$82,447	\$446,575	\$100,562
Contractual Services	\$31,500	\$0	\$41,000	\$0
Materials & Supplies	\$14,384	\$0	\$14,384	\$0
Internal Services	\$871,808	\$187,896	\$970,830	\$195,563
Total GF/non-GF	\$1,308,577	\$270,343	\$1,472,789	\$296,125
Program Total:	\$1,578,920		\$1,768,914	
Program FTE	1.65	0.35	1.65	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$270,343	\$0	\$296,125
Total Revenue	\$0	\$270,343	\$0	\$296,125

Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72003 FRM Chief Financial Officer

Department:	County Management	Program Contact:	Eric Arellano
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:			
Program Characteristics:			

Executive Summary

The 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, Excise Tax Administration, Central Purchasing and Treasury. This program will add administrative support for the Office of the CFO

Program Summary

This program will add administrative support to the Office of the CFO (1.0 FTE Office Assistant) and other business units within the Finance and Risk Management division. The position will provide administrative and clerical support: including maintaining CFO's calendar, coordinating meetings and events with internal/external stakeholders, take meeting notes for certain Central Finance led meetings, prepare reports and correspondence for distribution, coordinate and submit board materials on behalf of CFO, assist with annual external audit schedules, handle mailings and maintain certain manuals, support onboarding tasks for new hires (e.g. IT Telecom set, Facilities access, etc.), submit supply purchases through the Multco Marketplace, coordinate dues and subscriptions for division, and coordinate submission of work orders for general maintenance and other service needs for division.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Position is hired within quarter one of fiscal year 2023*	N/A	N/A	N/A	1
Outcome	Finance and Risk Management new staff onboarding process is efficiently coordinated**	N/A	N/A	N/A	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved

**1=Achieved; 0=Not Achieved

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$92,873	\$0
Materials & Supplies	\$0	\$0	\$2,127	\$0
Total GF/non-GF	\$0	\$0	\$95,000	\$0
Program Total:	\$0		\$95,000	
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 General Fund

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Samina Gillum
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The General Ledger program manages central financial accounting and reporting, including the annual external financial audit, the comprehensive framework of internal controls, as well as general countywide accounting support and assistance.

Program Summary

The General Ledger (GL) program supports and monitors the County's financial accounting activity by performing corporate level accounting functions including account reconciliations, review/approval of accounting transactions and preparing required financial reports.

The primary product is the County's Annual Comprehensive Financial Report, which includes all activities associated with the required annual external financial audits. The report earns the Government Finance Officers Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials that meet the reporting standards and requirements noted by GFOA. Approximately 3% of governmental entities in the United States receive this award annually.

General Ledger prepares the financial reports for three component units of the County: Mid County Service District No. 14, Dunthorpe-Riverdale Service District No. 1 and the Multnomah County Library District. GL also maintains internal controls and the chart of accounts.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Comprehensive Annual Financial Report audit deficiency comments from external auditors	0	0	0	0
Quality	Number of days Annual Comprehensive Financial Report is completed after fiscal year end	155	170	155	155

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's Comprehensive Annual Financial Report, including assessment of the risks of material misstatement of the financial statements. "0" means the auditors identified no deficiencies or weaknesses in internal controls. Financial reports should be issued soon enough after the close of a period to affect better decision making.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS), Ch. 297: Audits of Public Funds and Financial Records, requires governments to have an external audit and that it be submitted to the Secretary of State - Audits Division.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,089,581	\$0	\$1,152,378	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
Total GF/non-GF	\$1,103,481	\$0	\$1,166,278	\$0
Program Total:	\$1,103,481		\$1,166,278	
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 No. 14, Dunthorpe-Riverdale Service District No. 1, and the Multnomah County 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 2022: 72004 FRM General Ledger

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72044, 72047, 72048
Program Characteristics:

Executive Summary

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to employees who perform purchasing functions. Purchasing supports departments to procure products and services in construction, materials, and both non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social, and environmental impacts of purchases.

Program Summary

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for several thousand contracts and hundreds of millions of dollars awarded each year.

Key efforts include the following: (1) safeguard the County from potential contractual risk and liability exposure; (2) functional administration of the County's procurement and contracting software; (3) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (4) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (5) research, analyze, recommend, and implement best business practices; (6) provide ongoing public purchasing guidance, support, training, and consultation to departments and employees; (7) track, monitor, analyze and annually report on contract data and performance measures; (8) maximize efforts to include and ensure participation of State Certification Office for Business Inclusion and Diversity (COBID) Certified suppliers (Disadvantaged Business Enterprises, Minority-owned, Women-owned, Service Disabled-owned and Emerging Small Businesses) and Qualified Rehabilitation Facilities (QRF); (9) participate in community events, meetings and conduct outreach to the COBID Certified supplier community and; (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing promotes the County's sustainability goals by ensuring sustainable practices of prospective suppliers, contractors and service providers are included as evaluation criteria in all contract awards over \$10,000. All Purchasing staff share in the education, training, and support of County staff to ensure sustainable purchasing practices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of contracts awarded to COBID Certified and QRF businesses	7%	8%	10%	8%
Outcome	Number of sustained protest on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	47	120	62	80
Output	Number of contracts and amendments processed	1020	1,000	1276	1,000

Performance Measures Descriptions

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because those represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,071,589	\$0	\$3,241,998	\$0
Contractual Services	\$11,146	\$0	\$11,146	\$0
Materials & Supplies	\$131,968	\$0	\$139,872	\$0
Total GF/non-GF	\$3,214,703	\$0	\$3,393,016	\$0
Program Total:	\$3,214,703		\$3,393,016	
Program FTE	20.50	0.00	20.50	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.

Significant Program Changes

Last Year this program was: FY 2022: 72005 FRM Purchasing

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72005 FRM Purchasing
Program Characteristics: One-Time-Only Request

Executive Summary

This project maintains and optimizes the software and business processes that support the County's more than 3,000 active contracts. It includes four initiatives that leverage the County's investment in the contract module of the Multco Marketplace (MMP). MMP has been the County's procurement and contracting solution of the county's Enterprise Resource Planning (ERP) system since 2019. MMP itself consists of four modules of the Jaggaer Software as a Service (SAAS) platform: E-procurement, Supplier Management, Sourcing and Contracts+ (pronounced "contracts plus"). Contracts+ is the most complex of the four modules as it relates to functionality, system architecture, review and approval workflows. Taking this opportunity now ensures efficiency and resiliency of the County's contracting system moving forward.

Program Summary

This project focuses on optimization of the Contracts+ module, clean-up of legacy contracts from SAP, and creation of ongoing support and maintenance resources. The four specific initiatives which make up this project include:

- 1) System and Business Process Optimization - Since the County went live with MMP, we have managed 11 software update releases. This work will be the first opportunity to review how the County is actually using the system across all Departments. It includes documenting the contract authoring, review, and management processes. We will also examine opportunities for optimizing the existing Contracts+ features, and determine if other available features would add value for the County. This project will result in recommendations for system improvements to increase the efficiency of our contracting system.
- 2) Configuration Changes to the Testing and Production Environments - This project will implement the recommendations that result from the system and business process review. This involves changing the configuration of the software that runs MMP and will result in many benefits for the County: decreased contract development and processing time, greater consistency of user experience across Departments, reduced training needs for contract creation and approval. It also streamlines the testing and impact of future software production releases which happen three times per year.
- 3) System Support Standard Operating Procedures - To support the continuity of operations and increase resiliency, this project would develop detailed operating procedures for the System Administrator's daily management of contracts within MMP. Much of this work is transparent to users, but critical to system functioning and includes maintenance of contract template, workflow, clause, and obligation libraries; and maintenance of workgroups, contract groups, and reporting systems.
- 4) Conversion of Legacy Agreements - There are currently 900 active contracts which the County imported from SAP into MMP at system implementation. Over time, and with new MMP software releases, these legacy contracts have the potential to create problems as they lack many of MMP's required fields of contracts created in MMP. This project would convert these legacy contracts into MMP-originated agreements and end this problem moving forward.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of legacy contracts converted into MMP originated contracts	N/A	N/A	N/A	900
Outcome	MMP Administrative processes documented for greater efficiency and consistency	N/A	N/A	N/A	10

Performance Measures Descriptions

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. MMP is the County's system of record that contains the records to demonstrate compliance with these laws.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$75,000	\$0
Contractual Services	\$0	\$0	\$175,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72009B
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

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. This process allows for equitable distribution of financial losses.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of policies for insured risks and statutory bond purchased/renewed*	17	18	19	21
Outcome	Resolve and optimize reimbursement for insured loss**	N/A	N/A	0	1

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the county's assets.

**Maximize reimbursable for insured damage repair due to 2020 protests (0-Not Met, 1-Goal Met)

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$407,098	\$0	\$423,112
Contractual Services	\$0	\$270,200	\$0	\$304,975
Materials & Supplies	\$0	\$5,084,485	\$0	\$5,648,705
Total GF/non-GF	\$0	\$5,761,783	\$0	\$6,376,792
Program Total:	\$5,761,783		\$6,376,792	
Program FTE	0.00	2.50	0.00	2.50

Program Revenues				
Other / Miscellaneous	\$0	\$5,821,768	\$0	\$7,040,126
Total Revenue	\$0	\$5,821,768	\$0	\$7,040,126

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 2022: 72006 FRM Property & Liability Risk Management

Department: County Management **Program Contact:** Bethany Bilyeu
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

Program Summary

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for accurately withholding, reporting and remitting employment taxes to Federal, State and Local taxing authorities. Payroll reports and remits pension contributions to the Public Employees Retirement System and administers the County's IRC §457 Deferred Compensation Program. Payroll ensures that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts and County Administrative guidelines. Payroll reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies and union dues. Payroll reconciles and produces year-end tax statements for employees (W2's) and suppliers (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. The program supports the County's sustainability goals by providing electronic disbursements of wages to employees' financial institutions and providing paperless notification of their deposits. Currently 98% of employees participate in direct deposit, and all employees receive notification of their payslip through Employee Self Service.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average number of payments issued per period*	7,652	7,500	7,600	7,600
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	67%	68%	68%	68%

Performance Measures Descriptions

*Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of system accuracy (99%).

**The percent of employees participating in the deferred compensation plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 45%.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service, the Oregon Dept of Revenue and other state tax agencies. 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	2022	2022	2023	2023
Personnel	\$1,063,110	\$0	\$1,144,723	\$0
Contractual Services	\$85,855	\$0	\$86,355	\$0
Materials & Supplies	\$23,268	\$0	\$23,693	\$0
Total GF/non-GF	\$1,172,233	\$0	\$1,254,771	\$0
Program Total:	\$1,172,233		\$1,254,771	
Program FTE	7.40	0.00	7.40	0.00

Program Revenues				
Other / Miscellaneous	\$183,053	\$0	\$208,053	\$0
Beginning Working Capital	\$50,000	\$0	\$35,000	\$0
Total Revenue	\$233,053	\$0	\$243,053	\$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 2023 is \$180,000 and is adjusted each following year by the CPI-W. In addition \$35,000 of BWC from FY 2022 is budgeted.

Significant Program Changes

Last Year this program was: FY 2022: 72007 FRM Payroll/Retirement Services

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships and broker/dealer relationships. Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodging Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities and revenue & taxation policies and procedures.

Program Summary

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the Chief Financial Officer in the issuance of debt, including opportunities to refinance existing debt and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the County. It is set at a rate of 2.00% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 22% 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 in delivering business services to County residents.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	2,890	2,300	2,990	3,030
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	185,000	108,000	186,500	186,700

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 2030

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$596,110	\$0	\$636,030	\$0
Contractual Services	\$2,997,653	\$0	\$2,904,561	\$0
Materials & Supplies	\$13,950	\$0	\$14,430	\$0
Total GF/non-GF	\$3,607,713	\$0	\$3,555,021	\$0
Program Total:	\$3,607,713		\$3,555,021	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$120,000	\$0
Service Charges	\$115,000	\$0	\$145,281	\$0
Total Revenue	\$235,000	\$0	\$265,281	\$0

Explanation of 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 2022: 72008A FRM Treasury and Tax Administration

Department:	County Management	Program Contact:	Eric Arellano
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	72008A		
Program Characteristics:	One-Time-Only Request		

Executive Summary

FRM Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental Tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund.

Program Summary

The Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the County. It is currently set at a rate of 17% of rental fees. A portion of the tax (2.5%) is passed through to the Visitors Development Fund to support tourist activities. The Treasury staff currently collects and records tax collections. This program will provide additional audit capacity, tax code enforcement, and will focus on identifying taxpayers who potentially should be paying the tax. A limited duration Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax would work to recover its costs in new, ongoing revenue.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Delinquent accounts discovered and collected through audit	N/A	N/A	N/A	5
Outcome	Recover costs of program with new, ongoing revenue	N/A	N/A	N/A	100%

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$159,527	\$0
Materials & Supplies	\$0	\$0	\$15,473	\$0
Total GF/non-GF	\$0	\$0	\$175,000	\$0
Program Total:	\$0		\$175,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$0	\$175,000	\$0
Total Revenue	\$0	\$0	\$175,000	\$0

Explanation of Revenues

This program is supported by additional Motor Vehicle Rental Tax Revenues.

Significant Program Changes

Last Year this program was:

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 using established policies to ensure equitable use of light duty. 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, equitability, 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 assisting management in efforts to reduce employee on-the-job injuries, illnesses, and employer liability due to injuries to non-employees. This work incorporate safety, trust, and belonging values in all communication and program implementation. Through an equity lens, the Safety and Health staff consult with County departments to assist them in providing a safe environment, safety for both employees and the public. Staff help to identify and abate deficiencies related to occupational safety and health regulations with an inclusive and equitable manner. 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 through an equity lens for implementation and program success.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Telework ergonomic support	N/A	0	75	65
Outcome	OR-OSHA complaint responses closed without inspection follow-up initiated by OR-OSHA	3	3	27	15

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$0	\$1,247,905	\$0	\$1,311,504
Contractual Services	\$0	\$420,150	\$0	\$513,150
Materials & Supplies	\$0	\$2,512,129	\$0	\$2,619,429
Total GF/non-GF	\$0	\$4,180,184	\$0	\$4,444,083
Program Total:	\$4,180,184		\$4,444,083	
Program FTE	0.00	8.00	0.00	8.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,120,199	\$0	\$4,380,749
Total Revenue	\$0	\$4,120,199	\$0	\$4,380,749

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 2022: 72009A FRM Worker's Compensation/Safety & Health

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	2022	2022	2023	2023
Contractual Services	\$0	\$50,000	\$0	\$40,000
Total GF/non-GF	\$0	\$50,000	\$0	\$40,000
Program Total:	\$50,000		\$40,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$50,000	\$0	\$40,000
Total Revenue	\$0	\$50,000	\$0	\$40,000

Explanation of Revenues

Revenues represent Multnomah County's share of State Marine Fuel Tax.

Significant Program Changes

Last Year this program was: FY 2022: 72010 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 is responsible for maintaining compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit performs pre-award risk assessments, site reviews and financial statement analyses on County human service contracts to meet that responsibility. 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 fiscal monitoring for all CBO's that work with the County. Monitoring includes, financial statement analysis including cash flow and revenue reliance for all CBO's, and site and desk reviews for those receiving Federal funding. Site reviews include internal control, compliance and accuracy testing. Fiscal Compliance provides recommendations to align with best practices.

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 55 risk assessments and performed 20 site audits covering \$6.5 million in federal expenditures. The performed oversight helps department programmatic staff with transparency into fiscal assessments by ensuring subrecipients are compliant with grant requirements and are financially stable.

Fiscal Compliance also offers both external and internal support around compliance. Internal support includes, but not limited, to approval of costing allocations, reviewing CBO budgets, and providing guidance for external audits. External support for our CBO's includes, but isn't limited to, review of internal controls for fiscal recommendations, review of indirect rates and costing allocations, and invoice reviews.

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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	69	50	60	50
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	75%	85%	90%	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	2022	2022	2023	2023
Personnel	\$434,666	\$0	\$459,778	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$438,046	\$0	\$463,158	\$0
Program Total:	\$438,046		\$463,158	
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 2022: 72012 FRM Fiscal Compliance

Department: County Management **Program Contact:** Serena Cruz
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The purpose of the Capital Planning Program is to update and guide the County’s future strategy for capital planning. It will include an analysis of investments in transportation, facilities, property management and information technology assets to determine the best way to strategically manage the assets on an ongoing basis. The long term strategic capital plan will allow the County to evaluate and prioritize infrastructure investments based on the County’s operation and community needs, values, debt capacity, and financial ability. It will also provide critical frameworks for long term asset management of existing infrastructure.

Program Summary

To ensure the effective management of capital assets, the Government Finance Officers Association (GFOA) recommends that local governments prepare long term capital plans outlining major infrastructure investments and forecasting the impact on operating budgets. This program will evaluate and update the work previously completed and set up the County for continued and long term countywide strategic capital planning.

The program works in conjunction with the Transportation, Facilities and Information Technology Divisions to provide a long term capital asset strategic plan that addresses the infrastructure needs across the County's diverse portfolio. The capital asset plan will identify the infrastructure needs and address the County’s capacity to meet the needs based upon the organization's debt, financial and operating capacity.

The Chief Operating Officer (COO), in conjunction with key stakeholders, oversees the planning process, develops the annual capital budget, tracks asset performance and recommends long range capital investment strategies that align with County goals. Critical stakeholders in the planning process include the County Chair, Board of County Commissioners, Chief Financial Officer, Budget Director, Director of the Department of Community Services and Director of the Department of County Assets.

The program works in coordination with the Chief Financial Officer and the Budget Director to ensure the strategic plan aligns with the investment needs, general fund forecast, debt obligations and County values and priorities. This program is located in the Department of County Management and reports directly to the Chief Operating Officer.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Update the long range strategic capital management plan	N/A	N/A	N/A	1
Outcome	Percent of future infrastructure needs accurately identified	N/A	N/A	N/A	100%
Output	Annual report on capital planning program presented to the Board of County Commissioners	1	1	1	1

Performance Measures Descriptions

The Capital Planning Program will update the capital management plan, identify the future infrastructure needs of the County and provide a report to the Board of County Commissioners in FY 2023

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$150,000	\$0
Total GF/non-GF	\$0	\$0	\$150,000	\$0
Program Total:	\$0		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only General Funds - \$150,000

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Alison Sachet
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Evaluation and Research Unit (ERU) does research about workforce equity, employees' experiences, and evaluates programs both countywide and within the Department of County Management. The goal of this work is to ensure that County employees have the resources, support, and environment that they need to thrive as they do the important work to serve the community.

Program Summary

In FY 2022, the Evaluation and Research Unit performed projects to measure: whether employees are paid equitably; trends in hiring, promotions, and separations by different demographics (e.g., race and ethnicity, gender); and employees' experiences of work climate, belonging, job satisfaction, relationships with supervisors and coworkers, communication, the County's equity efforts, and how employees' identities impact their experiences at work. The ERU consistently consults across the County, ensuring that surveys, data collection, and other small research projects are performed with integrity and lead to actionable findings. The ERU also helps to organize a community of practice, which supports a community of researchers and a culture of collaboration and learning across the County's research and evaluation professionals.

The ERU plans to continue this work in FY 2023 and will build on it by working towards greater stakeholder engagement in their work in ways that model people-centered research and design and methods that embody principles of equity, safety, trust and belonging. For example, the ERU plans to convene an Advisory Group, which will be composed of members of Employee Resource Groups and Department Equity Committees, to guide and advise projects to ensure that employees' voices are centered in the work.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	424	150	175	150
Outcome	Response rate to the Countywide Employee Survey	58%	58%	55%	55%
Output	Number of stakeholder engagement activities	12	27	25	25
Outcome	Percent of county employees stating that they feel like they belong at the county	79%	80%	68%	68%

Performance Measures Descriptions

Measure 1 included 331 pay equity consults in FY 2021. Pay equity consults have since transitioned to Classification and Compensation, so we do not anticipate as many in FY 2022 or FY 2023. Measures 2 and 4 are from the Countywide Employee Survey, which is done every two years. Stakeholder engagement activities are to ensure broad input from diverse stakeholders, including listening sessions and meetings with advisory groups.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$518,286	\$0	\$544,174	\$0
Materials & Supplies	\$21,022	\$0	\$28,512	\$0
Internal Services	\$887	\$0	\$823	\$0
Total GF/non-GF	\$540,195	\$0	\$573,509	\$0
Program Total:	\$540,195		\$573,509	
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 2022: 72014 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, enfolding equity and inclusion practices in the budget development process, 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 organizational values and programs authorized by the Board of County Commissioners.

Business Services is responsible for developing the annual DCM budget through collaboration and engagement with DCM leadership and department programs, following guidance from the Budget Office, enfolding equity and inclusion practices in the budget development process; is responsible for monitoring, analysis, tracking, and financial reporting, position control, adjustments, amendments and modifications; and monitoring various revenue streams and funds. Business Services monitors departmental spending to ensure it is within approved budget limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training coordination, employee reimbursements, procurement card management, general accounting and administrative support, procurement of goods and services in support of DCM operations, and for County-wide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement and contract development, negotiation, risk assessment and management, supplier management and ongoing contract administration. The program 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 countywide teams including 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of Accounts Receivable Transactions processed	896	800	1020	1000
Outcome	% of travel and training events reconciled within 30 days of travel return date	100%	100%	100%	100%
Outcome	Contract Cycle Time - number of days from draft to executed contract	31+ days	30 days	31+ days	30 days
Outcome	% of Accounts Payable invoices paid in 30 days or less	95%	98%	95%	98%

Performance Measures Descriptions

Outcome measures demonstrate adequate controls and processes are in place to ensure compliance with county policies and practices. No out of town travel for FY2021 due to COVID-19 travel restrictions; training shifted to virtual events resulting in 100% reconciliation rate. Accounts Receivable transactions fluctuates annually; Contract cycle time reflects the number of days from initiating in MMP to execution of the contract, with a goal of 30 days. 119 contracts completed in FY2021: anticipate over 100 for FY2022.

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	2022	2022	2023	2023
Personnel	\$1,203,842	\$0	\$1,263,422	\$0
Contractual Services	\$1,318	\$0	\$0	\$0
Materials & Supplies	\$23,577	\$0	\$26,087	\$0
Internal Services	\$126,940	\$0	\$139,255	\$0
Total GF/non-GF	\$1,355,677	\$0	\$1,428,764	\$0
Program Total:	\$1,355,677		\$1,428,764	
Program FTE	8.50	0.00	8.50	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 2022: 72015 DCM Business Services

Business Services Program continues to adapt to remote work due to the pandemic, and has successfully transitioned much of the business processes to virtual methods.

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 is the administrative program that oversees and supports the work units that make up the Central HR Division. The Chief Human Resources Officer strategically leads and partners with department HR units to guide consistent, equitable, efficient, and cost effective HR practices across the organization. The Central HR Division consists of several work units which are each stand-alone program offers.

Program Summary

Central HR Administration is made up of the office of the Chief Human Resources Officer (CHRO), and the administrative support team that supports that position as well as the Central Human Resources Division. The CHRO directly oversees Employee Benefits and Wellness, Classification and Compensation, Labor Relations, Organizational Learning, Talent Acquisition, Unemployment Insurance Program, Workday Human Capital Management as well as county wide communications on HR related topics, COVID-19, Workforce Equity, etc. Additionally, indirect leadership relationship between the CHRO, and the HR Managers/Directors at each department as well as with Department Directors.

The CHRO sets direction, determines policy, develops business processes, and builds relationships to develop and sustain a diverse, inclusive, equitable and talented workforce necessary to successfully provide a variety of services to our community. The CHRO focuses on communicating with and seeking feedback from internal stakeholders (elected and department leadership, employee resource groups, HR partners, labor unions, etc.), and engaging in collaborative problem solving to guide and deliver on the division’s strategic plan. The CHRO is the primary liaison to elected and departmental leaders to ensure HR processes align with countywide business goals and values as well as the Workforce Equity Strategic Plan, and oversees the evaluation of HR contributions to organizational effectiveness. The CHRO oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

The administrative support team in Central HR Administration: coordinates the Countywide Employee Recognition programs including Years of Service, and Employee Awards; coordinates response to unemployment claims; processes countywide transfer requests and lists; distributes regular announcements regarding job openings; as well as general office administration and management for the CHRO and the division.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of countywide job applications received	16,808	15,000	18,000	20,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	83%	85%	83%	85%
Output	Number of employees nominated for annual employee awards	1095	400	400	400
Output	Number of employees celebrated for reaching milestone years-of-service anniversaries	774	700	709	650

Performance Measures Descriptions

Output 1: The number of job applicants reflects the desirability of Multnomah County as an employer, as impacted by policy direction. 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. Output 3 & 4: Countywide employee recognition programs reflect efforts toward employee retention and job satisfaction.

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	2022	2022	2023	2023
Personnel	\$464,556	\$0	\$488,400	\$0
Contractual Services	\$55,806	\$0	\$55,806	\$0
Materials & Supplies	\$47,130	\$0	\$47,130	\$0
Internal Services	\$546,540	\$0	\$566,340	\$0
Total GF/non-GF	\$1,114,032	\$0	\$1,157,676	\$0
Program Total:	\$1,114,032		\$1,157,676	
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 2022: 72016 Central HR Administration

The staff members reflected in this program offer have moved to hybrid work schedules, splitting days in the office and teleworking.

Department: County Management
Program Offer Type: Existing Operating Program

Program Contact: Chris Lenn
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

Central Human Resources (CHR) Services is responsible for providing key programs and services that support employees throughout their lifecycle and leading CHR efforts to advance best practices in workforce equity, recruitment, onboarding, learning and professional development, leadership development, conflict resolution, performance planning and review, and career pathways that furthers Multnomah County’s ability to attract, train, and retain a diverse, high performing, and supported workforce. Through collaboration and partnership, CHR Services enables Multnomah County to fulfill and advance countywide recommendations from strategic plans and employee feedback trends.

Program Summary

Organizational Learning provides a wide range of services including culturally responsive training, leadership development, facilitation services, conflict resolution learning and mediation support, and professional development opportunities for the general workforce. Organizational Learning maintains the County’s Core Competencies, the skill sets that help County employees promote our values of safety, trust, and belonging. The Leadership Development Program delivers programs that increase manager accountability, strengthen knowledge of county processes and policies, and build the interpersonal skills that promote a culture of safety, trust, and belonging in the workplace.

Talent Acquisition focuses on recruitment strategies, screening and selection best practices, new employee experience, and workforce pathways that promote the County’s mission to build a diverse and talented workforce. The centralized function serves as a subject matter-expert, provides guidance to departmental recruitment resources, and facilitates the countywide Employment Committee. The College to County Mentorship Program, a workforce pathways initiative focuses on the development of college students from underrepresented communities by offering paid internship opportunities in County projects across departments and matches participants with a trained mentor.

HR project and change management focuses on countywide HR projects that respond to the highest priority needs identified by internal priorities (ex: Workforce Equity Strategic Plan, HR Audit) and external industry best practices related to the field of Human Resources. Dedicated internal communications resources provide employees timely and accessible information on county management policies and resources relevant to employee experiences and expectations.

Centralized performance planning, coordination of departmental orientation and onboarding efforts, and career development training also provide services to employees throughout their lifecycle and help to advance overall workforce growth and success.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Participation in a learning courses, orientations, community of practice presentations, or service requests	2297	2200	2225	2500
Outcome	Percent of Performance Reviews completed in the Year End phase	83	95	95	90
Output	Employees trained on effective interview panel and selection skills	105	200	160	200
Output	Number of College to County Mentees placements	54	50	60	50

Performance Measures Descriptions

Output/Outcome measures align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization. Continued impacts of COVID, plan for relaunching training was delayed and therefore enrollment was less than anticipated in some areas. Performance Measure on learning participation was adjusted from previous year to include all CHR Services’ team’s learning offerings.

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	2022	2022	2023	2023
Personnel	\$2,546,376	\$0	\$2,618,191	\$0
Contractual Services	\$132,000	\$0	\$132,000	\$0
Materials & Supplies	\$62,600	\$0	\$68,360	\$0
Internal Services	\$162,166	\$0	\$171,738	\$0
Total GF/non-GF	\$2,903,142	\$0	\$2,990,289	\$0
Program Total:	\$2,903,142		\$2,990,289	
Program FTE	14.00	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.

Significant Program Changes

Last Year this program was: FY 2022: 72017A Central HR Services

Department: County Management

Program Contact: Chris Lenn

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This Program Offer would develop and pilot a Recruiter Training & Capacity Building Program that lives under the Talent Acquisition portfolio in Central Human Resources. This program would provide training and hands-on experience as a Recruiter. As a part of the training, these roles would be deployed to support outstanding recruitment needs in departments to supplement department HR and help them to fill vacancies.

Program Summary

This Program Offer enhances the services provided by Talent Acquisition in Central Human Resources. This offer provides one time only funds for 4 LDA HR Analyst 2 positions. The goal of this program is to minimize impacts to County operations due to unfilled positions by developing and deploying a bench of recruitment talent with equity informed training to supplement recruitment efforts in departments. This program will provide training to ensure new and existing recruiters are focused on applying best practices that will support our WESP initiatives, including how to develop diverse applicant pools and how implicit and structural biases show up throughout the recruitment process as well as their mitigation strategies. Participants will be able to gain hands-on experience that operationalizes inclusive recruitment best practices needed to step into a vacant recruiter position in the future or increase a department's recruitment capacity in times of high vacancies.

In addition, to promote job postings, increase applicant pools and engage with passive candidates, this program includes a professional LinkedIn Recruiter License. This would allow the County to highlight and sponsor job postings which would allow County jobs to show up at the top of a search conducted by candidates and allow recruiters to search for and connect with potential candidates based on details listed on their profile.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of recruitments led managed by Talent Acquisition Analysts/Recruiters	N/A	N/A	N/A	80
Outcome	Percent of recruitments led by the Talent Acquisition Analysts that result in a hire	N/A	N/A	N/A	90%
Output	Total number of training hours offered on equity informed recruitment & selection practices	N/A	N/A	N/A	40

Performance Measures Descriptions

Output: These roles will be deployed to departments to supplement their recruitment efforts to fill the backlog of vacant positions. Outcome: A successful recruitment is one that ends in hire (either internal candidate or external candidate). Output: Specific and dedicated training hours for new and existing recruiters on equity informed recruitment and selection practices on topics such as writing job announcements, interview best practices, bias mitigation strategies, outreach, and screening for minimum qualifications.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering Civil Service recruitment processing, Veterans Preference, discrimination, American with Disabilities Act and other hiring related issues. Labor agreements necessitate contract compliance regarding transfer rights, rates of pay, hours of work, and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$605,996	\$0
Materials & Supplies	\$0	\$0	\$16,004	\$0
Total GF/non-GF	\$0	\$0	\$622,000	\$0
Program Total:	\$0		\$622,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

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 86% of the County workforce, and the Personnel Rule (work rules) that apply to all 100%.

Program Summary

Collective Bargaining Agreement (CBA) negotiation and interpretation present the front line of interaction with our employees' Labor Unions. Historically staggered dates for contract renewals have allowed the best opportunity to strategically plan and time proposals for contract changes. Managing negotiations during the COVID-19 pandemic, however, has resulted in many CBA negotiations being settled with one-year extensions, resulting in the accumulation of negotiation obligations FY2022 and beyond.

Forums, such as Employee Relations Committees and the Employee Benefits Advisory Team, along with tools such as negotiated Memoranda, allow the candid communication, clear and accessible decision-making, and collaborative problem solving needed to achieve consistent labor/management practices throughout the County. Additionally, Labor Relations has integrated consideration of Diversity, Equity, and inclusion dynamics into its work negotiating and interpreting/applying labor contracts, and various CBA impacts on employees in historically disadvantaged groups.

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.
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem solving.
- Maintains and develops personnel rules; ensures consistent application of CBAs, personnel rules, discipline policies, and; administers the County's drug and alcohol testing process.
- Coordinates countywide layoff activities and the merit council appeals 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of labor disputes	141	116	162	140
Outcome	Percentage of labor disputes settled collaboratively.	90%	98%	93%	94%

Performance Measures Descriptions

Output and Outcome: Resolving formal and informal labor disputes collaboratively means efficiently addressing concerns without the necessity of arbitration, which can be costly and result in a binding decision not in the County's best interest. Additionally, the County now seeks to include Diversity & Equity considerations, applying equity consideration lenses to determining the County's interpretations in labor disputes, so as to work from more Diversity, Equity, and Inclusion-informed positions.

Legal / Contractual Obligation

Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$933,104	\$55,943	\$960,625	\$57,752
Contractual Services	\$9,750	\$0	\$9,750	\$0
Materials & Supplies	\$13,100	\$0	\$15,308	\$120
Internal Services	\$32,914	\$1,390	\$29,372	\$1,325
Total GF/non-GF	\$988,868	\$57,333	\$1,015,055	\$59,197
Program Total:	\$1,046,201		\$1,074,252	
Program FTE	4.60	0.25	4.60	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$57,333	\$0	\$59,197
Total Revenue	\$0	\$57,333	\$0	\$59,197

Explanation of Revenues

This program is supported primarily by the General Fund with 0.25 FTE Labor Relations Manager supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2022: 72018 Central HR Labor Relations

Due to the COVID-19 Pandemic, some staff in this program were initially released from an office environment into a telework environment; others moved to be near the Emergency Operations Center, but have since been released to telework. Operational changes have included establishing virtual bi-weekly meetings with the county's largest employee union, AFSCME Council 75, regarding various Labor Issues associated with the COVID-19 pandemic. Communication is done primarily via email and chat, including virtual meetings with staff and bargaining units. These changes also included having held virtual bargaining sessions with those bargaining units who had open contracts this fiscal year.

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

Unemployment benefits are provided through the State or Oregon Employment Department. The County funds these benefits, as a self-insured employer, with direct payments to the state. Former employees, or employees who have had their hours reduced, submit claims to the State, who determines eligibility and benefit amounts. The State recoups funding for the claims directly from the County quarterly. Claimants file an appeal with the State when they want to contest an eligibility decision, for a hearing with an administrative law judge.

The Unemployment Insurance Program provides the funding to ensure eligible workers secure financial assistance when they are no longer employed by the County, or their hours are reduced. The program responds to the State's Employment Department in a timely manner, provides accurate and timely monitoring and reporting, and participates in all appeal hearings to decrease costs and liability due to ineligible claims. The County doesn't contest eligible claims, but benefits claim decisions can favor the applicant if responses are late, data is inaccurate or an employer fails to respond to a requested clarification.

The impact of COVID-19 has been an increase in the number of claims filed. Fraudulent claims, which were previously non-existent, have reached 212 since the onset of work-from-home directives in March 2020. This has been due to a nationwide issue with "bad actors" using unemployment claims as a method of identity theft. Ultimately, there should be no financial impact as these claims should be closed, but there has been an increase in county-to-employee contact as we notify each employee or former employee they have possibly been a victim of ID Theft.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of employee claims for unemployment.	597	475	424	450
Outcome	Percentage of unemployment claim appeals found in the county's favor.	67%	50%	50%	50%
Output	Number of unemployment appeals.	9	8	8	8

Performance Measures Descriptions

Outputs and Outcomes: The number of claims for FY 2022 is higher than budgeted due to the reasons listed in summary. Appeals are filed when the claimant disagrees with the benefit eligibility decision by the State; claims in the County's favor means a lower expense and lower risk to the County.

Legal / Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010, Federal Unemployment Act Social Security Act.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$39,415	\$0	\$40,678
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,921	\$0	\$970,993
Total GF/non-GF	\$0	\$1,010,486	\$0	\$1,011,821
Program Total:	\$1,010,486		\$1,011,821	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,010,486	\$0	\$1,011,821
Total Revenue	\$0	\$1,010,486	\$0	\$1,011,821

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 FY23 is \$1,011,821.

Significant Program Changes

Last Year this program was: FY 2022: 72019 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 County's Benefit programs provide comprehensive health and financial security options to help over 12,000 employees, retirees and their families to ensure their needs are covered. Health programs focus on prevention and managing chronic conditions. Work is ongoing to promote greater health equity. Our health vendors have been asked to increase access to more diverse providers within their provider panels and some improvements have been made.

The Wellness Program promotes and supports holistic workforce well-being across seven dimensions of wellness. It serves employees and families through programming, services, and practices, aligned with Central HR's priorities, that center equity and investment in employee well-being and experience, and workplace culture.

Program Summary

By internally administering the County's health and welfare programs, the department can best support our populations' unique business, labor and financial requirements. The team monitors transactions and contractual arrangements carefully to provide sound fiscal management in coordination with DCM Business Services and Financial partners.

The Benefits team administers a complex array of plans while ensuring compliance with labor contracts, federal, state and local laws and mandates. Coverages include a variety of comprehensive health coverage options, a VEBA health reimbursement account, basic and supplemental life insurance, flexible spending accounts for health, dependent/elder care and transit, leave management, and short/long term disability benefits. These programs help provide employees with peace of mind by supplying the resources to protect their financial security and physical and mental health and well-being.

Participants include over 12,000 employees, spouses or domestic partners, dependent children and retirees. The team also consults and coordinates with County employees and departments to ensure timely enrollment in benefit plans, accurate payroll deductions, and user-friendly benefit communication/educational materials. Member advocacy is available through Benefits to assist plan participants and facilitate problem resolution. Prospective retirees are counseled to understand their County-provided options during their pre-retirement planning process.

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 recruitment, retention, morale, and productivity. The Employee Wellness Program adapts to serve the most relevant and emerging wellness needs of our employees as identified by population health data, employee feedback, and in response to Countywide equity efforts. Programming and policies focus on a holistic approach to well-being across multiple dimensions of wellness including physical, emotional, intellectual, financial, social, environmental, and a sense of purpose.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Medical plan annual member count.	12,100	12,400	12,400	12,500
Outcome	Participation in county wellness programs.	9,202	11,675	7,008	7,000
Efficiency	County's annual benefits cost change per employee.	4.2%	5.4%	5.75%	5%

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	2022	2022	2023	2023
Personnel	\$0	\$3,156,213	\$0	\$3,321,205
Contractual Services	\$0	\$1,822,330	\$0	\$1,808,770
Materials & Supplies	\$0	\$125,625,501	\$0	\$145,469,831
Internal Services	\$0	\$373,490	\$0	\$372,527
Total GF/non-GF	\$0	\$130,977,534	\$0	\$150,972,333
Program Total:	\$130,977,534		\$150,972,333	
Program FTE	0.00	13.37	0.00	13.37

Program Revenues				
Other / Miscellaneous	\$0	\$129,777,534	\$0	\$142,949,604
Service Charges	\$0	\$0	\$0	\$25,000
Total Revenue	\$0	\$129,777,534	\$0	\$142,974,604

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$114,590,982 Actives/\$8,405,576 Retirees), Short and Long Term Disability and Life Insurance (\$3,175,000); benefit administration charge, (\$4,548,046), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$6,235,000), premium payments from retirees and COBRA participants (\$4,900,000), and operational refunds, forfeitures, rebates, performance guarantee penalties from vendors, space rentals (\$1,120,000).

Significant Program Changes

Last Year this program was: FY 2022: 72020 Central HR Employee Benefits & Wellness

Benefit operations have converted to a primarily virtual format, with limited staff presence in the office each week for mail and check processing. Wellness numbers decreased because several programs that measure participation have been paused due to COVID-19, including fitness center utilization and fitness class utilization, and employee discount access. Other programming continues in a virtual format.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

HR Workday Support provides strategic, technical, and operational leadership for the County's Human Capital Management System. 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 employee self-service, HR operational teams and HR Workday support staff. The HR Workday Support team is responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) functionality in collaboration with County functional subject matter experts, ensuring an effective, efficient and innovative ERP system.

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 audit, 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	2355	4800	2760	2760
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	51%	45%	75%	95%
Efficiency	Business processes initiated through employee and manager self service.	149,000	60,000	75,000	75,000
Output	Number of learning support sessions provided to Human Resources support teams.	10	5	10	10

Performance Measures Descriptions

Output: Measures resolution of ERP HR & Payroll ServiceNow and Basecamp tickets. Outcome: Increased implementation of Workday release functionality. Efficiency :Effectiveness of change management and organizational adaptation to the new system. Output: Develop ongoing training plan for HR Operational users and establish Employee and Manager Workday training in partnership with Organizational Learning.

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	2022	2022	2023	2023
Personnel	\$1,672,890	\$0	\$1,736,358	\$0
Contractual Services	\$14,387	\$0	\$14,387	\$0
Materials & Supplies	\$56,664	\$0	\$60,984	\$0
Internal Services	\$101,573	\$0	\$111,792	\$0
Total GF/non-GF	\$1,845,514	\$0	\$1,923,521	\$0
Program Total:	\$1,845,514		\$1,923,521	
Program FTE	9.00	0.00	9.00	0.00

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

Explanation of Revenues

Supported by General Fund Revenues

Significant Program Changes

Last Year this program was: FY 2022: 72022 Workday Support - Central Human Resources

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The HR 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. This program offer requests funding for one new position. This position will provide additional resources, allowing for a restructuring of work across the HR Workday team, resulting in a more balanced workload for team members and improved team morale. Additionally, the position will allow the HR Workday team to maintain and improve on current service levels, as well as adding much needed capacity to focus on key projects to improve and enhance current system functionality.

Program Summary

This program would fund one additional FTE to support HR Workday administration. The HR Workday Support team provides essential Countywide support for the HCM module of Workday. The team continues to provide higher levels of support for day to day operations than initially expected. To meet current support needs and deliver critical functionality, the HR Workday team consistently works a substantial amount of hours, often working extremely late in the day and on days off including weekends, holidays and vacations.

The initial support model developed in advance of go live was expected to dedicate approximately 75% of work to system enhancements and improvements and 25% to user support. In reality, the team dedicates 75% to user support and has not had the capacity for system enhancements and improvements. This has resulted in a significant backlog of key configuration that would improve overall system performance, operational efficiencies, and improved end-user experience. The constant improvements and functionality released from Workday has highlighted the need for an additional FTE. The additional FTE would be utilized to staff the day-to-day support of HCM to ensure we maintain current service levels, while also allowing for key staff to prioritize and implement important projects.

Potential key projects include implementation of Multiple Jobs functionality, redesign of the Change Job process, implementation of organizational dashboards, redesign of position management, etc. These projects have been on the HR Workday team roadmap for over 2 years but have not been implemented due to resource constraints. These projects are expected to significantly improve user experiences, process efficiencies, and organization/employee data. Each implementation requires requirements gathering from many stakeholders, design, configuration, comprehensive end to end testing, and implementation including change management and user training. With workload and staffing limitations, it has not been feasible to dedicate adequate resources for implementation and testing. The current backlog of these projects is approximately 2 years.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Reduction of backlogged ServiceNow support tickets and improved resolution time	N/A	N/A	N/A	500
Outcome	Increased implementation of new functionality, target goal of implementing 85% of applicable functionality	N/A	N/A	N/A	85%
Outcome	Implementation of backlogged projects; reducing backlog by 25%-30%	N/A	N/A	N/A	25-30%

Performance Measures Descriptions

Output: measures the reduction of backlogged support tickets currently tracked in ServiceNow. Outcome: measures the reduction of items currently identified on the HR Workday team project backlog.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$198,282	\$0
Materials & Supplies	\$0	\$0	\$16,718	\$0
Total GF/non-GF	\$0	\$0	\$215,000	\$0
Program Total:	\$0		\$215,000	
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 2022: 72022 Workday Support - Central Human Resources

This Program Offer is requesting additional ongoing General Funds to fund a new position. This position will fund a Workday Administrator to support current end-users and administer and implement Workday HCM projects.

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Administration plans, directs, and coordinates operations and activities of the County's Division of Assessment, Recording and Taxation (DART); 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

The Division of Assessment, Recording, and Taxation (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 for 310,000 real and personal property accounts, as well as capturing and calculating taxable value events as outlined in ORS 308.146, which increases total Assessed Value of taxing districts. DART's duties as the Tax Collector entails billing, collections, and distribution of more than 2 billion dollars in property taxes. Our County Clerk responsibilities consist of document recording, providing marriage licenses, domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The Administration program plans, directs and coordinates the operations and activities of DART. This includes 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; quality control, program measurement, evaluation, and process improvements; administrative support, communications, including news media, as well as 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 the Oregon Department of Revenue Administrative Rules. It also monitors division activities and processes for equitable and inclusive practices, statutory compliance, as well as submission of the required compliance reports to the Oregon Department of Revenue. This program also ensures the timely collection of property taxes, maintains accurate and 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 the public and internal clients while making certain every function is reviewed to ensure that no service the division provides is impacting any segment of those we serve in an unfair, inequitable or non-inclusive manner.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total Number of Property Tax Accounts Administered	309,900	310,000	311,000	311,000
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	\$4	\$4	\$4

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. Per their metric, 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	2022	2022	2023	2023
Personnel	\$679,297	\$0	\$546,591	\$0
Contractual Services	\$9,100	\$0	\$6,700	\$0
Materials & Supplies	\$49,262	\$0	\$49,119	\$0
Internal Services	\$128,551	\$0	\$148,311	\$0
Total GF/non-GF	\$866,210	\$0	\$750,721	\$0
Program Total:	\$866,210		\$750,721	
Program FTE	3.40	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$77,500	\$0	\$80,000	\$0
Intergovernmental	\$81,413	\$0	\$83,448	\$0
Total Revenue	\$158,913	\$0	\$163,448	\$0

Explanation of Revenues

DOR's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 15% of program expenditures. Grant amounts can vary depending upon the CAFFA pool and the allocated percentage to each participating county. Multnomah County's share of CAFFA is estimated at \$3,079,265, with \$83,448 allocated to DART Administration. General Fund Revenue of \$80,000 is from a portion of the document recording fee (5% of the \$10 per document fee) and is for maintenance of county property tax systems. Revenue from recording fees varies annually due to economic factors affecting the number of documents recorded. (Note: The balance of the \$10 recording fee is allocated to the County Clerk (5%) and the County Assessment & Taxation Fund (90%) for distribution to the DOR for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72023 Div of Assessment, Recording & Taxation Administration

1.00 FTE HR Analyst Sr moved from DART Administration Program 72023 to the DCM Director's Office/COO Program 72000A

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. The Customer Service professionals assist the community by providing virtual and in person assistance with questions regarding and the acceptance of property tax payments, marriage licenses and domestic partnerships, passport services including passport photos, employee IDs, and administer the Board of Property Tax Appeals. This excellent service is provided through the organization's soft phone system, at the public counter, through mail, by email, and via online chat.

Program Summary

The Customer Service unit is responsible for assisting taxpayers in person, over the phone, and through chat and email; the issuance and record keeping of marriage licenses and domestic partnerships which are governed by state law; managing the passport acceptance program that is administered by federal laws and regulations; accepting property tax payments that are guided by state statutes; and administering the Board of Property Tax Appeals program that is guided by state statutes. The Employee Photo unit is responsible for the issuance of county employee photo IDs and processing passport application photos.

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. During FY21, the Customer Service program responded to approximately 110,000 inquiries, with 13,456 being walk-in tax payments accepted during our limited 4 week opening in October and November of 2020 when the Multnomah building was officially closed to the public. In addition to providing direct customer service, the team reaches out with marketing campaigns regarding tax due dates and information on how to pay. The team also provides the use of drop boxes for property tax payments throughout the county that are operational around the November property tax payment due date annually in order for the community to not have to travel to the Multnomah building in order to pay in person. The department also continues to further improve online payment options.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of counter transactions	13,456	57,500	32,070	35,000
Outcome	Average number of transactions per cashier	1,455	6,230	3,207	3,500
Output	Number of phone calls, emails, and chats received and answered	94,529	79,000	101,352	100,000
Outcome	Average number of phone calls, emails, and chats per operator	9,453	8,500	10,135	10,000

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	2022	2022	2023	2023
Personnel	\$1,219,277	\$0	\$1,288,643	\$0
Contractual Services	\$2,650	\$0	\$2,250	\$0
Materials & Supplies	\$19,875	\$0	\$20,975	\$0
Internal Services	\$354,684	\$0	\$423,790	\$0
Total GF/non-GF	\$1,596,486	\$0	\$1,735,658	\$0
Program Total:	\$1,596,486		\$1,735,658	
Program FTE	11.45	0.00	11.45	0.00

Program Revenues				
Intergovernmental	\$274,580	\$0	\$281,445	\$0
Total Revenue	\$274,580	\$0	\$281,445	\$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 \$3,079,265, with \$281,445 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 2022: 72024 DART Customer Service

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 2021, 202,561 documents were recorded, 4,555 Marriage Licenses were processed, and 160 Domestic Partnership Registrations were issued. For FY21, 538 BoPTA appeals were processed. Due to COVID and the Multnomah building being closed to the public, passport services were not operational, thus no Passport Applications and passport photos were processed. The Customer Service team adjusted to this situation by making the marriage license process, which is a mandated function, a mail in process. The team also, not only maintained, but increased Customer Service support through phone, emails, mail, and chat in order to accommodate the building being closed. For FY21, the clerk functions of the Board of Property Tax Appeals program were reimagined to an online format, but a need for in-office processing of certain appeals functions still existed, necessitating the need for a small number of the team to work in the Multnomah building.

The Recording staff received over 46,717 recordings via mail and provided customer support via phone and email. This program also makes available records for customer use and provided alternative ways for the public to access records during the period that the building, thus the Digital Research Room, was closed to the public. Electronic recording functionality was installed in 2012 and additional service providers were added in subsequent years, improving efficiency and customer service. Currently, more than 75% of recording transactions are completed electronically.

The office opened to the public for a limited duration in October and November of 2020 to ensure those community members who wanted to pay their property taxes in person were able to. Our services officially opened to the public in July 2021 and initially were by appointment only. At this time, marriage license applications and domestic partnership applications are by walk-in service only, passport applications and photos are taken by appointment only, tax payments continue to remain a walk-in function. The Digital Research Room is operational and available by appointment or walk-in service with a limited capacity. Teleworking continues on a daily basis for a percentage of the team who are responsible for answering incoming calls, chats, and emails.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of marriage licenses issued	4,555	7,500	4,680	4,900
Outcome	% of accurately processed licenses	95%	95%	95%	95%
Output	Number of documents recorded	202,561	160,000	165,000	160,000
Outcome	Average number of business days to return original recorded documents	2	2	2	2

Performance Measures Descriptions

The "% of Accurately Processed Licenses" is a measure to track 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. ORS 205.320(2) requires dedication of a portion of recording fees to the restricted County Clerk Fund for records storage and retrieval systems.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,265,127	\$0	\$1,333,457	\$0
Contractual Services	\$233,439	\$0	\$284,658	\$0
Materials & Supplies	\$98,135	\$0	\$105,804	\$0
Internal Services	\$264,819	\$0	\$206,589	\$0
Total GF/non-GF	\$1,861,520	\$0	\$1,930,508	\$0
Program Total:	\$1,861,520		\$1,930,508	
Program FTE	11.45	0.00	12.05	0.00

Program Revenues				
Fees, Permits & Charges	\$5,765,025	\$0	\$6,454,500	\$0
Intergovernmental	\$20,428	\$0	\$20,939	\$0
Other / Miscellaneous	\$230,000	\$0	\$250,000	\$0
Beginning Working Capital	\$141,100	\$0	\$200,400	\$0
Total Revenue	\$6,156,553	\$0	\$6,925,839	\$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 of \$168,300 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. Passport acceptance fees \$140,000, Passport photo fees \$30,000; Document Recording fees \$5,950,500. Recording copy fees \$250,000. County Clerk Restricted Fund Carryover Revenue \$200,400 and Fees \$150,000 pursuant to ORS 205.320(2). Fees for filing a Board of Property Tax (BoPTA) Appeal \$16,200. BoPTA is allocated \$20,939 of the \$3,079,265 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2022: 72025A DART County Clerk Functions

In FY23, an Assessment & Taxation Technician 1 added to the Recording team as the need of additional support to reliably deliver results was apparent. The recording numbers have remained consistently high, 180,000+ for both 2020 and 2021 calendar years. Ownership transfers also increased 20% in the calendar year 2021. Since August 2020 the team has relied on a full-time temporary position to help fill the gaps in coverage. The permanent position allows the team to perform all duties, not only fill the gaps, as a temp position is only delegated specific tasks due to the temporary nature of the position. This position is funded within existing general fund allocation by shifting available DART resources, with .60 FTE allocated to Program Offer 72025 County Clerk Functions and .40 FTE to Program Offer 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 Ownership & Parcel Management Program, within the Division of Assessment, Recording, and Taxation (DART) is responsible for making real property ownership changes, adding sale information to the tax roll, and maintaining property information and property tax roll descriptions. Through 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 provide 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. 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. The Program teams interface with the public through the organization's soft phone system, at the public counter, through mail, and by email. The Ownership team also maintains a Digital Research Room for the public to access records through a database.

During FY21, the program made appointments available for customers to bring in plats and other documents to be recorded in order to make certain that services were still provided. The team met the customer outside of the building to ensure safety and adhere to the building closure. Also, since the Digital Research Room was closed during FY21 the team provided alternative online resources for customers to access records. The Digital Research Room opened to the public in July of 2020 to appointment and limited walk-in service.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of ownership changes processed	25,371	30,000	28,500	25,000
Outcome	Average number of days to complete ownership changes	24	5	20	18

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 92-93,100,198-199,205,222,306-308,457,477-478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the 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	2022	2022	2023	2023
Personnel	\$768,804	\$0	\$795,208	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$1,150	\$0	\$1,150	\$0
Internal Services	\$126,366	\$0	\$136,122	\$0
Total GF/non-GF	\$896,620	\$0	\$932,780	\$0
Program Total:	\$896,620		\$932,780	
Program FTE	7.20	0.00	7.60	0.00

Program Revenues				
Intergovernmental	\$172,739	\$0	\$177,058	\$0
Total Revenue	\$172,739	\$0	\$177,058	\$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 \$3,079,265. Allocated \$177,058 to DART Ownership & Parcel Management program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72026 DART Ownership & Parcel Management

During FY 2022 an Office Assistant 2 position was reclassified to an Assessment & Taxation Technician 2. The Assessment & Taxation Technician 2 will be hired and join the Customer Service, Recording, and Parcel Management teams, and fill a gap that was identified. This new A&T Tech 2 will be an essential link between the three teams by overseeing the scheduling software, compiling statistical data, and overseeing financial reconciliation for all three groups. For FY23, an A&T Technician 1 permanent position was funded within existing general fund allocation by shifting available DART resources, with .40 FTE allocated to Program Offer 72026 Ownership & Parcel Management, and .60 FTE to Program Offer 72025 County Clerk Functions.

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 billing, collecting, accounting, and distributing 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's goal is to ensure the timely, equitable, and accurate billing, collection, accounting, and distribution of property tax revenues in accordance with Oregon Revised Statutes. The Tax Revenue Management Program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program sends property tax statements; collects current and delinquent real and personal property taxes and 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 345,000 tax statements are issued and almost 400,000 payment and accounting transactions are processed annually, resulting in the distribution of roughly \$2 billion. Most directly this program works with the property owners of Multnomah County. Indirectly, this program serves the work of property tax collection and distribution. Property taxes account for more than 60% of the County's General Fund revenues. The program has recently taken steps to better serve non-English speaking property owners by translating the Property Tax Guide into multiple languages. We also have translation services for in-person and phone interactions. We have taken additional steps to make our information and communication more accessible through the use of plain language, reducing the use of jargon and legal terms. While we have considerable constraints based on Oregon Revised Statutes, we utilize client feedback and unmet needs to inform changes to our processes, communication, and interfaces. We have taken many steps to implement changes based on this feedback. One example of this is the utilization of taxpayer feedback as part of the procurement, design, and implementation of our new payment processing system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Property Tax Statements Issued/Mailed	345,856	350,000	345,000	346,000
Outcome	Percentage of Current Year Property Taxes Collected	98.66%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	289.5	255.0	352.0	350.0

Performance Measures Descriptions

Due to the pandemic and concerns about the postal system, as well as our new online payment system and our marketing efforts, we saw a dramatic increase in the number of taxpayers paying online in FY21. In FY22, that number continues to increase at a slower rate. We expect FY23 to potentially level off.

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	2022	2022	2023	2023
Personnel	\$1,601,417	\$0	\$1,674,854	\$0
Contractual Services	\$186,595	\$0	\$187,320	\$0
Materials & Supplies	\$28,660	\$0	\$30,253	\$0
Internal Services	\$474,238	\$0	\$523,051	\$0
Total GF/non-GF	\$2,290,910	\$0	\$2,415,478	\$0
Program Total:	\$2,290,910		\$2,415,478	
Program FTE	13.40	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$460,000	\$0	\$453,000	\$0
Intergovernmental	\$321,145	\$0	\$329,173	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$786,645	\$0	\$787,673	\$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 \$3,079,265, with \$329,173 allocated to DART Tax Revenue Management Program. Program revenues of \$453,000 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. The remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2022: 72027 DART Tax Revenue Management

Department: County Management

Program Contact: Larry Steele

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Division of Assessment, Recording and Taxation's (DART) GIS/Cartography Program creates and maintains official county maps for property taxation purposes; processes voucher actions; maintains the base map for the County's Geographic Information System (GIS); maintains property information and property tax roll descriptions; designs, develops, and deploys GIS applications, tools, and resources; and provides direct customer service to internal and external business partners and the public.

Program Summary

The GIS/Cartography Program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings within GIS and assessment database (Orion). Program staff designs, develops, and deploys GIS applications, tools, and resources for DART team's access to geospatial data representations to increase work efficiency and accuracy. This program also contributes GIS data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible, and continually maintained. Direct customer service is provided to internal and external business partners, including property owners, taxpayers, and the community.

The community's access to the program has generally transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. However, in order to fully support the diverse community that we serve, we offer all forms of customer service when requested.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of New Tax Roll Accounts Created	1197	1225	1317	1450
Outcome	Number of GIS Mapping Edits per FTE	5309	6615	5839	6400
Output	Number of GIS Mapping Edits	21234	26500	23357	25700

Performance Measures Descriptions

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. The number GIS Mapping Edits includes audits and data clean-up activities that have taken place this year.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86,92-93,100,198-199,222,227,271,274-275,306-308,312,368,457,477-478. 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	2022	2022	2023	2023
Personnel	\$688,945	\$0	\$705,404	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$12,524	\$0	\$12,524	\$0
Internal Services	\$119,734	\$0	\$192,817	\$0
Total GF/non-GF	\$821,503	\$0	\$911,045	\$0
Program Total:	\$821,503		\$911,045	
Program FTE	5.25	0.00	5.25	0.00

Program Revenues				
Intergovernmental	\$126,574	\$0	\$130,021	\$0
Total Revenue	\$126,574	\$0	\$130,021	\$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 \$3,079,265, with \$129,021 allocated to DART GIS Cartography Program. \$1,000 in revenue pursuant to IGA with the 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 2022: 72028 DART GIS/Cartography

With the County's COVID-19 response, teleworking has dramatically increased the time necessary to update and maintain the statutorily required tax maps. With the variability with home internet service providers, VPN server connections, and overall regional demand upon critical infrastructures, we have adjusted team and individual priorities and goals to continue to thrive and be successful in the upcoming year.

Department: County Management **Program Contact:** Larry Steele
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Assessment Performance Analysis Unit (APA), within the Division of Assessment, Recording and Taxation (DART) is responsible for annual adjustments to Real Market Value resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute. APA acts as the audit function for all valuation processes.

Program Summary

The Assessment Performance Analysis (APA) Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Business Personal Property, Commercial, Multi-Family, and Industrial Appraisal models. The APA Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports on the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes. APA performs an independent audit function for all valuation processes, projects and functions.

We have transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. This is providing the same level of customer service while balancing the needs and safety of staff and the community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Projects Maintained - Includes mandated Ratio Study	52	19	52	52
Outcome	Number of Appraisal Neighborhoods in Statutory Compliance (ORS 308.232)	98%	95%	95%	95%

Performance Measures Descriptions

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Performance Measure #2 - outcome - Ratio Study.

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	2022	2022	2023	2023
Personnel	\$515,846	\$0	\$542,385	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$15,739	\$0	\$18,901	\$0
Internal Services	\$48,529	\$0	\$69,071	\$0
Total GF/non-GF	\$580,714	\$0	\$630,957	\$0
Program Total:	\$580,714		\$630,957	
Program FTE	3.25	0.00	3.25	0.00

Program Revenues				
Intergovernmental	\$77,808	\$0	\$79,753	\$0
Total Revenue	\$77,808	\$0	\$79,753	\$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 \$3,079,265, with \$79,751 allocated to DART Assessment Performance Management Program. Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72029 DART Assessment Performance Analysis

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) is part of the Division of Assessment, Recording and Taxation (DART). SPG is the expert in property tax exemptions and special assessments, tax roll corrections, maximum assessed value (MAV), and floating property returns. Additionally, Special Programs assists the community using various means of communication including by phone, email, and mail. Special Programs provides ongoing training and expertise to other sections within DART.

Program Summary

Special Programs Group (SPG) oversees more than 60 property tax exemption and special assessment programs. These programs provide partial to full property tax relief to qualifying individuals and organizations. Programs established by the state and other jurisdictions affect historic properties, charitable non-profits, fraternal and religious organizations, disabled veterans, and numerous others. SPG receives and makes eligibility determinations on more than 1,000 applications annually for property tax exemptions.

Properties owned by government entities are exempt under Oregon Statute. However, it is common for government entities to lease portions of their properties to nongovernment organizations. The space leased is subject to property taxes. SPG determines what portions of the government owned buildings are subject to property taxes.

SPG serves as the subject matter expert on the tax roll correction process; providing guidance and training to DART valuation sections. SPG corrects the certified tax roll under specific circumstances including property tax appeal resolution, data entry errors, qualified impacts to value due to Act of God incidents, and others.

In 1997, Oregon voters changed the method used to calculate property taxes, which required the calculation of each property's Maximum Assessed Value (MAV). MAV is the basis for determining taxable assessed value for a property and often involves complex calculations. SPG is the division authority on MAV and the advisor to DART sections on anything related to MAV. SPG calculates all MAV changes related to property tax exemption or special assessment, property actions such as divisions of property or lot line adjustments, or property that was demolished or destroyed. The SPG team determines and reallocates MAV for hundreds of properties annually.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Exempt Accounts Reviewed and Processed for the Current Tax Roll	6,822	7,000	6,500	7,000
Outcome	Total Exempt Accounts Monitored	33,130	34,000	33,000	33,500
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,687	2,000	1,500	1,700

Performance Measures Descriptions

Oregon Revised Statute (ORS) requires all property to be valued according to market as accurate market values directly relate to the bonding capacity and general obligation bond tax rates for taxing districts. Specific property tax exemptions are allowed by law. Measurements indicate exempt and specially assessed properties are accurately assessed and tax rolls properly maintained.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Assistance" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. Current DART staffing is minimally adequate to perform statutory functions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$922,938	\$0	\$1,081,620	\$0
Contractual Services	\$1,800	\$0	\$500	\$0
Materials & Supplies	\$11,147	\$0	\$12,789	\$0
Internal Services	\$115,525	\$0	\$123,865	\$0
Total GF/non-GF	\$1,051,410	\$0	\$1,218,774	\$0
Program Total:	\$1,051,410		\$1,218,774	
Program FTE	7.25	0.00	8.25	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$2,703	\$0
Intergovernmental	\$173,941	\$0	\$178,289	\$0
Total Revenue	\$173,941	\$0	\$180,992	\$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 \$3,079,265 with \$178,289 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 2022: 72030 DART Property Assessment Special Programs

1.00 FTE Assessment & Taxation Technician 2 Position 703805 was transferred from Program 72034 DART Residential Property Appraisal to Program 72030 DART Property Assessment Special Programs

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 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

The Personal Property Assessment Program's goal is to ensure proper filing amongst all businesses within the county, to create assessment records for new taxable business Personal Property accounts, and to maintain the Real Market Value and Maximum Assessed Value of all taxable business Personal Property accounts.

Oregon Revised Statutes require annual filings of the Confidential Personal Property Return form from businesses in the county for property tax purposes. The Personal Property Assessment Program reviews those returns (approximately 22,000 businesses annually) for accuracy & completeness and applies appropriate depreciation factors to each business asset on each return. Technicians in this program also conduct research and discovery of new businesses and assets omitted from the assessment roll. Appraisals are performed to defend values under appeal. Technicians in this program also conduct account maintenance including ownership information, address information, and more. This program also conducts significant outreach, communication, and education efforts to help taxpayers understand their obligations and to assure the assessment records are accurate.

Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business is required to annually report existing taxable property. Failure to monitor this process will result in the 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.

Most directly this program works with the business representatives of Multnomah County. Indirectly, this program serves the work of property tax assessment. Property taxes account for more than 60% of the County's General Fund revenues. The program has recently taken steps to better serve non-English speaking business representatives, by translating informational documents into multiple languages.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Accounts Processed, Coded and Valued	15,256	15,000	15,2894	15,900
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,668	\$2,550	\$2,673	\$2,700
Efficiency	Percentage of Accounts Filing Electronically	16.4%	17%	18.4%	19%

Performance Measures Descriptions

Due to the impacts of COVID-19 on the business community, we expected a spike in business closures in FY21, but that never materialized.

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	2022	2022	2023	2023
Personnel	\$924,521	\$0	\$796,748	\$0
Contractual Services	\$12,115	\$0	\$12,395	\$0
Materials & Supplies	\$4,296	\$0	\$3,364	\$0
Internal Services	\$224,970	\$0	\$202,673	\$0
Total GF/non-GF	\$1,165,902	\$0	\$1,015,180	\$0
Program Total:	\$1,165,902		\$1,015,180	
Program FTE	7.00	0.00	6.00	0.00

Program Revenues				
Intergovernmental	\$167,933	\$0	\$147,497	\$0
Total Revenue	\$167,933	\$0	\$147,497	\$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 \$3,079,265, with \$147,497 allocated to DART Personal Property Assessment Program. The remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72031 DART Personal Property Assessment

Transferred 1.00 FTE position 704432 from DART Personal Property Assessment program (72031) to DART Commercial & Industrial Property Appraisal program (72033).

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 Industrial/Commercial/Multi-family (INCOM) Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all Commercial, Multifamily, Local and State Industrial Manufacturing plants, Warehouses, Bulk Petroleum Storage Facilities and Port of Portland properties. The INCOM valuation section is responsible for valuing and maintaining accounts that represent approximately 31% of the total taxable assessed value for the county, upon which taxes are levied for the benefit of all Multnomah County taxing districts and residents.

Program Summary

This program is responsible for maintaining Real Market Values for approximately 22,736 accounts (19,700 Commercial and Multifamily + 3,036 Storage and Distribution Warehouse accounts); 1,172 County and State appraised manufacturing accounts; and 448 billboards. Manufacturers are required to file industrial property returns annually. This requires the annual audit and review of approximately 58,848 machinery, equipment and personal property assets as well as 444 bulk-petroleum storage tanks. In addition to these assignments, a few hundred value appeals are reviewed annually.

Maintaining accurate Real Market Value (RMV) on properties directly affects essential funding for all taxing districts. This program ensures that all Industrial, Commercial and Multi-family properties are valued within State of Oregon standards and taxed under applicable laws. Property taxes account for approximately 60% of the County's General Fund revenues and directly support a number of community-based programs that depend on this revenue. The more properties that can be reviewed by staff each year, the more accurate the inventory and resulting values are. The performance measures for the program specifically seek to measure both the volume of accounts reviewed as well as the relevance of the value for each account as it relates to the market.

Taxpayer access to the program has been enhanced to offer solutions such as; appointments for site visits, telephone consultations, virtual property inspections as well as electronic exchanges of information and digital photography; this included improved website accessibility.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Industrial Assets Valued	60,228	50,000	50,000	55,000
Outcome	New Exception Real Market Value in MILLIONS;	\$2,759	\$2,500	\$2,500	\$2,500
Efficiency	Percent of Accounts on Automated Recalculation	22.6%	22%	23%	23%
Outcome	Percent Market Groupings with Coefficient Of Dispersion Compliance	87%	92%	90%	90%

Performance Measures Descriptions

Performance is measured by the new value added to the roll, processing of real property returns, and annual audits of machinery, equipment and personal property assets. The efficiency measure reflects how many accounts have been placed on income models, and other automated calculation methods. These property types represent high-value accounts; value reduction on appeal can result in large tax refunds with interest, impacting taxing jurisdictions and their budgets.

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,153,284	\$0	\$3,474,330	\$0
Contractual Services	\$2,525	\$0	\$1,975	\$0
Materials & Supplies	\$119,298	\$0	\$131,524	\$0
Internal Services	\$364,792	\$0	\$383,109	\$0
Total GF/non-GF	\$3,639,899	\$0	\$3,990,938	\$0
Program Total:	\$3,639,899		\$3,990,938	
Program FTE	22.50	0.00	23.50	0.00

Program Revenues				
Intergovernmental	\$539,547	\$0	\$577,362	\$0
Total Revenue	\$539,547	\$0	\$577,362	\$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 \$3,079,265, with \$577,362 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 2022: 72033 DART Commercial & Industrial Property Appraisal

In accordance with public health guidelines and out of an abundance of caution, we have limited in person contact with taxpayers to exterior site visits. Interior site visits are done by appointment only. As a result, using various public data and GIS sources, staff completed a greater number of value review assignments as desk reviews rather than full property site visits.

Transferred 1.00 FTE position 704432 from DART Personal Property Assessment program (72031) to DART Commercial & Industrial Property Appraisal program (72033).

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 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. The Residential valuation section is responsible for valuing and maintaining accounts that represent approximately 60% of the total taxable assessed value, upon which taxes are levied for the benefit of all Multnomah County taxing districts and residents.

Program Summary

This program is responsible for maintaining accurate property inventories and Real Market Values for 261,000 Real and Personal Property accounts including: Single and 2-4 family, Condominiums, Manufactured, Floating homes, Farm Forest, and small General Commercial Use properties. A total of 22,444 valuation assignments were completed for FY2021 requiring review and processing, largely issued by local jurisdictions. In addition to these assignments, a few hundred value appeals are reviewed annually.

Maintaining accurate Real Market Value (RMV) on properties directly affects essential funding for all taxing districts. This program ensures that all Residential property is valued within State of Oregon standards and taxed under applicable laws. Property taxes account for approximately 60% of the County's General Fund revenues and directly support a number of community-based programs that depend on this revenue. The more properties that can be reviewed by staff each year, the more accurate the inventory and resulting values are. The performance measures for the program specifically seek to measure both the volume of accounts reviewed as well as the relevance of the value for each account as it relates to the market.

Taxpayer access to the program has been enhanced to offer options such as; appointments for site visits, telephone consultations, virtual property inspections as well as electronic exchanges of information and digital photography; this also includes improved website capabilities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Accounts Appraised	22,444	18,000	18,000	18,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$710	\$800	\$700	\$700
Outcome	% Neighborhood with COD Compliance	100%	100%	100%	98%

Performance Measures Descriptions

Estimated reduction in Accounts Appraised is a byproduct of COVID and the inability to conduct property inspections. 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 which funds assessor office operations.

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$4,902,657	\$0	\$5,093,312	\$0
Contractual Services	\$4,600	\$0	\$2,400	\$0
Materials & Supplies	\$117,064	\$0	\$118,383	\$0
Internal Services	\$605,965	\$0	\$625,382	\$0
Total GF/non-GF	\$5,630,286	\$0	\$5,839,477	\$0
Program Total:	\$5,630,286		\$5,839,477	
Program FTE	37.50	0.00	36.50	0.00

Program Revenues				
Intergovernmental	\$899,145	\$0	\$921,625	\$0
Total Revenue	\$899,145	\$0	\$921,625	\$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 \$3,079,265. Allocated \$921,625 to DART Residential Appraisal Program. Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72034 DART Residential Property Appraisal

In accordance with public health guidelines and out of an abundance of caution, we have limited in person contact with taxpayers to exterior site visits. Interior site visits are done by appointment only. As a result, using various public data and GIS sources, staff complete a greater number of value review assignments as desk reviews rather than full property site visits. 1.00 FTE Assessment & Taxation Technician 2 Position 703805 was transferred from Program 72034 DART Residential Property Appraisal to Program 72030 DART Property Assessment Special Programs

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 designs, develops, and deploys technology solutions for the entire Division. App Support is also responsible for managing DART's application software and hardware through configuration, support and collaboration with external IT vendors and internal business partners. Furthermore, App Support performs the functions necessary to produce the certified annual tax roll, which includes calculating tax rates, 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 (App Support) Program designs, develops, and deploys technology solutions, through collaboration with IT business partners that create efficiencies, standardizations, improve data integrity, and generate sustainability across the entire division.

App Support performs the functions of extending and certifying 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 IT business partners; including consulting on contract formulation, implementation, support, and project management. The Program answers user questions, resolves problems, and provides expert recommendations on the effective use of the Division's business application systems. Additionally, the App Support team manages and promotes the Division's public facing website, designs and implements accessibility features; procures, distributes and supports software solutions to create accessible video content for internal and external education materials.

The community's access to the program has been modified to include more flexible, technological, customer focused solutions that provide for safe, effective remote contact. This is providing the same level of customer service while balancing the safety of staff and the needs of the community we serve.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of requests and support activities	3500	3600	3500	3500
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%
Output	Tax Statements Generated En Masse	342,532	350,000	350,000	350,000

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	2022	2022	2023	2023
Personnel	\$936,022	\$0	\$988,953	\$0
Contractual Services	\$9,500	\$0	\$8,300	\$0
Materials & Supplies	\$424,263	\$0	\$449,175	\$0
Internal Services	\$354,851	\$0	\$286,815	\$0
Total GF/non-GF	\$1,724,636	\$0	\$1,733,243	\$0
Program Total:	\$1,724,636		\$1,733,243	
Program FTE	6.25	0.00	6.25	0.00

Program Revenues				
Intergovernmental	\$149,908	\$0	\$153,655	\$0
Other / Miscellaneous	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$189,908	\$0	\$193,655	\$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 \$3,079,265 with \$153,655 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 2022: 72037 DART Applications Support

There will be an implementation of an E-File product that will have an impact on the budget.

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 project management, maintenance supervision, portfolio strategy, and final disposition of the County's tax foreclosed property portfolio. The Program's highest priority is foreclosure avoidance prior to County ownership and occupant support throughout the process. Vulnerable populations and historically disadvantaged groups, especially during the challenges of Covid-19, are supported with appropriate resources using best practices. Less than 5% of the current portfolio (~210) properties have improvements or structures. Property dispositions are through public and private sales, government transfers and donations to non-profits.

Program Summary

The County comes into ownership of real property generally once a year (September/October) through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded by the Tax Collector to the County as the responsibility of the Tax Title Program and are managed and disposed of pursuant to Multnomah County Code, Chapter 7 as part of the larger portfolio project management. Shortly after the properties are deeded to the County they may become available for repurchase by qualified former owners of record. In FY 2021, special consideration was given for repurchase by former owners due to the health, safety, housing, and economic conditions brought about by the COVID-19 pandemic. The same consideration will continue into FY 2022. 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 assesses 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Properties remaining in Tax Title Inventory	216	205	208	205
Outcome	Properties placed back on the tax roll & into community use	5	20	11	15
Outcome	Revenue credited to General Fund, Sub-Fund	\$621,265	\$100,000	\$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	2022	2022	2023	2023
Personnel	\$230,111	\$0	\$239,438	\$0
Contractual Services	\$399,400	\$0	\$384,992	\$0
Materials & Supplies	\$13,078	\$0	\$13,278	\$0
Internal Services	\$107,411	\$0	\$112,292	\$0
Total GF/non-GF	\$750,000	\$0	\$750,000	\$0
Program Total:	\$750,000		\$750,000	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues				
Other / Miscellaneous	\$750,000	\$0	\$750,000	\$0
Total Revenue	\$750,000	\$0	\$750,000	\$0

Explanation of Revenues

The Program is financially self sustaining. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at approximately \$750,000 for FY 2023. 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. The FY 2023 revenue estimate reflects the likelihood of continued success in the program's foreclosure avoidance efforts and Covid-19 considerations. 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 2022: 72038 DART Tax Title

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72044B
Program Characteristics:

Executive Summary

The Construction Diversity and Equity Fund (CDEF) program supports recruitment and retention of women and minorities in the skilled construction trades. It also supports the competitiveness of State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses.

Program Summary

Jobs in the fields of construction offer stable careers that pay wages sufficient to raise a family. As a result of a history of discrimination and other barriers, jobs in these fields have not been available to all people. The CDEF program increases diversity, equity, and opportunity in both our construction workforce and business community.

The CDEF program supports three initiatives.

- (1) It funds Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs. These programs are an important gateway into the trades. CDEF supports their recruitment of women and minorities.
- (2) It funds support and retention services for women and minority apprentices. This recognizes that every individual has different barriers that may disrupt their employment. Employers and unions refer apprentices to one of the County's three contractors who provide the services. Providing tools, safety equipment, or various support services helps ensure success on the job. Contractors provide qualitative feedback from the apprentices to gauge program impacts.
- (3) It funds technical help, mentoring and training for State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses. Within that group, we emphasize serving construction-related professional services or contracting businesses. Certified firms apply online for support. We match them with one of four contractors to provide the help. Both contractors and certified firms provide feedback on the success of the engagement. This feedback is provided through monthly online surveys from both of these groups.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	NA	15	0	15
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	NA	30	14	25
Output	Number of State Certified firms receiving technical assistance, mentoring, and training.	N/A	30	14	25

Performance Measures Descriptions

Due to COVID, pre-apprenticeship programs were largely shut down. We expect these to reopen in FY23. We believe that direct support for both workers and State Certified firms was depressed due to COVID.

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	2022	2022	2023	2023
Contractual Services	\$137,450	\$0	\$215,000	\$0
Total GF/non-GF	\$137,450	\$0	\$215,000	\$0
Program Total:	\$137,450		\$215,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$65,000	\$0	\$45,000	\$0
Beginning Working Capital	\$72,450	\$0	\$170,000	\$0
Total Revenue	\$137,450	\$0	\$215,000	\$0

Explanation of Revenues

The program has two sources of funding. First, the County pays (1%) of construction costs into the fund. Second, any Liquidated Damages paid by construction contractors are part of the fund. Liquidated damages are a sum contractors pay to the County if they do not meet contracted inclusion goals for women, minorities and apprentices.

Significant Program Changes

Last Year this program was: FY 2022: 72044 FRM Construction Diversity and Equity

Spending of CDEF funding has not been as aggressive as we had hoped due to COVID. Specifically, the pre apprentice training programs have had a difficult time conducting classes, and State Certification Office for Business Inclusion and Diversity (COBID) certified business assistance applications have lagged.

Department:	County Management	Program Contact:	Brian Smith
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	72044A		
Program Characteristics:	One-Time-Only Request		

Executive Summary

This program funds the County's participation in a regional effort to increase the diversity of the construction workforce. By co-investing around common objectives for development of workforce diversity, the County is able to leverage existing local infrastructure as well as other workforce funding. By aligning our support with others in the region, there is a greater opportunity for long term planning and strategy, as well as creating a platform to attract private and foundation funding for workforce development. The intent of this program offer is that, pending Board approval, it is the first year of a five year commitment to diversity our construction workforce.

Program Summary

The Regional Construction Workforce Diversity Funder Collaborative is a group of committed public owners who work together to invest in activities that directly support increasing the racial and gender diversity of the regional construction trades workforce. This Collaborative is an initiative that came from The Construction Career Pathways Project (C2P2) Public Owner Workgroup. Each funder commits to a minimum amount of multi-year annual contributions, participates in ongoing planning, development, and outcomes review, and participates in the investment decisions of the collaborative. Additionally, the Funder Collaborative serves as a community of practice, where the funders learn from each other to help inform the regional efforts.

Membership of the Funders Collaborative consists of C2P2 signatories who have financially committed to collectively invest in diversifying and growing the construction workforce supply. Currently, these are the City of Portland, Multnomah County, Washington County, Clackamas County, Prosper Portland, and Portland Public Schools. Future member onboarding goals include ODOT and TriMet. Additionally, the Funder Collaborative would like to explore including Contractors and foundations as future contributing members.

The Funder Collaborative has formal voting procedures, as agreed upon by its members and outlined in the bylaws. Each funder has one vote, unless otherwise specified. Collectively, the members develop an annual work plan that explicitly includes the desired outcomes of the investments. The Funder Collaborative uses their annual work plan to guide decisions and update it each year based on the performance outcomes and regional labor needs.

This program offer is scaled to 72044A Construction Diversity and Equity Fund (CDEF) which also provides some dedicated funding for workforce diversity development activities. However the CDEF funding can be volatile on an annual basis, and is supplemental rather than reliable multi-year base funding. This program offer includes that stable funding, aligned in purpose with other agencies in the region.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	N/A	N/A	20
Outcome					

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was:

The annual funder commitment will be for a 5-year period.

Department: County Management **Program Contact:** Heather Drake
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Workday is 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; maintains, troubleshoots, and enhances Workday finance functionality; and provides operational and learning support to finance staff to help the County use our 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 finance data model. It includes a variety of operational and learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering in-person 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, Finance Data Model, Financial Accounting, Grants Management, Inventory, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

The ERP Finance Support team performs the following key functions:

- (1) Analyze, design, build, test, and configure all changes made to the existing system, including features from mandatory, twice-yearly Workday system updates.
- (2) Maintain ERP’s foundational finance data model.
- (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 create transparency and stakeholder involvement in decision making about which configuration projects will best meet the County’s business needs.
- (6) Provide operational and learning support to County finance users that creates a culture where people feel safe asking questions and trust they will receive quick and accurate assistance.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of customer tickets processed	1,208	1,200	1,400	1,300
Outcome	Percentage of features in mandatory, twice-yearly Workday updates analyzed and successfully configured	> 95%	> 95%	> 95%	> 95%
Output	Number of learning support sessions provided	41	35	35	30
Outcome	Percentage of finance user survey respondents satisfied with support provided	N/A	> 90%	80%	> 90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$830,199	\$0	\$870,680	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$39,713	\$0	\$39,713	\$0
Internal Services	\$70,609	\$0	\$61,927	\$0
Total GF/non-GF	\$965,521	\$0	\$997,320	\$0
Program Total:	\$965,521		\$997,320	
Program FTE	4.00	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 2022: 72046 FRM Workday Support - Finance

Department: County Management **Program Contact:** Heather Drake
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The ERP Finance Support team supports Workday as the County's accounting system of record. It provides strategic and operational leadership; maintains, troubleshoots, and enhances Workday finance functionality; and provides operational and learning support to finance staff to help the County use our ERP system to its fullest potential. This program offer requests ongoing General Fund revenue for one new position. It builds capacity to meet the increasing reporting needs of County departments and undertake key configuration projects that will improve current system functionality.

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. It supports planning, design, build, and testing of Workday configuration and custom reports. It maintains the system's foundational finance data model. It includes a variety of operational and learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering in-person training sessions. It supports active participation in the larger Workday Community and direct advocacy with Workday for functionality enhancements that would benefit County operations.

The initial support model developed in advance of going live with Workday was expected to dedicate approximately 75% of the team's work to system enhancements and improvements and 25% to operational support. We have learned over the last three years that a more realistic breakdown is 75% to operational support and 25% to system enhancements. This has resulted in a significant backlog of key projects needed to meet the increasing reporting needs of County departments and improve current system functionality. Workday's constant pace of releasing improved functionality has also highlighted the need for an additional FTE.

Potential projects include configuration and training for: dashboards for cost center managers; Financial Data Mart to facilitate reporting on County-wide, multi-year data sets; specialized custom reports for new program areas such as Preschool for All, Supportive Housing, and Culturally Specific Services; automated cash flow statements; OfficeConnect for a direct connection between Workday data and Microsoft Excel; system enhancements that empower department staff with more customization options for the reports they run within Workday; and new, focused training courses for data analysts, cost center managers, and other advanced finance report users.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of customer tickets processed	N/A	N/A	N/A	175
Outcome	Percentage of features in mandatory Workday updates analyzed, tested, and successfully configured	N/A	N/A	N/A	> 95%
Outcome	Percentage of finance user survey respondents satisfied with support provided	N/A	N/A	N/A	> 90%
Output	Number of learning support sessions provided	N/A	N/A	N/A	6

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$201,124	\$0
Materials & Supplies	\$0	\$0	\$13,876	\$0
Total GF/non-GF	\$0	\$0	\$215,000	\$0
Program Total:	\$0		\$215,000	
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 General Fund revenues.

Significant Program Changes

Last Year this program was:

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 72005
Program Characteristics:

Executive Summary

This program offer will fund a Labor Compliance Program to provide education and support for workers and construction contractors on wage theft prevention and will support a volunteer program to interview workers on the jobsite to help ensure they are paid a fair wage. The program offer also includes data infrastructure to assist the County with compliance monitoring.

Program Summary

Wage theft exists when a worker is not paid or is underpaid for their work. Wage theft harms workers by driving down wages and harms honest contractors by making them less competitive. Wage theft is particularly prevalent in the construction industry. According to the Oregon Center for Public Policy, "Between 2015 and 2016, the most recent period of data we analyzed, the construction industry had the second highest number of wage claims as a share of its workforce." Some wage theft is unintentional (for example, a calculation error) and easily correctable when identified. Other wage theft is intentional and often harms workers who may not report it for fear of losing their jobs. The County Labor Compliance Program supports workers and contractors to ensure workers are getting paid correctly. In addition, the program supports construction project delivery by assembling and analyzing data to ensure contractors are delivering on the workforce equity objectives for the County's capital projects.

This Labor Compliance Program 1) provides technical assistance and support to ensure that contractors and subcontractors properly classify workers and are in compliance with BOLI labor laws which include Apprenticeship rules and Prevailing Wage laws; 2) ensures that workers on County projects understand their rights related to wage laws, 3) trains and oversees authorized community volunteers to support the County's verification of certified payroll by interviewing workers at worksites regarding wages, benefits, and hours, and 4) manages and maintains software to enable robust monitoring and reporting on wages and benefits paid on County construction projects.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of volunteers certified by County	20	20	20	20
Outcome	Percent of County construction projects visited by certified volunteers	0%	75%	10%	75%

Performance Measures Descriptions

Since the program implementation in 2019 the program has maintained a steady group of 20 trained site volunteers. However, due to the pandemic shutdown in March 2020, visits by volunteers to County construction sites were suspended. County Risk Management estimates the program could restart volunteer operations as early as May 2022.

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	2022	2022	2023	2023
Personnel	\$124,726	\$0	\$129,848	\$0
Materials & Supplies	\$45,723	\$0	\$24,462	\$0
Total GF/non-GF	\$170,449	\$0	\$154,310	\$0
Program Total:	\$170,449		\$154,310	
Program FTE	1.00	0.00	1.00	0.00

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

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72047 FRM Labor Compliance

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10018
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, TriMet 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 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, TriMet 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 \$311,000 annually, and Multnomah County's share of the program would cost \$53,450 annually, or 17% of the total. The County's costs may decrease as other jurisdictions join the effort, 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Track the number of contractors with registered equipment	N/A	20	20	40
Outcome	Reduction in PM from construction projects	N/A	10%	0	10%
Output	Number of pieces of equipment registered	N/A	100	50	100

Performance Measures Descriptions

The program implementation was delayed by one year because of the economic impacts of the COVID-19 crisis. The first round of diesel engine-restrictions took effect on January 1, 2022. In addition, the registration software that is being used to implement and track the program just launched at the beginning of end of CY 2022. PM reductions are a lagging indicator, since the program just started.

Legal / Contractual Obligation

Multnomah County entered 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	2022	2022	2023	2023
Contractual Services	\$52,000	\$0	\$53,450	\$0
Total GF/non-GF	\$52,000	\$0	\$53,450	\$0
Program Total:	\$52,000		\$53,450	
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 General Fund

Significant Program Changes

Last Year this program was: [FY 2022: 72048 FRM Clean Air Construction Standards](#)

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: Anna Plumb

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The DCM/NOND Human Resources (HR) Team provides the full range of Human Resources (HR) services for the approximately 410 employees (412 FTE) of the Department of County Management (DCM) and all non-departmental agencies, including elected officials, the Office of Diversity and Equity, and the Office of Emergency Management. The DCM/NOND HR team supports all employees through the full employee lifecycle, with a focus on workforce equity and ensuring employees experience safety, trust, and belonging in keeping with County values.

Program Summary

The DCM/NOND Human Resources (HR) Team provides the full range of Human Resources (HR) services for the approximately 410 employees (412 FTE) of the Department of County Management (DCM) and all non-departmental agencies, including elected officials, the Office of Diversity and Equity, and the Office of Emergency Management. The DCM/NOND HR team supports all 410 employees through the full employee lifecycle, with a focus on workforce equity and ensuring employees experience safety, trust, and belonging at work.

The HR team combines strategic planning with professional HR advice and support, serving as a strategic business partner and resource for managers and employees. Areas of support include development and implementation of staffing plans, including creating position descriptions; recruitment and retention; onboarding new employees; performance management for both represented and exempt employees; advice and coaching for employees and managers; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training; and review and ensure compliance and interpretation of collective bargaining agreements and County Personnel Rules.

All aspects of Human Resources are directly linked to workforce equity and to employee's experiences of safety, trust, and belonging. The DCM/NOND HR team focuses on equitable and inclusive practices and policies for all elements of our work. Many of the goals in the Workforce Equity Strategic Plan (WESP) are directly tied to Human Resources actions or programs, and our team's support and work is fundamental to meeting the organization's commitments under the WESP during FY 2023.

In FY 2023 the DCM/NOND HR Team will

- Provide focused support to the county's non-departmental agencies and Department of County Management
- Support the department meeting of all WESP milestones

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of recruitments that are successful*	89%	90%	90%	90%
Outcome	Number of employees provided full range of HR Services	N/A	500	406	412
Outcome	Percent of DCM and NOND employees saying they would recommend working at the county to a friend.	N/A	90	90	90

Performance Measures Descriptions

A successful recruitment is a recruitment that ends in a hire. Measure 3 is based on the Countywide Employee Survey, which is issued to all county employees every two years. The number of employees supported decreased in FY 2022 when the Joint Office of Homeless Services became a separate department but will increase slightly in FY 2023.

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	2022	2022	2023	2023
Personnel	\$936,139	\$0	\$992,228	\$0
Contractual Services	\$5,167	\$0	\$5,167	\$0
Materials & Supplies	\$18,695	\$0	\$19,655	\$0
Internal Services	\$84,542	\$0	\$58,330	\$0
Total GF/non-GF	\$1,044,543	\$0	\$1,075,380	\$0
Program Total:	\$1,044,543		\$1,075,380	
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 2022: 72049A DCM/NonD Human Resources Team

The DCM/NOND HR team stopped supporting the Joint Office of Homeless Services (JOHS) when JOHS became a separate department on July 1, 2021.

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Central HR Classification & Compensation (Class Comp) provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Class Comp provides the pay and job profile 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 data in support of all unions and management job profiles for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Program Summary

Class Comp aligns practices with County organizational values of safety, trust, and belonging by acting as a neutral function, following procedures established by county code, personnel rules, and collective bargaining agreements to review requests from a centralized perspective. Giving employees the opportunity to have their position reviewed in the reclassification process helps to ensure equity among how positions are classified and compensated.

Class Comp impacts a large percentage of the total County workforce by ensuring positions are allocated at the appropriate level, job profiles are written accurately, and that compensation within our job profile structure is competitive with the public sector market. These efforts ensure equitable work assignments and compensation, which ultimately result in processes that are consistent with the Oregon Equal Pay Act.

Program outcomes are measured for Class Comp based on the number of positions impacted by classification and/or compensation studies, new positions classified, and positions reclassified. Reclassifications and studies directly impact our current workforce and new positions allow for the County to hire staff needed to deliver more effective and new services to the public.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of positions reviewed as a result of class/comp studies.	848	500	950	915
Outcome	Percent of total positions reclassified, revised, updated.	30%	17.3%	30.3%	27.6%
Output	# of positions reviewed as a result of individual requests.	702	400	650	550

Performance Measures Descriptions

Output/Outcome 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	2022	2022	2023	2023
Personnel	\$524,255	\$0	\$547,548	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$14,100	\$0	\$15,540	\$0
Internal Services	\$9,803	\$0	\$10,090	\$0
Total GF/non-GF	\$553,158	\$0	\$578,178	\$0
Program Total:	\$553,158		\$578,178	
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 2022: 72050 Central HR Classification & Compensation

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	2022	2022	2023	2023
Personnel	\$261,661	\$0	\$300,000	\$0
Total GF/non-GF	\$261,661	\$0	\$300,000	\$0
Program Total:	\$261,661		\$300,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2022: 72017B College to County Internship Expansion

Last year this was one time only funding under Program #72017B - College to County Interns.

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25200-25205, 40099B, 78301B
Program Characteristics:

Executive Summary

The Treasury tax administration unit is responsible for managing all tax administrative activities for the new Preschool For All Program tax. This includes but is not limited to tax accounting, tax reporting, tax code development and maintenance, tax procedures, tax forms, tax handbook, tax communication/education, general tax support, and management of intergovernmental agreement with the City of Portland.

Program Summary

On November 3, 2020 the voters of Multnomah County approved Preschool For All Program Ballot Measure 26-214 which authorized the County to impose a personal income tax to fund universal, tuition free, voluntary, and high quality preschool education for every three and four year old residing within Multnomah County. The tax is effective tax years beginning January 1, 2021 and applies to resident and non-residents: 1.5% tax on Oregon taxable income over \$125,000 and 3.00% tax on Oregon taxable income over \$250,000 for single filers. 1.5% tax on Oregon taxable income over \$200,000 and 3.00% for Oregon taxable income over \$400,000 for joint filers.

This program includes one FTE (Project Manager) and a contracted tax consultant to develop and maintain tax code, tax administrative procedures, tax handbook, all educational materials, tax calculators, taxpayers and tax administrator outreach/support, maintain tax public page, development of tax forms, perform tax accounting, tax reporting, and other tax administrative functions (including the management of intergovernmental agreement with the City of Portland).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Establish tax administration unit for new tax*	N/A	N/A	1	1
Outcome	Collection activities start in April 2021 (deadline for payment April 2022)**	N/A	N/A	1	1
Output	Establish tax administration public page to make available tax education materials***	N/A	N/A	1	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved
 **1=Achieved; 0=Not Achieved
 ***1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Preschool For All Personal Income Tax 11.500-560). The Personal Income Tax will be administered by the City of Portland through an intergovernmental agreement (IGA) that expires in fiscal year 2030.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$284,132	\$0	\$158,511
Contractual Services	\$0	\$0	\$0	\$15,000
Materials & Supplies	\$0	\$5,000	\$0	\$5,000
Internal Services	\$0	\$14,724	\$0	\$25,052
Total GF/non-GF	\$0	\$303,856	\$0	\$203,563
Program Total:	\$303,856		\$203,563	
Program FTE	0.00	2.00	0.00	1.00

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

Explanation of Revenues

This program generates \$5,691 in indirect revenues.

This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues budgeted in program offer 25200-23.

Significant Program Changes

Last Year this program was: FY 2022: 72008B FRM Preschool for All Tax Administration

Program has been reduced by 1.00 FTE (Finance Specialist Senior). One year into implementation of new tax program we have determined the program can be supported by one Project Manager and Tax Consultant (Professional Services).

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25200-25205, 40099B, 78301B
Program Characteristics:

Executive Summary

The City of Portland's Revenue Bureau through an intergovernmental agreement administers and collects the Preschool for All personal income tax on behalf of Multnomah County as imposed under Chapter 11 of County Code. The administration started in tax year 2021 and will be for a 10 year term.

Program Summary

On November 3, 2020 the voters of Multnomah County approved Preschool For All Program Ballot Measure 26-214 which authorized the County to impose a personal income tax to fund universal, tuition free, voluntary, and high quality preschool education for every three and four year old residing within Multnomah County. The tax is effective tax years beginning January 1, 2021 and applies to resident and non-residents: 1.5% tax on Oregon taxable income over \$125,000 and 3.00% tax on Oregon taxable income over \$250,000 for single filers. 1.5% tax on Oregon taxable income over \$200,000 and 3.00% for Oregon taxable income over \$400,000 for joint filers.

The City of Portland, through an intergovernmental agreement, is administering and collecting the tax on behalf of Multnomah County. The City of Portland has administered the County's Business Income Tax for over 26 years and administered the County's ITAX (temporary personal income tax) from 2003-2005. The City of Portland is also administering the Metro District Supportive Housing Services personal income tax for the Tri-County area, creating significant economies of scale. The City has the tax software, expert staffing, and experience to administer tax. The administration includes, but not limited to, promulgating administrative rules and policies, collecting estimated tax payments, auditing returns, assessing and collecting tax and tax deficiencies, including penalties and interest, processing refunds, hearing appeals, and other actions necessary to administer and collect tax. In the first 3 years of the tax program, the County will pay for system implementation costs to accommodate necessary tax system enhancements directly related to the new tax. In FY 2023 the total cost will be \$7.2M, with \$960K of that going to system implementation costs. Annual ongoing costs of collection will level off in FY 2024 at approximately \$6.38M, adjusted by consumer price index (CPI).

County Treasury manages the intergovernmental agreement with the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Establish electronic filing process for taxpayers*	N/A	N/A	1	1
Outcome	Tax receipts (annual and quarterly) are remitted to Multnomah County on monthly basis**	N/A	N/A	1	1
Output	Send out tax mailer to all businesses, governments, and non-profits in Tri-County***	N/A	N/A	1	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved
 **1=Achieved; 0=Not Achieved
 ***1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Preschool For All Personal Income Tax 11.500-560). The Personal Income Tax will be administered by the City of Portland through an intergovernmental agreement (IGA) that expires in fiscal year 2030.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$12,875,985	\$0	\$7,175,541
Total GF/non-GF	\$0	\$12,875,985	\$0	\$7,175,541
Program Total:	\$12,875,985		\$7,175,541	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues budgeted in program offer 25200-23.

Significant Program Changes

Last Year this program was: [FY 2022: 72008B FRM Preschool for All Tax Administration](#)

Department: County Management **Program Contact:** Cessa Diaz
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 72022 Workday Support - Central Human Resources; 72046 Workday Support Finance
Program Characteristics: One-Time-Only Request

Executive Summary

Workday is part of the County's Enterprise Resource Planning system (ERP). Workday is designed to be managed and supported by business operational staff in Central Human Resources and Central Finance. These teams, the HR Workday Support team and Finance Support team, are responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) and Finance functionality in collaboration with County functional subject matter experts, ensuring an effective, efficient and innovative ERP system. If funded this project will address problematic configuration that has resulted in multiple complex and time intensive manual processes. This project will allow both HR Workday and Finance Support teams to identify key areas for optimization, efficiencies and system improvements.

Program Summary

This OTO program offer will fund the Workday Review and Recommend Project for one year. The County implemented Workday in January 2019 supported by two core teams, the HR Workday Support team and Finance Workday Support team. Over the last three years, it has been challenging to maintain efficient and effective functionality to support County operations. The County is a highly complex organization that requires sophisticated and advanced configuration, which is not currently implemented in our systems. We have continued to operate with problematic configuration that has been in place since initial implementation of Workday.

The Review and Recommend project will allow the HR Workday Support team and the Workday Finance team to implement new and improved configuration that will result in better system optimization, efficiency and accuracy. These enhancements have been established in partnership with Workday to ensure alignment with Workday best practices. It is expected that these critical updates and changes will have an immediate and noticeable impact resulting in reduced manual workarounds and work load impacts for key stakeholders.

Examples of targeted system enhancements or new configuration: redesign of time tracking calculations; updates to payroll retro processing; implementation of multiple jobs functionality; optimization of payroll mid-period staffing and or compensation changes; updates to salary reduction configuration.

Key deliverables of this project include: implementation of new configuration to improve functionality, accuracy, efficiencies, and user experience; analysis of identified configuration in Payroll, Absence and Time Tracking modules; development of configuration implementation project plan; extensive end to end testing for all new configuration; cross functional stakeholder engagement to ensure cohesive and accurate implementation across both HCM and Finance modules; improved and more accurate HR and payroll reporting; and change management for key stakeholders.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Prioritize key projects configured and implemented resulting in improved accuracy and efficiencies.	N/A	N/A	N/A	10
Outcome	Implement new reports and enhancements to reduce backlog and improve accuracy of HR/Payroll reporting.	N/A	N/A	N/A	95%
Outcome	Reduce manual processes related to payroll, time tracking and absence	N/A	N/A	N/A	50%

Performance Measures Descriptions

Output: We currently have over 70 system enhancements and configuration items, target goal of implementing a minimum of 10 configuration items, or 15% of the total list of enhancements. Outcome: Currently we have identified 16 complex reports that need to be developed or revised to get single sources of information. Target goal of implementing 15 reports, or 95% of report enhancements to improve overall reporting for Payroll, Time Tracking, and Absence. Outcome: Reduce current manual payroll cycle processes and audits by 5-6. for a 50% reduction.

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	2022	2022	2023	2023
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

This program is supported by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:

New one-time-only program offer

Department: County Management **Program Contact:** Cessa Diaz
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Workday is part of the County's Enterprise Resource Planning system (ERP). Workday is designed to be managed and supported by business operational staff in Central Human Resources and Central Finance. If funded this project would support the development and implementation of HR data being added to the Finance Data Mart. The Data Mart has been identified as a key project for IT and Finance. Data Mart will allow for HR and Finance data in Workday to be extracted and used in external systems for comprehensive reporting not currently supported by Workday.

Program Summary

The Data Mart will include HR, Finance, and department stakeholders to develop an enterprise data mart environment, in order to enable departmental HR and Finance dashboards and reporting. Currently the County has a Finance Data Mart to capture financial data. This project will add HR data, increasing its functionality and usefulness. The Data Mart will pull Workday data into a business intelligence warehouse where it can be combined more easily with data from other sources (e.g. census data, EPIC, and other systems storing program outcome data) to provide new insights and help evaluate program success

Goals for the Data Mart include the following:

- Easier multi-year, countywide reporting could be of particular benefit to the Office of Diversity & Equity and the Evaluation and Research Unit
- Enables sharing of aggregated data while keeping individual data secured
- Fills some of Workday's reporting gaps (e.g. lack of effective dating for some key data, more granular control over data security)
- Improved data access, analytics, and reporting
- Extracted data can be used throughout the County to make key Finance and HR decisions
- Data will be highly secured and accessible by key partners for more comprehensive reporting
- Data Mart will provide access to HR data that can be utilized for analysis in additional platforms, including Tableau.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	HR Dashboards	N/A	N/A	N/A	10
Outcome	Reduced manual analysis due to a centralized HR data source	N/A	N/A	N/A	75%

Performance Measures Descriptions

Output: HR Dashboards are currently available to HR Workday users, HR Data mart will expand access to secure stakeholders for analysis and decision making. Outcome: Currently manual analysis is needed to evaluate HR Data against other relevant data sources, including financials. Implementation of the HR Data Mart should result in a reduction of manual processes.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$197,400	\$0
Materials & Supplies	\$0	\$0	\$17,600	\$0
Total GF/non-GF	\$0	\$0	\$215,000	\$0
Program Total:	\$0		\$215,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:

This program offer seeks one-time-only funding for the Data Mart project.

Department: County Management

Program Contact: Serena Cruz

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In line with Multnomah County's social justice goals, the wages and benefits of Multnomah County employees are analyzed by a variety of stakeholders (including HR and the unions) for their regional competitiveness and fairness. However, many of the services Multnomah County delivers are provided by contracted third-party suppliers. In public contracting, a competitive bidding process is used to select service providers and project cost is among the competitive criteria. Therefore, nonprofit organizations and other suppliers may have incentive to suppress the wages of their employees in order to demonstrate a competitive project cost and win a contract. The program will fund a project to study, analyze, and provide recommendations to promote equitable compensation for employees of certain County-contracted suppliers.

Program Summary

The Contractor Capacity Review involves short- and long-term approaches to evaluate and create recommendations for contractor wage equity.

In the short-term, the County will conduct compensation evaluations of certain contracted services which will include a review of regional and local suppliers, particularly those with services relevant to County operations such as homeless services, human services, and health care services. The evaluations will help County policy-makers understand the market for specific job types and to determine the appropriate compensation to ensure our community based organizations can attract and retain employees to provide critical County services.

In the long-term, the County will support efforts by Oregon Solutions to take a more comprehensive look at how our community and state can address contractor compensation issues. The work may include a study of the status quo, including a review of compensation data from regional and local suppliers, an analysis of differences in supplier compensation and public sector compensation, research into other state or local government interventions, and a description of Oregon state public purchasing rules that may compel local governments to prioritize cost in competitive contracting. It is anticipated the study would assess whether differences in compensation are caused by competitive public contracting processes, determine whether low compensation by suppliers affects workforce recruitment, and describe a menu of possible interventions along with their risks and opportunities. Finally, the study is anticipated to recommend courses of action for state and local policy-makers.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Class compensation evaluations	N/A	N/A	N/A	20
Outcome	Progress toward an actionable set of recommendations for public policy makers to enhance compensation equity	N/A	N/A	N/A	1
Output	Hire one Human Resources limited-duration employee	N/A	N/A	N/A	1

Performance Measures Descriptions

The HR LDA will conduct class compensation evaluations described in the Program Summary to help County policy-makers understand the extent to which contracted workers are being compensated differently than the employment market; The longer-term study conducted by Oregon Solutions will take a broader look at the topic of contractor compensation and provide a list of possible interventions that will empower policy-makers to take action around contracted worker compensation. The work may or may not be complete in FY 23, but funding is critical to achieving longer-term solutions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$175,000	\$0
Contractual Services	\$0	\$0	\$75,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by one-time-only General Fund revenue - \$250,000

Significant Program Changes

Last Year this program was:

This is a new, one-time-only FY 2023 program

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program is responsible for maintaining federal grant compliance with American Rescue Plan (ARP) Act laws and regulations. The dedicated position will track County ARP spend, usage of funding, complete all federal required reporting, support general compliance to laws and regulations, support County departments with ARP fund usage, and support enhanced external audit activities as it relates to COVID-19 relief funding.

Program Summary

As a result of the COVID-19 pandemic the federal government has enacted three separate relief bills that have provided local governments with direct financial support in addition to many other priorities (e.g. CARES Act, COVID Relief, & ARPA). The federal relief supports local governments in responding to the pandemic (e.g. testing, contact tracing, vaccination, business relief, rent assistance, food assistance, COVID-19 supplies, efforts to comply with CDC safety requirements, etc.). The new funding comes with various federal spending, reporting, and compliance requirements that require strong and effective oversight. All federal funding received (direct or pass-through) is subject to the Office of Management and Budget (OMB) Super Circular requirements.

ARPA funds will support urgent COVID-19 response efforts to continue to decrease spread of the COVID virus, support immediate economic stabilization for households and businesses, and address systemic public health and economic challenges that have contributed to the unequal impact of the pandemic on certain populations.

This program will provide for a limited duration position (Senior Finance Specialist) to track all County ARP relief funding, maintain oversight on usage/spend, complete required federal reporting, provide guidance/education to applicable department staff, support efforts on an enhanced Single Audit process, and support overall County compliance efforts.

- Comply with ARP Final Rules and FAQ
- Complete quarterly and annual reporting for ARP (e.g. projects, expenditures, and recovery plan)
- Monitor spend for allowability
- Provide ARP federal compliance training
- Support external audit processes for ARP (e.g. Single Audit)
- Support subrecipient monitoring efforts

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Single Audit deficiency comments from external auditor (ARPA Funding)	N/A	N/A	0	0
Outcome					

Performance Measures Descriptions

External auditors express their opinion on the County's Single Audit Report (Audit of Federal Expenditures). A zero result means the auditors identified no deficiencies or weaknesses in internal controls.

Legal / Contractual Obligation

American Rescue Plan (ARP) Act Rules

The 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$160,000	\$0	\$160,000
Total GF/non-GF	\$0	\$160,000	\$0	\$160,000
Program Total:	\$160,000		\$160,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$160,000	\$0	\$160,000
Total Revenue	\$0	\$160,000	\$0	\$160,000

Explanation of Revenues

American Rescue Plan (ARP) Act Direct County Funding - \$160,000

Significant Program Changes

Last Year this program was: FY 2022: 72900 ARP - Federal Grant Compliance and Monitoring

This program aligns with priority area 5 - Critical County Infrastructure - Maintaining federal compliance, transparency, and accountability to the residents of Multnomah County is a top priority.

Department: County Management

Program Contact: Shelly Kent

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Future of Work initiative is a collection of projects that support the following changes in the workplace including: revisions to workplace policies and practices, changes in facilities and workspace management, training and support resources, and maintaining our commitment to regular county wide communications. The Future of Work Coordinator provides leadership and project management for countywide planning for return to onsite work transition, as well as rules and processes that support a telework staffing environment. In addition, this program includes resources to develop and implement plans to reconfigure county facilities in response to updated programmatic needs due to the large number of routine, hybrid and ad hoc teleworking employees.

Program Summary

This program funds a Future of Work Coordinator (HR Manager 1, limited duration) to serve as a project manager for countywide planning for return to onsite work transition, as well as development of rules and processes that support a telework staffing environment.

County leadership and key stakeholders developed guiding principles to help shape the Future of Work at Multnomah County, including a shared commitment to prioritizing community and customer needs; establishing effective remote and onsite strategies that match our services, employees and workgroup needs; and advancing equitable practices that ensure all employees, whether working remotely or onsite, are supported with opportunities to grow and thrive. In partnership with work initiated in the DCA to evaluate future space needs, this may include creating department and countywide hoteling or shared work spaces and the reconfiguration of current program footprints to right size based on an evaluation of future needs.

Program activities include bringing stakeholders together to develop plans and reach agreements, assisting with supervisor and employee communications, updating policy and process documents as needed, collaborating with Human Resources, Facilities, supervisors and managers on strategies to bring employees back onsite, supporting employee and supervisor training efforts, serving as a liaison between Central Human Resources, Facilities and Risk Management on safe workspaces and providing resources to fund space reconfiguration implementation.

The use of these resources will be evaluated and approved by the Chief Operating Officer (COO) in partnership with the Department of County Assets (DCA) Facilities Division and based on countywide departmental needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of pilot space redesign projects implemented	N/A	N/A	N/A	5
Outcome	Percentage of department managers who have the resources and tools needed to make informed decisions	N/A	100%	100%	100%
Output	Number of employees in a telework arrangement of some kind	N/A	N/A	2,800	3,100
Output	Number of communications on Future of Work (weekly Monday Minute, Multco Matters, Management Monthly)	N/A	N/A	152	152

Performance Measures Descriptions

Output and Outcome: The work of this program will impact the majority of employees either through ensuring that safety protocols are in place for employees returning to work onsite and/or through employees having some form of telework schedule and/or reconfiguration of employee spaces. One goal of the program is to ensure decisions are made consistently across the county. Space redesign projects implemented estimated pending input from departments, DCA and consultant.

Legal / Contractual Obligation

American Rescue Plan (ARP) Act Rules.

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Health Insurance Portability & Accountability Act and other employment related issues including twelve labor agreements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$191,604	\$0	\$197,557
Contractual Services	\$0	\$0	\$0	\$750,000
Materials & Supplies	\$0	\$8,396	\$0	\$1,757,443
Total GF/non-GF	\$0	\$200,000	\$0	\$2,705,000
Program Total:	\$200,000		\$2,705,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$200,000	\$0	\$2,705,000
Total Revenue	\$0	\$200,000	\$0	\$2,705,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding, One time Only - \$2,705,000
Future of Work Coordinator \$205,000
Future of Work Space Planning \$2,500,000

Significant Program Changes

Last Year this program was: FY 2022: 72901 ARP - Future of Work Coordinator

This is a program under priority area 5 - Critical County Infrastructure. The position is an investment in the county's leadership team to support employees returning to work onsite safely and to develop rules and processes for telework schedules. The resources for space reconfiguration will allow funding to make the best use of county facilities into the future.

Department: County Management **Program Contact:** Shelly Kent
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. This program provides funding for expansion of Labor Relations services and support.

Program Summary

Program funds a Labor Relations Human Resources Manager 2 position (limited duration) to support the expansion of existing services, provide general Labor Relations support; and create additional capacity needed to bargain contracts which were rolled over due to COVID-19.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Covid-19 related Labor Disputes	26	22	58	35
Outcome	Percentage of Covid-19 related labor disputes settled collaboratively	100%	96%	98%	98%

Performance Measures Descriptions

Output and Outcome: Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Resolving labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. Arbitration can be costly and result in a binding decision that is not in the county's best interest.

Legal / Contractual Obligation

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.

American Rescue Plan (ARP) Act Rules.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$218,531	\$0	\$230,788
Materials & Supplies	\$0	\$8,069	\$0	\$4,212
Total GF/non-GF	\$0	\$226,600	\$0	\$235,000
Program Total:	\$226,600		\$235,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$226,600	\$0	\$235,000
Total Revenue	\$0	\$226,600	\$0	\$235,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$226,600

Significant Program Changes

Last Year this program was: FY 2022: 72902 ARP - Labor Relations Expanded Support

This is a program under priority area 5 - Critical County Infrastructure. The position is to assist Central Human Resources with addressing current and anticipated labor relations issues, which have countywide impacts.

Department Overview

The Multnomah County District Attorney (MCDA) is one agency in a system of many agencies responsible for public safety. MCDA prosecutes people who commit state criminal law violations in Multnomah County. The core work of MCDA is:

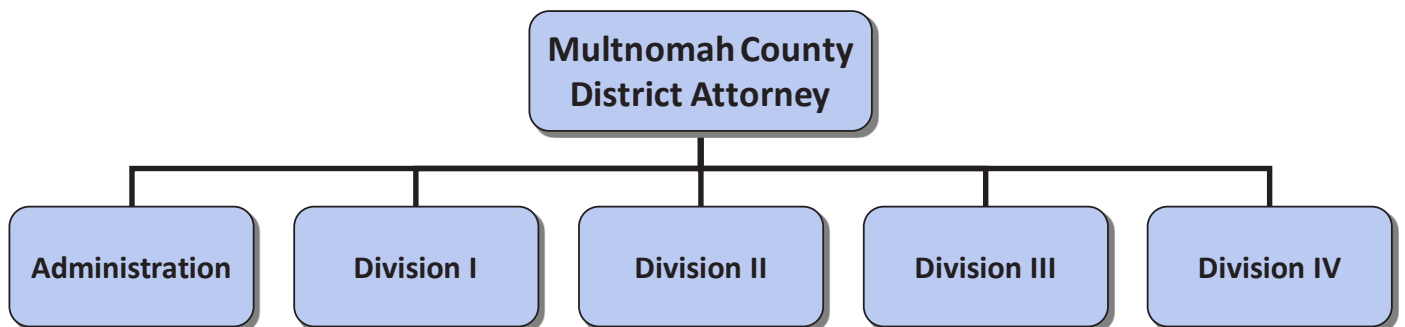
- To uphold the rule of law by providing timely, fair, appropriate and just accountability for people who engage in criminal activity.
- To provide dedicated compassionate, trauma-informed guidance and support to victims of crime, to educate them about their rights, and to guide them through the complex legal process.
- To provide the best and most cost effective child support enforcement services.

MCDA promotes the County’s mission of a safe community and its vision to protect the most vulnerable people in our community. When visited on vulnerable people, even property crimes can be devastating. We also know that it is most often hurt people who hurt others. Stopping cycles of violence requires interventions beyond punishment.

MCDA’s mission states: “We strive for justice and equitable outcomes in the pursuit of greater public safety for all. The Multnomah County District Attorney’s Office carries out its responsibilities with integrity and humility. We are a learning organization guided by evidence-based research. We are committed to criminal justice reform and building trust.”

MCDA is generally organized by units defined by types and seriousness of crimes and by functions, such as pretrial review, victims assistance, enforcing child and spousal support decrees, and expungements. Domestic violence and cases involving juvenile defendants are among MCDA’s specialized units. Many administrative positions support MCDA’s participation in legal proceedings and agency operations.

MCDA collaborates extensively with the judiciary, law enforcement, and public safety partners. It is critical for MCDA to have adequate staffing to contribute its experience, data analysis, and research to partner-led efforts. MCDA’s responsibilities and actions generate extraordinary demands for public information. Maintaining public support for criminal justice reform and effective implementation of reform measures requires an even greater level of transparency, responsiveness and dialog.



Budget Overview

The FY 2023 Proposed budget for the Multnomah County District Attorney (MCDA) is \$44.8 million, a \$3.9 million increase from the FY 2022 budget. The FY 2023 Proposed budget is comprised of 79.7% General Fund and 20.3% Other Funds.

The General Fund increased by \$3.1 million (9.6%) and had a net increase of 11.19 FTE. Personnel costs represent 83.7% of MCDA’s General Fund expenses.

Other Funds increased by \$0.7 million (8.7%), which is primarily attributable to increased American Rescue Plan (ARP) funds as compared to the FY 2022 Adopted budget. MCDA’s budget contains \$1.0 million of American Rescue Plan (ARP) funds to address its increased backlog of domestic violence and gun violence cases, continuing activities begun in FY 2022 (15900, 15901).

The FY 2022 Adopted budget included funding for the domestic violence case backlog and a September 2021 budget modification added funding for the gun violence case backlog. In FY 2023, two of the ARP gun violence-related deputy district attorney positions that were funded as limited duration in FY 2022 will be funded instead with ongoing General Fund in FY 2023 (15304B).

The FY 2023 General Fund budget includes \$1.8 million in ongoing funding for new programs:

- Justice Integrity Unit Expansion (15021B) \$275,000
This program was funded one-time-only as a pilot in FY 2022.
- Equity – Leadership (15023) \$169,273
- Body Worn Cameras – Expansion (15205B) \$879,313
- Gun Violence Case Backlog (15304B) \$450,000

As a result of reduced personnel costs due to staff turnover, MCDA was able to reallocate General Fund savings to add 2.00 FTE in Information Technology (15002A), backfill 0.26 FTE previously funded by the Sexual Assault Kit Initiative grant program (15304), address increased internal services costs, and address salary increases related to a new “Lead Deputy” designation in the Prosecuting Attorneys Association’s most recent collective bargaining agreement.

There are no one-time-only General Fund programs in MCDA in FY 2023, but there is one information technology project for MCDA that is budgeted in the Department of County Assets: District Attorney’s Case Management for Prosecutors NextGen Implementation (78328). A list of new programs funded as one-time-only can be found in the Budget Director’s message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	198.20	197.20	198.76	209.07	10.31
Personnel Services	\$30,730,215	\$33,396,750	\$33,586,448	\$36,907,896	\$3,321,448
Contractual Services	1,166,305	1,073,714	1,154,916	1,111,350	(43,566)
Materials & Supplies	1,091,418	1,071,501	1,118,432	1,222,948	104,516
Internal Services	5,027,798	5,044,798	5,038,458	5,522,262	483,804
Capital Outlay	0	0	45,000	45,000	0
Total Costs	\$38,015,736	\$40,586,763	\$40,943,254	\$44,809,456	\$3,866,202

Successes and Challenges

Successes:

Since the start of FY 2022, MCDA has achieved convictions holding defendants accountable for crimes including felony cases of homicide, vehicular homicide, child sex abuse, bias crimes and crimes committed during social justice protests. In FY 2021, law enforcement referred nearly 10,500 cases to MCDA. MCDA reviewed each of these cases and issued charges in 5,765 cases. Approximately midway through FY 2022, MCDA has received nearly 7,000 cases from law enforcement and issued charges in 3,638 cases.

MCDA has made significant strides to make its operations and outcomes transparent. Following in the path of a protest case dashboard released in FY 2021, MCDA released a [Gun Violence Dashboard](#) in September 2021. In February 2022, MCDA released two more dashboards. The [Bias Crimes Dashboard](#) shines a light on the work to be done to provide for the safety of protected groups. The [Prosecutorial Performance Indicators Dashboard](#) tracks agency performance. All dashboards can be found at www.mcda.us.

As evidenced throughout this budget, MCDA has faced growing case backlogs. Although historically unprecedented, this backlog would be worse if MCDA had not taken extraordinary steps to resolve cases.

Police accountability was central to 2020's racial justice movement. MCDA responded to the call by bringing in outside expertise to ensure greater objectivity in its review of several officer-involved shootings and charges of police excessive use of force. Three cases of officer-involved shootings were presented to grand juries, providing community representatives an opportunity to consider all of the evidence.

MCDA also responded to calls for criminal justice reform by successfully advocating for several important legislative changes during Oregon's 2021 legislative session and making policy changes to address disparate impacts of the criminal legal system on people of color and people with low incomes. For example, MCDA is moving away from cash bail and instead is seeking preventative detention for people charged with crimes who are a danger to the community. Another example is the Strategic Treatment and Engagement Program (STEP) Court, which began operation in November. This Court brings together court, probation and community resources.

With the Chair and Commissioners' support, MCDA established a Justice Integrity Unit. This unit is reviewing commutation and clemency requests to Governor Brown. MCDA made recommendations to the Governor on eight requests for clemency since the start of FY 2022.

Challenges:

Rising crime, particularly gun violence, is a challenge for residents of the county and all partners in the public safety system. MCDA's greatest challenges flow from the pandemic and are described in the following sections.

COVID-19 Impacts

In January 2019, before the pandemic, MCDA had 2,005 open cases. In January 2022, MCDA had 5,720 open cases. The [Prosecutorial Performance Indicators Dashboard](#) provides more detail on the growing caseload. Prior to the pandemic, there were 20 to 25 criminal trials per week, whereas during the pandemic that number has dropped to three to five per week. Trial delays equate to fewer resolved cases, resulting in growing open caseloads. Cases remaining open require continued case maintenance, including witness and victim contact, updating subpoenas, rescheduling trial dates, reoccurring court appearances (e.g. custody release hearings, re-arraignments on warrants), multiple rounds of plea negotiations and settlement conferences, and addressing other legal issues associated with delayed trials. The quality and quantity of victim services—including keeping victims motivated to continue with prosecution—decreases when attorneys and victim advocates are spread thin.

The pandemic has had a profound effect on the workforce. In recent months MCDA has experienced a greater number of employee resignations and retirements than usual. While MCDA continues to see a strong response to recruitments for open positions, a spiral of large workloads leading to resignations, which lead to larger workloads for less experienced staff and attorneys, is a very real concern.

COVID-19 & American Rescue Plan

The pandemic response has caused MCDA's caseloads to be at historically high levels. In FY 2022 the Chair and Commission used American Rescue Plan (ARP) funds to provide MCDA with additional resources in the most burdened units addressing violent crime. The program funded four full time attorneys and two investigators in units that address gun violence and one full time attorney in the Domestic Violence Unit. The funding made a significant difference, lowering caseloads by 11% in the Domestic Violence Unit and 33% in the units addressing gun violence. Despite these reductions, caseloads are still extremely high.

In FY 2023, ARP funding will maintain three of the five attorneys funded with ARP in FY 2022, as well as two investigators. Two of those attorneys and two investigators will be assigned to units dealing with gun violence, as coincident with the pandemic, gun violence, including homicides, has spiked – exceeding all historic norms (15901). County general funds will support two of the attorney positions related to gun violence that were funded by ARP in FY 2022 to maintain MCDA capacity as courts ramp up operations and more cases are able to move to trial and other means of resolution (15304B). One attorney will continue in the Domestic Violence Unit (15900). Stress on households contributed to an increase in domestic violence cases referred to MCDA. Reduced court capacity has significantly slowed MCDA's ability to resolve these cases, leading to a backlog. The additional attorney will continue to help address the backlog in domestic violence cases, which disproportionately involve people of color, people with low incomes and also includes LGBTQ+ victims.

Diversity, Equity, and Inclusion

MCDA has a number of DEI initiatives underway.

- MCDA leadership, with the assistance of Multnomah County’s Organizational Learning team, has drafted a mission calling for “equitable outcomes in the pursuit of greater public safety for all” and elevated five values including “seek equitable outcomes.”
- The agency’s Equity, Dignity and Opportunity Committee has refreshed its purpose and membership and relaunched as the Equity Panel.
- For more than a year, MCDA’s Policy Committee has provided meaningful opportunities for attorneys to change office policy as it pertains to legal matters. More recently, MCDA formed a Policy Manual Committee to address outdated and potentially alienating office rules and practices.

Through awareness and intentionality, MCDA has increased the diversity of its workforce. The demographics of MCDA’s workforce is available to the public as part of the [Prosecutorial Performance Indicators Dashboard](#). Changes include the appointment of the first person of color as chief deputy district attorney and a woman of color to head MCDA’s administrative division. Now more than ever, MCDA requires capacity and leadership to address organizational culture, promotion and professional development, and retention.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$7,294,485	\$160,361	\$7,454,846	35.53
Division I	8,116,650	3,568,107	11,684,757	58.60
Division II	9,500,271	1,018,596	10,518,867	51.44
Division III	9,026,275	1,113,972	10,140,247	39.50
Division IV	1,767,184	2,230,399	3,997,583	24.00
COVID-19 & American Rescue Plan	0	1,013,156	1,013,156	0.00
Total Multnomah County District Attorney	\$35,704,865	\$9,104,591	\$44,809,456	209.07

Administration

The Administrative Division sets policy and provides leadership, coordination, and resource allocation for MCDA. Its goals are to prioritize keeping communities safe and thriving, assist victims of crime, and build community trust in the local criminal legal system. Administration includes:

- Management Services provided by the executive leadership team including the District Attorney, First Assistant, Chief Deputies, Policy Director, Communications Director, Administrative Manager, Finance Manager, and Information Technology Manager.
- Reception services for MCDA facilities.
- Information Technology (IT) unit which supports desktop computers, software applications, and servers; and maintains the Document Management System and the Juvenile/Adult CRIMES management systems.
- Finance unit which manages accounts payable/receivable, accounting, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts.
- Human Resources which leads recruitment; payroll; and benefits administration.
- Records/Discovery which fulfills the MCDA's statutory responsibility to provide case-specific discovery documents and provides file storage and retrieval for the entire office.
- Research & Planning which provides data, analysis, and reporting.
- Justice Integrity Unit which reviews and, when necessary and appropriate, seeks to overturn convictions when there is evidence of actual innocence, prosecutor or law enforcement misconduct, or other considerations that undermine the integrity of the conviction. The unit also addresses fine and fee forgiveness requests.

Significant Changes

DA Schmidt has made changes to the executive leadership team including appointment of the first Black Chief Deputy, a Black woman Administrative Manager and a person of color leading Human Resources. Members of the team have also contributed to recruiting and on-boarding new talent for a large number administrative and legal positions reflecting the labor market turbulence as the pandemic drags on. The Administrative Division recognizes this is a pivotal time to address agency culture. The executive team has undertaken an examination of MCDA's mission and values, with the assistance of the County's Organizational Learning unit. The Administrative Division is responsible for creating employee engagement opportunities such as the Policy Committee, Policy Manual Committee and Equity Panel.

The Administrative Division is impacted by the global pandemic, unprecedented caseloads, the spike in gun violence, and a crisis in public confidence in the criminal legal system. Whether crafting policy to address workloads, supporting employees called out to the site of homicides, negotiating new remote work requests, or collaborating to release public facing dashboards, the Administrative Division is rising to meet new challenges. Stabilizing IT systems, staff retention, expanded Body Worn Camera programs, and forging new connections and relationships to the community are among the priorities anticipated in FY 2023.

This division added 3.00 FTE in FY 2023: a 1.00 FTE Equity and Inclusion Manager (15023) and 2.00 FTE in IT (15002A).

Division I

Division I supports and makes safe some of the most vulnerable and diverse members of the community. The lawyers and staff serve survivors of domestic violence and their families and intervene and protect children and family members who are victims of sexual assault. Division I also promotes youth reformation and accountability and assists families in receiving essential funds. Division I seeks outcomes that align with MCDA and County values around equity, inclusion and fairness.

- Domestic Violence Unit – Prosecutes crimes of domestic violence, including misdemeanors, violent felonies, homicides, and violation of restraining orders, while working collaboratively with community and system partners to secure services and safety for survivors and their families.
- 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, stalking, strangulation and disorderly conduct. Cases handled by the Misdemeanor Trial Unit are either diverted into a specialty court program, such as Community Court, or they are set for trial. Racial minorities are overrepresented within the criminal justice system in the arrest and prosecution of low-level drug, transportation, property, and public order offenses. As a result, the unit promotes equity of outcomes through alternative dispositions for these types of offenses.
- Juvenile Unit – Prosecutes criminal conduct by juveniles ranging from misdemeanors to felonies to homicides while seeking restitution for victims. This unit strives to keep youth out of the adult criminal system through community supervision and diversion.
- Child Support Enforcement (SED) – Establishes and enforces child support and medical support orders to provide for children and families. This unit collected more than \$31 million dollars for children and families in FY 2021.

Significant Changes

The Juvenile Unit now has an increased caseload of very violent crimes and homicides by youth since SB 1008 is keeping defendants in the Juvenile system. During FY 2022, this unit discontinued litigating dependency cases. Since 2019, pursuant to SB 222, assistant attorney generals are appointed to appear in dependency cases. In this moment of scarce resources, record caseloads, and a gun violence epidemic, appearing as a party in dependency cases where a Department of Justice attorney is already present is not the most prudent use of MCDA resources.

Despite the impact of COVID, SED continues to collect funds which are directed into the hands of struggling parents so they can provide housing, clothing, food and other essentials for their children.

Additionally, due to the pandemic, MCDA has rotated attorneys and staff into the office as required for critical duties and shifted many in-office responsibilities to telework where feasible. Attorneys are still required to appear in court on a variety of matters that do not allow for remote appearances. Attorneys still respond to crime scenes in the community.

Due to a reorganization of duties, Division I no longer includes the MDT - Child Abuse Unit and has added the Misdemeanor Trial Unit (from Division II.)

Division II

Division II is comprised of three units: 1) Unit C, 2) the Pretrial Unit, and 3) the Strategic Prosecution and Services Unit:

- Unit C is a major felony trial unit responsible for prosecuting a variety of serious and mid-level felony crimes including homicides, robberies, firearms offenses, gang and group related crimes, vehicular homicides, vehicular assaults, arson, residential burglaries and felony animal abuse. Unit C attorneys are on-call 24 hours a day to respond to the crime scenes of intentional murders and vehicular homicides. Unit C attorneys participate in weekly meetings about cases to determine appropriate and consistent pretrial plea bargain offers for defendants. These decisions also incorporate input from crime victims and align with MCDA and County values around equity and inclusion.
- The Pretrial Unit is a non-trial unit responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. On all felony matters, pretrial attorneys appear at arraignment and present the State's position as to what level of restraint on a defendant's liberty, if any, is appropriate prior to trial. This critical stage in the prosecution can have immediate collateral consequences for defendants who may or may not ever be convicted. Pretrial attorneys work to promote consistency in positions on release and to ensure the safety of crime victims. Pretrial attorneys also handle all judicial appeal cases, civil litigation, post-conviction cases, habeas proceedings, fugitive and extradition matters, out of state material witness cases, expungements, public records requests, the administration of the grand jury process, as well as the review of body-worn camera footage from local law enforcement agencies.
- The Strategic Prosecution and Services Unit reviews cases that stem from neighborhood-specific concerns and is responsible for interfacing with the community regarding localized criminal activity. This unit handles a broad range of cases involving defendants who are high-volume system users. These are cases of high community concern including everything from stolen cars, to serial burglaries and robberies, and even some homicides. The unit's focus is on identifying areas within Multnomah County that experience repeated criminal activity with a high number of calls from community members for law enforcement assistance. The Strategic Prosecution and Services Unit promotes equity of outcomes through alternative dispositions for lower level offenses with a focus on mental health services and/or drug treatment when appropriate.

Significant Changes

Division II is experiencing a dramatic increase in felony prosecutions of firearms-related assaults and homicides as well as crimes stemming from protest activities.

Due to a reorganization of duties, Division II no longer includes the Misdemeanor Trial Unit and has added the Strategic Prosecution and Services Unit (from Division III). Body Worn Cameras has also moved into this division (from Administration) and is significantly expanded in FY 2023 with an additional 6.00 FTE, which will enable it to review 90% of footage received from law enforcement agencies (15205B).

Division III

Division III consists of Unit D - Violent Person Crimes; the Multi-Disciplinary Team (MDT) prosecuting physical and sexual abuse of children; and Unit A/B – Property Crimes/Drug Distribution/Human Trafficking.

- Unit D – Violent Person Crimes is a felony trial unit prosecuting some of the most serious crimes in Multnomah County, including hate and bias crimes, homicides, shootings, assaults and certain sex offenses. The survivors and victims of these crimes and the offenders are disproportionately members of the BIPOC and LGBTQ communities.
- MDT – The Multi-Disciplinary Team consists of specially trained experienced prosecutors working closely with investigators, advocates, physicians and other team members to help children and families impacted by physical and sexual violence. Culturally appropriate best practices are utilized to achieve good outcomes.
- Unit A/B – Property/Drugs/Human Trafficking is a felony trial unit with a senior prosecutor focusing on intervention on behalf of trafficking survivors, most of whom are minors. Felony theft, including auto theft and organized retail theft are charged in this unit. Prosecutors seek court supervised drug, alcohol and mental health treatment for the majority of offenders.

Significant Changes

Shootings and homicides increased dramatically in 2021—in numbers exceeding historical records---resulting in a larger caseload for prosecutors in Unit D. Additionally, pandemic related issues in the court system caused a backlog of cases and increased case counts throughout Division III.

During FY 2022, the Board made a mid-year investment of American Rescue plan funds to support four limited duration deputy district attorneys and two limited duration investigators. In FY 2023, two of those positions are funded with ongoing General Fund, resulting in a 2.00 FTE increase in deputy district attorneys focused on gun violence (15304B).

Due to a reorganization of duties, Division III no longer includes the Strategic Prosecution and Services Unit and has added the MDT - Child Abuse Unit (from Division I).

Division IV

Division IV is comprised of two units: the Victims Assistance Program and Investigations.

- The Victims Assistance Program (VAP) provides a critical bridge between the prosecution work performed by deputy district attorneys and the people served – victims of crimes, witnesses, and the community at-large. Expertly trained in cultural competence (including native language communications) and trauma-informed service, members of the VAP guide crime victims through the complex court process while providing support, advice and resource referrals.
- The Investigations Unit provides logistical and tactical support in criminal prosecutions which directly affects the lives and safety of children, teens, families, LGBTQ, house-less and other vulnerable populations that have been victims in Multnomah County. Investigators perform duties and critical tasks needed to support deputy district attorneys. Critical functions include securing witness attendance at court functions via service of subpoenas, reviewing voluminous evidence (documents, video, audio), and creating trial exhibits.

Significant Changes

Increased caseloads across MCDA impact the VAP and Investigations Unit. As cases resume post-pandemic, these units will be challenged to contact and support victims and witnesses whose cases have been on hold.

Multnomah County District Attorney

fy2023 proposed budget

Multnomah County District Attorney

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 2023 General Fund	Other Funds	Total Cost	FTE
Administration					
15000	Management Services	\$2,029,581	\$0	\$2,029,581	8.00
15001	Administrative Support Services	763,589	0	763,589	3.00
15002A	Information Technology	2,079,620	0	2,079,620	8.00
15003	Finance/Human Resources	823,490	0	823,490	5.00
15004	Records/Discovery	810,744	0	810,744	6.97
15013	MCDA Research & Planning Unit	195,218	0	195,218	1.00
15021A	Justice Integrity Unit	147,970	160,361	308,331	1.00
15021B	Justice Integrity Unit Expansion	275,000	0	275,000	1.56
15023	Equity - Leadership	169,273	0	169,273	1.00
Division I					
15100	Division I Administration	389,550	0	389,550	1.00
15101	Juvenile Unit	2,002,798	0	2,002,798	9.00
15102	Domestic Violence Unit	2,362,752	80,209	2,442,961	11.00
15104	Child Support Enforcement	1,067,708	3,487,898	4,555,606	25.60
15105	Misdemeanor Trial Unit	2,293,842	0	2,293,842	12.00
Division II					
15200	Division II Administration	395,050	0	395,050	1.00
15201	Unit C	3,081,295	0	3,081,295	12.00
15204	Pretrial	3,547,641	0	3,547,641	21.10
15205A	Body Worn Cameras - Gresham	307,691	0	307,691	1.50
15205B	Body Worn Cameras - Expansion	879,313	0	879,313	6.00
15206	Strategic Prosecution Unit	1,289,281	1,018,596	2,307,877	9.84
Division III					
15300	Division III Administration	403,550	0	403,550	1.00
15301	Unit A/B - Property/Drugs/Human Trafficking	4,340,734	154,250	4,494,984	20.50
15304	Unit D - Violent Person Crimes	2,262,089	0	2,262,089	9.00
15304B	Gun Violence Case Backlog	450,000	0	450,000	2.00
15309	MDT - Child Abuse Unit	1,569,902	959,722	2,529,624	7.00

Multnomah County District Attorney

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Division IV					
15400	Division IV Administration	274,364	0	274,364	1.00
15401A	Victims Assistance Program	911,351	1,689,149	2,600,500	17.00
15402	Investigations	581,469	541,250	1,122,719	6.00
COVID-19 & American Rescue Plan					
15900	ARP - Domestic Violence Case Backlog	0	191,354	191,354	0.00
15901	ARP - Gun Violence Case Backlog	<u>0</u>	<u>821,802</u>	<u>821,802</u>	<u>0.00</u>
Total Multnomah County District Attorney		\$35,704,865	\$9,104,591	\$44,809,456	209.07

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Department: District Attorney

Program Contact: Mike Schmidt

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 collaborates with other elected officials public safety agencies, education and service providers, the judiciary, and law enforcement to create a safer community. The DA is responsive to the concerns of community members, crime victims, survivors of crime victims and organizations concerned with equity, criminal justice reforms, victims rights and other goals. MCDA is transparent and forthcoming with information, data and data analysis.

Program Summary

The DA is the ultimate authority responsible for prosecution of crime. The District Attorney (DA) and executive staff are responsible for leading 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, equity and effectiveness system-wide. The office oversees administrative functions that support MCDA's law-related direct service work.

The DA and executive team represent MCDA to public safety peers, work with legislators and state law enforcement leaders, and provide assistance and leadership for statewide and national district attorney matters. 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 is increasing MCDA's engagement with the public, including advocates for criminal justice reform, community groups with questions about the criminal legal system, and those who are concerned about crime. The Administration unit includes external and internal communications.

The office initiates and oversees Continuing Legal Education (CLE) sessions attended by attorney personnel. The DA encourages other education and training to keep attorneys and support staff current on everything from social movements to software which are relevant to the work of MCDA.

In addition to the DA, this unit includes a first assistant to the district attorney, two administrative managers, and four staff assistants, who provide support for the DA and senior management

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of cases received.	12,593	18,843	11,978	14,340
Outcome	Engagements with public; demonstrated focus on underrepresented groups.	N/A	52	60	60

Performance Measures Descriptions

While cases received in the current fiscal year are fewer than anticipated, the inability to resolve cases in the pandemic is creating a backlog that will carry into FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,611,836	\$0	\$1,717,744	\$0
Contractual Services	\$86,727	\$0	\$86,727	\$0
Materials & Supplies	\$24,600	\$0	\$19,500	\$0
Internal Services	\$164,205	\$0	\$205,610	\$0
Total GF/non-GF	\$1,887,368	\$0	\$2,029,581	\$0
Program Total:	\$1,887,368		\$2,029,581	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 15000A Management Services

Department: District Attorney **Program Contact:** Jamila Williams
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Administrative Support Services provides in-person, phone and email assistance to victims, witnesses, staff, defense attorneys, court and law enforcement personnel, and the general public needing contact with or assistance from the Multnomah County District Attorney's Office (MCDA). This program distributes all interoffice, U.S. Mail, and deliveries, provides clerical support for deputy district attorneys, and maintains records for MCDA, County and statewide data systems. People served are navigating a complex criminal justice system. MCDA Administrative Support Services seeks more equitable outcomes by providing information, resources and assistance appropriate to the client, including providing services in Spanish.

Program Summary

Main Office Reception: Staff guide and assist victims and witnesses to properly sign subpoenas to ensure witness fees and mileage reimbursement payments will be received in a timely manner after appearing at a hearing or other court proceedings. One position provides Spanish translation in-person and over the phone for victims, witnesses and other callers and monitors a Spanish language-only voice mail box. Staff coordinate mail service for the entire office, including handling and routing an average of 166 pieces of mail and packages each day. This program retrieves and disburses probation violation administrative sanctions, profiles e-recog sheets, enters discovery fees into CRIMES, maintains phone lists and the mail guide for MCDA, creates and distributes unit availability to chief deputy district attorneys for court appearance list assignments, creates and distributes misdemeanor daily trial list, schedules conference rooms reservations, and are facilities liaisons. Staff are trained in safety and confidentiality in accordance with MCDA and County legal and ethical requirements. Legal Assistant functions: Assist victims seeking restitution for losses incurred, have extensive communication with victims and witnesses regarding trials, hearings, and meetings. Provide support for trial units including: data entry, file preparation, tracking domestic violence, sexual assault, violent crimes, property crimes, and mental health cases. Staff assist deputy district attorneys with legal documents and running records affecting the issuances of, START (Success through Accountability, Restitutions, and Treatment) and MCJRP (Multnomah County Justice Reinvestment Program) cases. They process subpoenas, close files, and enter data into the CRIMES case management system. This program also includes payment of administrative expenses such as bar dues for deputy district attorneys, courier services and facilities charges associated with the Central Courthouse. MCDA provides a welcoming and trauma-informed atmosphere in all interactions with the public, victims and witnesses, internal and external stakeholders, to ensure equitable access to services and information.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Witness (Subpoena) Fees paid	60	900	120	130
Outcome	Amount paid in Witness (Subpoena) Fees	\$500	\$6,000	\$1,400	\$1,600

Performance Measures Descriptions

Timely reimbursement of witness fees and mileage for witnesses time and travel acknowledges the important roles witnesses have in the judicial system. COVID-19 related restrictions to state court hearings has reduced the number of out of custody criminal hearings including a temporary pause of most trials leading to a reduction in the number of witnesses appearing in person for hearings and the amount paid in witness fees.

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 S3]

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$294,806	\$0	\$315,393	\$0
Contractual Services	\$66,200	\$0	\$66,200	\$0
Materials & Supplies	\$288,658	\$0	\$314,500	\$0
Internal Services	\$62,003	\$0	\$67,496	\$0
Total GF/non-GF	\$711,667	\$0	\$763,589	\$0
Program Total:	\$711,667		\$763,589	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$836,038	\$0	\$785,925	\$0
Total Revenue	\$836,038	\$0	\$785,925	\$0

Explanation of Revenues

\$785,925 Department indirect revenue

Significant Program Changes

Last Year this program was: FY 2022: 15001 Administrative Support Services

COVID-19 related restrictions to state court hearings reduced the number of out of custody criminal hearings including a temporary pause of most trials. The courts created systems for holding some hearings and testimony remotely. The number of witnesses appearing in person for hearings was significantly reduced. When court restrictions are lifted there will be a significant increase in witness appearances and fees.

Department: District Attorney **Program Contact:** Ross Lamberth
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 eight-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 statistical data for public consumption. The unit also maintains a helpdesk for MCDA employees and grand jury operations.

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 220 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 four grand jury hearing rooms, and the For The Record (FTR) system used for mandated recording of all grand jury hearings.

This program allows MCDA to fulfill its 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Help Desk Tickets created then resolved or closed	3,600	3,500	3,700	3,800
Outcome	Number of DA network failures due to internal causes	0	0	0	0
Output	Data Reports created or updated	415	452	440	450

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.700 - Register to be kept. The district attorney must keep a register of official business, in which the District Attorney makes a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,045,015	\$0	\$1,424,009	\$0
Contractual Services	\$35,500	\$0	\$35,500	\$0
Materials & Supplies	\$415,125	\$0	\$395,125	\$0
Internal Services	\$124,014	\$0	\$179,986	\$0
Capital Outlay	\$45,000	\$0	\$45,000	\$0
Total GF/non-GF	\$1,664,654	\$0	\$2,079,620	\$0
Program Total:	\$1,664,654		\$2,079,620	
Program FTE	6.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 15002 Information Technology

This year's program adds a System Administrator to manage high level system administration duties and an Information Specialist 1 to increase helpdesk support to MCDA employees.

Department: District Attorney

Program Contact: Jamila Williams

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 (HR) functions, including payroll, records and personnel file maintenance, Workday user support and assistance for 200 employees, new employee orientation and onboarding in the MCDA office and at the countywide New Employee Orientation (NEO), recruitment/selection and background/reference checks. It also handles employee relations issues and complaints within MCDA. HR and Finance follow procedures and guidelines which incorporate equity in all processes within the office and the county.

Program Summary

This program provides office wide support for finance and human resources functions.

The Finance staff provide all accounts payable, accounts receivable, general ledger, petty cash accounts, travel and training, fiscal reporting, budget preparation, grant monitoring, purchasing, inventory, and contracts. 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.

The HR unit provides support to MCDA in many different areas including: employee and labor relations, recruitment and selection, internal investigations, personnel file maintenance, classification and compensation, management consultation, discipline and grievances, reasonable accommodation requests, and leave administration. The HR unit provides support to MCDA with regard to Workday questions and assistance. The HR unit supports managers and supervisors with contract interpretation, performance management consultation, and facilitates MCDA's FMLA/OFLA and ADA coordination with Central Benefits. The HR unit supports external and internal applicants by assisting them with application processes and materials and responding to inquiries.

This program contributes to all objectives of Multnomah County's Workforce Equity Strategic Plan (WESP), including leading the development and implementation of the WESP objectives in the MCDA.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of employees supported	210	210	215	220
Outcome	Percent of People of Color hired for open positions	32%	31%	27%	31%
Output	Number of new hires	52	25	30	30

Performance Measures Descriptions

These performance measures measure the work of MCDA's HR and Finance departments. The more employees MCDA has, the more strain both of these functions will absorb. As staff diversity is a goal of the entire agency, we measure the success of diverse staff recruitments, as well as the overall number of new hires.

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 actions, suit or proceeding commenced or defended by the district attorney in official capacity, and proceedings therein. The register shall, at the expiration of the term of offices of the district attorney, be delivered by the District Attorney to the successor in office. ORS 8.50 - Offices supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies or such county with such offices 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	2022	2022	2023	2023
Personnel	\$701,242	\$0	\$691,748	\$0
Contractual Services	\$11,500	\$0	\$11,500	\$0
Materials & Supplies	\$3,750	\$0	\$7,750	\$0
Internal Services	\$103,345	\$0	\$112,492	\$0
Total GF/non-GF	\$819,837	\$0	\$823,490	\$0
Program Total:	\$819,837		\$823,490	
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 2022: 15003 Finance/Human Resources

Department: District Attorney

Program Contact: Jamila Williams

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The discovery component of this program supports Multnomah County District Attorney's Office (MCDA) in processing discovery requests and providing discoverable material to defense counsel, attorneys representing victims and occasionally to defendants representing themselves. This is a legal process. The records component maintains accurate records on open and closed cases including electronic document scanning, scheduling and docketing of court appearances and administrative and clerical support to attorneys and staff assigned to the arraignment courts. MCDA reviews and updates discovery processes to ensure all requests are complied with in a timely and accurate way and reviewing for new processing methods or tools to complete the work in adherence with the equity values of MCDA.

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 also handles and manages discovery of body worn camera footage for at least two law enforcement agencies. As the amount of discoverable video evidence increases the office is slowly shifting its delivery method through development of an online portal to deliver large volumes of media and documents virtually. Staff copy, upload, redact, and disclose to defense attorneys any restitution information submitted by victims. 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 regards to processing scanned documents and other media for the most confidential and sensitive cases handled by the office.

This program provides daily docket support on multiple dockets for the entire office. The program provides file storage and retrieval for the entire office, maintaining over 30,000 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 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 query and print records from the Law Enforcement Data System (LEDS/NCIC) to provide information required by the DDAs for probation violation hearings. Equity is incorporated throughout all steps of the discovery process which align with MCDA and County goals around equity and inclusion.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total Number of Discovery Packets	5,873	13,500	6,770	7,673
Outcome	Total Discovery Revenue	\$247,621	\$370,000	\$362,000	\$380,000

Performance Measures Descriptions

Discovery packets referred are reports, photos, forensic results, audio, video, including body worn camera video evidence which is required to be provided to the defense after arraignment. Temporary changes were made to the legal process in response to COVID-19 reducing cases initiated, Grand Jury indictments and trials. The changes are expected to end when COVID-19 court restrictions are lifted.

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 and 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	2022	2022	2023	2023
Personnel	\$598,285	\$0	\$613,877	\$0
Contractual Services	\$17,000	\$0	\$17,000	\$0
Materials & Supplies	\$40,000	\$0	\$23,000	\$0
Internal Services	\$145,628	\$0	\$156,867	\$0
Total GF/non-GF	\$800,913	\$0	\$810,744	\$0
Program Total:	\$800,913		\$810,744	
Program FTE	7.05	0.00	6.97	0.00

Program Revenues				
Service Charges	\$370,000	\$0	\$380,000	\$0
Total Revenue	\$370,000	\$0	\$380,000	\$0

Explanation of Revenues

\$357,500 Office of the Oregon Public Defense Services (OPDS) charges for records/discovery.
\$22,500 Non-OPDS charges for records/discovery.

Significant Program Changes

Last Year this program was: FY 2022: 15004 Records/Discovery

Department: District Attorney **Program Contact:** Caroline Wong
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Decision making at MCDA must be informed by up-to-date, accurate data. MCDA continues to re-examine policies and procedures that have resulted in disparate outcomes for persons of color, LGBTQ, the houseless, and those with lower income and more barriers to resources. This unit provides the data, analysis and reporting necessary for this work. National best practices in criminal prosecution continue to include the use of data research, evaluation, and planning teams to enable data-driven policy development and resource allocation.

Program Summary

The on-going work of the Research and Planning Unit enhances the ability of the District Attorney to make evidence-based decisions and reinforces the County's long standing commitment to data analysis. This unit produces research that evaluates, explores and uncovers prosecutorial effects and trends in Multnomah County's criminal justice system and its impact both locally and on the state. This insight helps to inform policy decision-making in important areas such as to strategically address disparities within the County. Additionally, MCDA endeavors to strategically deploy valuable prosecution and service resources in areas that have the greatest public safety impact. Data, research and planning are critical to achieving successful outcomes.

Furthermore, the trend in public safety in the county and across the nation is for increased cooperation among peers to answer questions greater than any one entity. Experience here in the County has shown that when one partner in criminal justice evaluation comes to the table without the capacity to keep up with others, that weak link causes the whole enterprise to suffer.

Ever agile, court and program closures during the pandemic shifted the unit's analysis/research duties to Covid-19 related data requests, ad hoc requests, and dashboard creation/maintenance covering various prosecution metrics (e.g. protest cases, gun violence, hate crimes, etc.). In FY 2022 MCDA significantly increased the number of data dashboards available to the public on its website. MCDA has joined a handful of DA offices across the country in partnering with universities to rethink how to measure prosecutorial performance. The launch of the Gun Violence, Hate Crimes and Prosecutorial Performance Indicator dashboards have already made MCDA one of the most transparent DA offices in the nation. The increased transparency will enable MCDA and partner agencies to more readily identify success and opportunities for improvement to make sure the criminal legal system is functioning and equitable for Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Data analysis reports, data tasks or dashboard creation	288	260	281	280
Outcome	Number of dashboard updates	132	150	255	376
Outcome	Number of MCDA website pages dedicated to sharing prosecution metrics (new measure)	N/A	N/A	18	20

Performance Measures Descriptions

The continued curtailment of many core court operations due to the COVID-19 pandemic caused the Research and Planning Unit to focus analysis on the impacts of pandemic restrictions and respond to ad hoc requests. The rise in gun violence and MCDA's focus on transparency and accountability also created the need to create and maintain several new public-facing data dashboards including a gun violence prosecutions dashboard, a bias crimes dashboard, over 30 Prosecutorial Performance Indicators, and several internal dashboards to monitor prosecution work and outcomes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$206,216	\$14,014	\$171,719	\$0
Materials & Supplies	\$3,500	\$0	\$1,000	\$0
Internal Services	\$20,669	\$3,260	\$22,499	\$0
Total GF/non-GF	\$230,385	\$17,274	\$195,218	\$0
Program Total:	\$247,659		\$195,218	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$17,274	\$0	\$0
Total Revenue	\$0	\$17,274	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 15013 MCDA Research & Planning Unit

Court and program closures during the pandemic shifted reports to COVID impact reports, protest outcomes, Ad Hoc requests and dashboard creation covering various prosecution metrics. The outcome measures the number of dashboard updates and the number of websites dedicated to sharing prosecution metrics, which currently includes seven individual dashboards (as of Jan 2022). Eleven remaining dashboards are under development and are scheduled to launch publicly in February 2022. A W.E.B. Du Bois Fellowship funding a Research & Planning college intern ended in FY 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$115,537	\$148,850	\$124,471	\$160,361
Materials & Supplies	\$0	\$0	\$1,000	\$0
Internal Services	\$0	\$0	\$22,499	\$0
Total GF/non-GF	\$115,537	\$148,850	\$147,970	\$160,361
Program Total:	\$264,387		\$308,331	
Program FTE	0.44	0.56	0.44	0.56

Program Revenues				
Intergovernmental	\$0	\$148,850	\$0	\$160,361
Total Revenue	\$0	\$148,850	\$0	\$160,361

Explanation of Revenues

\$160,361 Edward Byrne Justice Assistance Grant (JAG) pass through from City of Portland - funds 0.56 FTE of a DDA4

Significant Program Changes

Last Year this program was: FY 2022: 15021A Justice Integrity Unit

Department: District Attorney **Program Contact:** Mike Schmidt
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Now more than ever, in order to demonstrate commitment to justice a District Attorney must be willing to look back and undo past harms. The Justice Integrity Unit (JIU) is tasked with reviewing all clemency applications submitted by the Governor; consider applications for resentencing under the newly passed law SB 819 (2021); assist in the processing of expungement applications and fine and fee forgiveness requests; reexamine old DNA samples with the Oregon State crime lab legacy DNA project; work with community stakeholders in order to build relationships and legitimacy in the criminal legal system; and assist in reconsidering previous non-unanimous jury convictions that were the unconstitutional vestige of a racist system.

Program Summary

The JIU is staffed with 1 Senior Level attorney, funded partially with ongoing county funds and partially with ongoing federal funds via the Byrne JAG grant received by the city of Portland, 1 mid level prosecutor, funded as one time only in FY 2022, and 0.56 FTE Investigator. Since the inception of the JIU, the work has significantly increased due to changes in the law (Ramos & SB 819); changes in technology (new DNA techniques that increase accuracy of past test); changes in the number of requests for comment (significant increase in gubernatorial clemency and pardon petitions); and continued need to give people a chance to thrive by reducing barriers.

This offer expands the JIU from the senior level attorney in 15021A by providing MCDA with an additional attorney and a partial investigator position to actively engage with community members to support them to expunge old convictions and address fines and fees—so-called collateral consequences of criminal legal involvement. JIU will work with community groups to significantly reduce barriers and encourage engagement in the legal process. Addressing collateral consequences of criminal legal involvement allows those impacted to access essential resources like housing, lines of credit, driver's licenses, and better employment opportunities. It also alleviates many complex stressors, reduces hopelessness, and lessens the generational trauma and impact of criminal involvement. This will result in stronger families, safer streets, and thriving communities where the criminal justice system can restore those effected, not just burden them.

This program is a cornerstone of answering the call to actively reduce the disparity that the criminal legal system has had on people of color. The expanded JIU will repair past harms and assist people who have already been held accountable to move on with their lives and thrive. The JIU must also be trauma informed and observe a victim's right to be notified of decisions impacting the cases that they were involved in, and not risk causing more unnecessary harm or trauma.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Justice Integrity Unit cases	N/A	300	200	300
Outcome	Number of expunged convictions	N/A	300	300	400

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$259,794	\$0	\$269,777	\$0
Materials & Supplies	\$206	\$0	\$5,223	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$260,000	\$0	\$275,000	\$0
Program Total:	\$260,000		\$275,000	
Program FTE	1.56	0.00	1.56	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 15021B Justice Integrity Unit Expansion

Department: District Attorney**Program Contact:** Jamila Williams**Program Offer Type:** Innovative/New Program**Program Offer Stage:** As Proposed**Related Programs:****Program Characteristics:**

Executive Summary

MCDA is currently the only county department that does not have a budgeted equity manager. The acquisition of an Equity and Inclusion Manager position will assist the efforts of MCDA in the areas of equity and inclusion. An Equity and Inclusion Manager will allow MCDA to develop, update and implement policies and processes with prosecutorial strategies while applying an equity lens. Equity work will focus on the following but not limited to the areas of implicit bias, creation and implementation of policies and procedures that ensure fairness and equity in prosecution and addressing inequities that are inherent in the criminal justice system. This program will also be responsible for creation and implementation of an equity strategic plan and align the planning and outcome with the County's WESP initiatives.

Program Summary

This position will work with the Human Resources Manager to review recruitment hiring and selection processes to increase and diversify the recruitment pool and outreach, analyze retention among employees and candidates of diverse backgrounds etc. The Equity and Inclusion Manager will also lead the work of the internal MCDA Equity Panel, collaborate with members of the DA Executive Team, lead the work of the Training Coordinator to create equity training for MCDA employees and work with the Research & Evaluation Unit to analyze data and seek out inequities in the data captured. This position will work with internal stakeholder groups to develop, coordinate, and facilitate training programs to enhance employee understanding of equity, inclusion and diversity practices that focus on equity. This position will partner with other County Equity and Inclusion Managers to collaborate and implement best practices surrounding equity and inclusion. This will involve attending Countywide Equity Management meetings and reporting back to the executive team.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of equity and inclusion trainings conducted	N/A	N/A	N/A	5
Outcome	Number of stakeholders meetings with law enforcement, Multnomah County, community partners, & MCDA	N/A	N/A	N/A	15

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$167,273	\$0
Materials & Supplies	\$0	\$0	\$2,000	\$0
Total GF/non-GF	\$0	\$0	\$169,273	\$0
Program Total:	\$0		\$169,273	
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: Glen Banfield

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program funds the Division I Chief Deputy District Attorney to provide leadership, policy direction, long & short range planning and daily operational oversight for Division I, which is responsible for criminal cases in which the most vulnerable and diverse children, adults and families in the county are victims. This division includes the Domestic Violence (DV) Unit, Juvenile Court Unit, Misdemeanor Trial Unit (MTU) and Support Enforcement Division (SED). Although racial minorities are over-represented as victims of abuse and as criminal defendants, DDAs and victim advocates engage with these families to reduce disparities and increase access to services. The chief deputy district attorney (CDDA) directs these activities in a variety of leadership and liaison positions inside and outside the office to make the community more livable and equitable.

Program Summary

The Chief Deputy District Attorney (CDDA) of Division I is a member of senior level management with specific division level responsibilities to provide leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division. The CDDA regularly discusses case strategy, potential legal barriers and appropriate case resolutions to determine appropriate, consistent and equitable pretrial resolutions. Additionally, the CDDA prosecutes criminal homicides and other complex criminal cases.

Racial minorities and low income community members are over-represented both as victims of crime and criminal defendants. Division I seeks to purposely address disparities by protecting vulnerable community members. The Juvenile Unit prosecutes serious felonies and certain misdemeanors committed by those under 18 years of age. Juvenile seeks community protection, reformation of the youth and restitution to crime victims. The MTU works collaboratively with the state courts and local law enforcement agencies to prosecute misdemeanor crimes except those involving domestic violence. SED establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County. The DV Unit prosecutes crimes involving victims and survivors of domestic violence including physical and sexual assaults, homicides and Restraining Order (RO) violations.

The Division I Chief Deputy performs a critical family justice liaison role with outside partners, including Department of Human Services, Department of Community Justice, all county police agencies, non-profit partners, the defense bar, and the court by serving on collaborative working groups. These include the Family Violence Coordinating Council, Sexual Assault Response Team (SART), Domestic Violence Court Working Group, Multidisciplinary Child Abuse Team Executive Committee, Department of Community Justice Working Group, Juvenile Justice Council, State and Local Child Fatality Review Team, Domestic Violence Fatality Review Team, and the Juvenile Justice Task Force.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Division I Cases Reviewed (DV, MTU, Juvenile, SED)	3,608	4,718	3,436	3,991
Outcome	Amount of child support collected (in Millions)	31	32	28	30

Performance Measures Descriptions

The two primary functions of Division I are to prosecute cases in the assigned units, as well as to support enforcement of child support orders. These two metrics are unrelated to one another, but both vital to track the work of Division I. In FY 2023, some units belong to different divisions than in prior years. The number of cases in FY 2021 and FY 2022 reflect the units in this division in those years, while the FY 2023 Offer reflects the number of cases related to the units in the division in FY 2023.

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	2022	2022	2023	2023
Personnel	\$334,272	\$0	\$364,051	\$0
Materials & Supplies	\$4,500	\$0	\$3,000	\$0
Internal Services	\$20,669	\$0	\$22,499	\$0
Total GF/non-GF	\$359,441	\$0	\$389,550	\$0
Program Total:	\$359,441		\$389,550	
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 2022: 15100 Division I Administration

Due to COVID, criminal trials have significantly slowed down. Because of the pandemic, MCDA continue to rotate attorneys and staff into the office as required for critical duties and shifted to telework occasionally. Employees are still in-person working, physically appearing in court and going out into the community to serve. Family stressors by the pandemic have continued to dramatically increase the number of domestic violence cases referred to MCDA. Due to the pandemic, the backlog of MTU cases have dramatically increased. The timeline to resolve an MTU case - to avoid dismissal - has recently increased the number of MTU cases sent out trial compared to felony cases. Consequently, MTU deputies have seen an increase in the number of cases that need to be resolved or dismissed. MTU continues to strategize with the bench and defense bar to come up with creative solutions to resolve misdemeanor cases.

Department: District Attorney **Program Contact:** Glen Banfield
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program makes the community safer and seeks restitution for crime victims while prioritizing reformation of youth rather than punitive measures. Via delinquency, this unit works with Multnomah County's Juvenile Services division and prosecutes youths under 18 years of age who commit crimes against members of the community. With the adoption of SB 1008 in 2019, youth ages 15, 16 and 17 charged with violent felonies such as murder, rape and serious assaults, are prosecuted by the Juvenile unit, including, when appropriate, seeking waiver to adult court. This program seeks to reduce disparities by diverting youth out of the system while still providing for reformation and restitution for victims.

Program Summary

This program makes the community safer, reduces juvenile delinquency and provides fair, impartial and equitable procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. This conduct includes minor misdemeanors to serious felonies—including murder, rape, and serious assaults under SB1008. 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 pursue equity and reduce the number of youth exposed to the adult criminal system.

This unit is involved with the Anne E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). This unit provides 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. MCDA provides 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 has resulted in youth being charged inappropriately. This unit seeks to provide the principles of accountability and reformation without pulling a youth further into the Juvenile System. Deputy district attorneys coordinate with the Department of Human Services, DCJ and juvenile court counselors to serve families impacted by the system. MCDA has been engaged with system partners on the Center for Juvenile justice Reform Transforming Juvenile Probation. As a result of this project MCDA started a new level of informal handling, taking youth who would otherwise had a formal charge allowing them to proceed with informal handling with a step up in supervision and services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Cases reviewed	1,072	1,590	940	1,223
Outcome	Cases diverted from formal system involvement	113	400	74	196

Performance Measures Descriptions

MCDA monitors the flow of work coming into the office with referrals of delinquency, and does everything it can within the boundaries of public safety to divert referred cases out of the formal criminal legal system. COVID pandemic response has hindered referrals of juvenile cases and resolution of cases, including diversion from formal system involvement.

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.[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	2022	2022	2023	2023
Personnel	\$1,691,668	\$0	\$1,770,314	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$26,000	\$0	\$27,000	\$0
Internal Services	\$186,019	\$0	\$202,484	\$0
Total GF/non-GF	\$1,906,687	\$0	\$2,002,798	\$0
Program Total:	\$1,906,687		\$2,002,798	
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 2022: 15101 Juvenile Unit

New obligations, under SB 1008, to prosecute complex murder, robbery and sexual assault cases continue to increase the workload of this unit. Under COVID, resolution in delinquency cases, however, have slowed because of the need to be in-person in some hearings and trials. This unit has adapted well to remote. Law Enforcement submissions also decreased because of stretched resources due to expanded civil unrest and violence combined with decreased funding. During FY 2022, this unit discontinued litigating dependency cases. Since the passage of SB 222, assistant attorneys general are appointed to appear in dependency cases. In this moment of scarce resources, record caseloads, and a gun violence epidemic, appearing as a party in dependency cases where a Department of Justice attorney is already present is not the most prudent use of MCDA resources.

Department: District Attorney **Program Contact:** Glen Banfield
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Domestic violence is a serious social, economic and public health concern. The DV unit prosecutes felony and misdemeanor crimes including physical and sexual assaults, homicides and violations of restraining orders. Additionally, this unit staffs Mental Health court as an intervention that is alternative to incarceration for those whose criminal episode was in response to their underlying mental illness and who can be safely supervised in the community with appropriate structure and supports. These lawyers work closely with victim advocates to ensure trauma-informed support for survivors and their children while providing outreach to essential services. This unit strives to build trust, seek equitable outcomes and make the lives better for community members who have experienced violence within their families.

Program Summary

This program prosecutes family or intimate partner violence including physical and sexual assaults, strangulation, kidnapping and homicide. The goals of this program are to secure victim, family and community safety while seeking defendant accountability, especially for underserved populations. Statistics and experience show that underserved communities--people of color, immigrants, refugees, people with limited English proficiency, differently abled individuals, those without stable housing, the elderly, and LGBTQIA+ community--are disproportionately impacted by domestic violence. The unit has a DDA partially funded by the Violence Against Women Act (VAWA). The VAWA DDA works closely with underserved populations to coordinate services with law enforcement and advocates to ensure long term victim safety. Additionally, DDAs advocate for community-oriented interventions to help support survivors and their children in breaking the generational cycle of family violence thereby reducing disparities and harmful health consequences. Moreover, the unit works to ensure that each victim is treated respectfully, compassionately with dignity and equity. The Victim Assistance Program assigns an advocate to each case to provide culturally specific outreach and assist survivors in obtaining comprehensive wrap around support services to help achieve equity, remove barriers, and alleviate survivors' psychological, social, and financial fears.

The unit collaborates with state and local law enforcement, the Multnomah County Department of Community Justice and a variety of local nonprofit domestic violence organizations and shelters. This unit works closely with Portland Police Bureau Domestic Violence Reduction Unit (DVRU) and the Domestic Violence Emergency Response Team (DVERT). The senior DDA is also an executive committee member for the Family Violence Coordination Council, the DV Fatality Review and the DV court workgroup. This program offers deferred sentencing where first time offenders earn a dismissal of charges with successful completion of a highly supervised program that includes batterer's intervention strategies and counseling. This unit is a resource for training community partners, state and local law enforcement agencies. The unit dedicates a full time attorney to Mental Health Court to staff an intervention that is alternative to incarceration for those whose criminal episode was in response to their underlying mental illness and who can be safely supervised in the community.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	All DV cases Reviewed (Felony, Misdo, VRO)	2,536	3,100	2,496	2,689
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	58%	65%	75%	75%
Output	Number of underserved victims/survivors served through case consultation/contacts-VAWA	362	438	246	246
Outcome	Numbers of offenders charged/prosecuted for harming underserved community members-VAWA	329	364	212	212

Performance Measures Descriptions

The goal in the DV Unit is to keep families safe and interrupt intergenerational cycles of violence. Cases coming into the office are measured, as well as the cases where non-carceral outcomes that meet the goals of the Unit can be achieved. The VAWA deputy is a federally funded program that targets services toward underserved community populations in Multnomah County.

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,893,300	\$108,328	\$2,040,271	\$67,797
Contractual Services	\$48,000	\$0	\$48,000	\$0
Materials & Supplies	\$18,000	\$0	\$27,000	\$0
Internal Services	\$227,357	\$19,834	\$247,481	\$12,412
Total GF/non-GF	\$2,186,657	\$128,162	\$2,362,752	\$80,209
Program Total:	\$2,314,819		\$2,442,961	
Program FTE	10.44	0.56	10.63	0.37

Program Revenues				
Intergovernmental	\$0	\$128,162	\$0	\$80,209
Total Revenue	\$0	\$128,162	\$0	\$80,209

Explanation of Revenues

This program generates \$12,412 in indirect revenues.

\$80,209 Stop Violence Against Women (VAWA) Formula Competitive Grant - funds 0.37 FTE of a DDA2

Significant Program Changes

Last Year this program was: FY 2022: 15102A Domestic Violence Unit

Impact of the response to COVID increased stress on families and community members are experiencing increased violence. DV case submissions and DV homicides increased. These conditions illustrate that staffing and funding to save lives and stop the violence is needed. Although members of this unit sometimes work remotely, lawyers, victim advocates and staff have continued to work in-person at personal risk to meet survivors' needs, and advocate for survivors' physical safety. MCDA sought and obtained the use of American Rescue Plan (ARP) funding to fund an additional prosecutor in the Domestic Violence unit (15900 - ARP - Domestic Violence Case Backlog). The additional prosecutor will assist the unit in efforts to save lives and minimize the harmful life-long effects that domestic violence has on survivors and their children in the County.

Department: District Attorney **Program Contact:** Glen Banfield

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

Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County District Attorney’s Support Enforcement Division (SED) establishes, modifies and enforces paternity, child support and medical support orders for the families of Multnomah County as part of the Oregon Child Support Program (OCSP) by working with both parents to provide the financial and emotional and culturally specific support their children need to grow and thrive. OCSP delegates the authority of non-public assistance cases to county district attorney offices. These child support payments are essential for promoting equitable outcomes and helping struggling members of the community provide for their children and families.

Program Summary

The Child Support Enforcement (CSE) Program, operated by the Support Enforcement Division (SED), was enacted in 1975 as a federal-state-local partnership. The federal government reimburses each state 66% of all allowable expenditures on CSE activities, including staffing costs. The federal government’s funding is open-ended in that it pays its percentage of expenditures by matching the amounts spent by state and local governments with no upper limit or ceiling.

The SED carried an average caseload of approximately 7,000 cases and collected approximately \$31 million in FY 2021. It is expected that collections in FY 2022 and FY2023 will decrease as household supports available during COVID are no longer available. Every dollar collected (less a \$25 annual fee after \$500 collected) is sent directly to custodial parents for the benefit of the children in the community, providing a critical safety net for families.

SED operates in two locations, the central courthouse in downtown Portland and the East County Courthouse. Implemented in 2019, a modernized statewide child support computer conversion provides SED with a more automated system to establish, modify and enforce support orders which result in payments benefiting over 10,000 children in the community. While seeking accountability from parents ordered to pay support, SED also works to reduce barriers for those who are unable to meet their obligations by working with the courts to refer parents for job placement, addiction evaluations and appropriate mental health services. This support is crucial to overcome system barriers and move towards more equitable outcomes for members of the community.

SED works with all 50 states, local tribes, and US territories to cooperatively provide child support services. In addition, OCSP and CSE have reciprocity agreements with over 30 foreign nations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average number of families (cases) assisted each month	7,281	7,584	6,708	7,000
Outcome	Dollars of child support collected (in millions)	\$31	\$32	\$28	\$30

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$835,819	\$2,408,244	\$845,333	\$2,528,301
Contractual Services	\$3,400	\$6,600	\$10,000	\$10,000
Materials & Supplies	\$19,006	\$36,894	\$29,034	\$29,479
Internal Services	\$170,182	\$890,512	\$183,341	\$920,118
Total GF/non-GF	\$1,028,407	\$3,342,250	\$1,067,708	\$3,487,898
Program Total:	\$4,370,657		\$4,555,606	
Program FTE	4.98	20.62	4.49	21.11

Program Revenues				
Intergovernmental	\$0	\$3,302,250	\$0	\$3,454,395
Beginning Working Capital	\$0	\$40,000	\$0	\$33,503
Total Revenue	\$0	\$3,342,250	\$0	\$3,487,898

Explanation of Revenues

This program generates \$547,882 in indirect revenues.

\$195,576 State General Fund

\$443,429 Federal Incentives

\$33,503 Program Fees (collected in the prior fiscal year and brought forward as Beginning Working Capital)

\$2,815,390 Federal Reimbursement

Significant Program Changes

Last Year this program was: FY 2022: 15104 Child Support Enforcement

An increase in incentive based revenue from the Oregon Child Support Program allows for a shift of ~0.50 FTE from General Fund to Other Funds.

Department: District Attorney **Program Contact:** Glen Banfield
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Misdemeanor Trial Unit (MTU) consists of 7 deputy district attorneys (DDAs), 9 interns, and 5 staff members. The MTU works collaboratively with the state courts and local law enforcement agencies to prosecute 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, commercial sexual solicitation, stalking, trespass, strangulation and disorderly conduct. Cases handled by the MTU are either diverted to a specialty court program or they are set for trial. This unit also handles misdemeanor arraignments, specialty and diversion court dockets, and civil commitments.

Program Summary

Attorneys assigned to the Misdemeanor Trial Unit (MTU) prepare cases for trial and represent the State in misdemeanor jury and bench trials. Deputy district attorneys (DDAs) also appear in court on plea entries, sentencing, probation violation hearings, daily arraignments, release hearings, and restitution hearings. All cases sent to the MTU are presumed to be trials, and for this reason, DDAs have to verify all discovery obligations are met, extend pretrial plea offers to the defense, subpoena all necessary witnesses, prepare direct and cross-examination, assemble all evidence and confer with victims on all cases. MTU DDAs must review, research, and respond to all written motions as part of trial preparation. All cases involving officer-initiated contact or use of force are also double screened to promote greater equity in these areas of policing and prosecution. MTU DDAs also prepare and litigate the civil commitment of allegedly mentally ill persons.

Many misdemeanor cases resolve in one of the specialty courts staffed by the MTU. Most non-violent offenders qualify for Community Court where they can earn a reduction or dismissal of their charges through community service or by accessing social services such as alcohol treatment, drug treatment, and mental health services. With thousands of cases processed each year, Community Court offers a cost-effective collaboration between the courts, prosecution, and social service providers. A large number of misdemeanor cases involve allegations of DUII, and specialty DUII Diversion and Expedited DUII dockets are staffed by MTU DDAs each week. Post BM 110, MTU DDA's handle the alternative disposition of misdemeanor drug cases as violations in Community Court to provide the option of drug evaluations and dismissal of drug offenses. Data shows Black, Indigenous, and Persons of Color (BIPOC) are traditionally overrepresented within the criminal justice system in the arrest and prosecution of low-level drug, transportation, property, and public order offenses. MCDA's MTU works to achieve greater equity through an ongoing commitment to alternative disposition for these types of offenses. Drug offenses, as well as most all misdemeanor property, public order, and transportation offenses are eligible for diversion and/or dismissal through Community Court.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Misdemeanor cases set for trial resolved	125	1,700	382	837
Outcome	Misdemeanor cases offered specialty court diversion	367	3,000	196	1,038

Performance Measures Descriptions

The FY 2022 Budgeted amounts assumed courts would operate at at least pre-COVID capacity. However, courts have remained constrained and without a trial pending, defendants who are not held in custody have little reason to agree to a resolution of their case, including diversion.

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	2022	2022	2023	2023
Personnel	\$1,971,898	\$0	\$1,981,862	\$0
Contractual Services	\$14,000	\$0	\$14,000	\$0
Materials & Supplies	\$21,658	\$0	\$28,000	\$0
Internal Services	\$227,647	\$0	\$269,980	\$0
Total GF/non-GF	\$2,235,203	\$0	\$2,293,842	\$0
Program Total:	\$2,235,203		\$2,293,842	
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 2022: 15202A Misdemeanor Trial Unit

As a result of COVID-19 and the Oregon State Chief Justice Order halting the litigation of out-of-custody misdemeanor criminal trials, the ability to litigate misdemeanor trials, traditional plea and/or alternative disposition courts sharply declined, resulting in significant caseload increases for all attorneys in the MTU. A large number of open and pending cases that still need to be resolved will need to be resolved by MTU in FY 2023 when court functions resume. Many alternative resolution courts have also been administratively setting over cases due to COVID-19, which has resulted in heavier than usual dockets and greater numbers of cases flowing through these courts in FY 2022.

The program offer moved from Division 2 to Division 1

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 Strategic Prosecution and Services Unit (SPSU). Collectively these units handle a wide range of crimes, from aggravated murder and armed robbery to shoplifting and chronic criminal trespass. This division also handles a variety of non-trial matters. Although racial minorities are over-represented as crime victims and criminal defendants, Division II DDAs and DA victim advocates engage with the victims they serve to reduce the impacts of these disparities and increase access to services. Further, the Division II CDDA monitors plea bargaining practices to ensure consistency and improve equity of outcomes.

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 for 1) Unit C: a major felony trial unit consisting of 11 attorneys and 3 staff members; 2) the Pretrial Unit: a non-trial unit consisting of 8 attorneys and 15 staff members; and 3) the Strategic Prosecution and Services Unit: a trial unit consisting of 8 attorneys, 2 interns, and 2 staff members. The Division II CDDA also has primary responsibility for a select caseload of complex aggravated murder and murder cases.

The Division II CDDA meets regularly with deputy district attorneys to discuss case strategy, potential legal barriers, and appropriate case resolution. Racial minorities are persistently over-represented both as crime victims and as criminal defendants. However, Division II DDAs and DA victim advocates engage with the victims they serve to reduce the impacts of these disparities by improving victims' understanding of the criminal justice system and increasing their direct access to services. The CDDA also presides over weekly case staffing meetings to determine appropriate and consistent pretrial plea bargain offers for defendants facing mandatory minimum sentencing on their indicted charges. These decisions also incorporate input from crime victims and align with MCDA and County values around equity and inclusion.

Lastly, the Division II CDDA performs a critical, criminal justice liaison role with outside partners focused on gang and group violence prevention. To that end, the Division II CDDA is a member of numerous collaborative working groups such as the Portland Area Gun Initiative, the PPB weekly Shooting Review, and the Community Peace Collaborative.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Division II criminal cases reviewed for prosecution	7,368	10,500	6,306	8,517
Outcome	Number of Division II non-criminal fugitive cases, public record requests, extraditions, and expungements	2,094	3,150	6,566	11,774

Performance Measures Descriptions

In FY 2023, some units belong to different divisions than in prior years. The number of cases in FY 2021 and FY 2022 reflect the units in this division in those years, while the FY 2023 Offer reflects the number of cases related to the units in the division in FY 2023.

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	2022	2022	2023	2023
Personnel	\$334,272	\$0	\$364,051	\$0
Materials & Supplies	\$7,500	\$0	\$8,500	\$0
Internal Services	\$20,669	\$0	\$22,499	\$0
Total GF/non-GF	\$362,441	\$0	\$395,050	\$0
Program Total:	\$362,441		\$395,050	
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 2022: 15200 Division II Administration

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Unit C is a major felony trial unit consisting of 11 deputy district attorneys (DDAs), 3 dedicated staff members, and assisted by victim advocates and investigators. Unit C is responsible for prosecuting a variety of serious, felony crimes including homicides, robberies, firearms offenses, gang and group-related crimes, vehicular homicides and assaults, arson, residential burglaries, and felony animal abuse. Unit C prosecutions utilize a trauma-informed approach with victimized community members. Unit C DDAs carefully consider the associated collateral consequences for racial and ethnic minority criminal defendants at the charging and resolution phases of a case in order to improve equity of outcomes.

Program Summary

Unit C works cooperatively with state and local law enforcement partners to target offenders and reduce instances of violent offenses. In the continuum of prosecution services, Unit C prosecutes mostly high-risk and some medium-level offenders. Due to the nature of these crimes, many cases handled in Unit C have high visibility in the community and long-lasting impacts on crime victims. The program seeks to keep the community safe from serious person and property crimes while balancing the needs of traumatized victims and criminal defendants.

Unit C attorneys provide education regarding the criminal justice system to the public and regularly engage in community meetings and outreach to address the negative impact of group and gang violence in the community. MCDA utilizes evidence-based solutions to gang-related prosecutions and strategically collaborates with other law enforcement partners to break the retaliatory cycle of these violent crimes. Additionally, hundreds of felony firearms cases are handled by Unit C annually, resulting in both state and federal prosecutions for the illegal use, possession, and transfer of firearms.

Understanding the social and economic dynamics that fuel racial disparity in the criminal justice system is critical to reducing those disparities. Unit C DDAs participate in office-wide equity training and hold unit-specific discussions to identify ways of reducing racial disparities from case review to sentencing. Embedded within Unit C charging decisions and the ultimate case disposition is the consideration of collateral consequences for racial and ethnic minority criminal defendants. Unit C DDAs participate in weekly case staffings to ensure appropriate and consistent pretrial plea bargain offers to criminal defendants after seeking input from crime victims.

Unit C is also responsible for prosecuting all felony cases that result from unintentional vehicular collisions where serious physical injury or fatalities occur. Unit C DDAs are trained in accident reconstruction and assigned to the vehicular crimes team. Each DDA is on-call approximately six weeks throughout the year to respond to vehicular crashes 24-hours a day.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Cases reviewed for prosecution by Unit C	679	1,000	974	842
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	56%	60%	64%	65%

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein. ORS 8.665 Prosecuting violations: Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.670 Proceedings before magistrates and grand jury.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,740,846	\$0	\$2,730,065	\$0
Contractual Services	\$58,250	\$0	\$58,250	\$0
Materials & Supplies	\$14,000	\$0	\$23,000	\$0
Internal Services	\$248,026	\$0	\$269,980	\$0
Total GF/non-GF	\$3,061,122	\$0	\$3,081,295	\$0
Program Total:	\$3,061,122		\$3,081,295	
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 2022: 15201 Unit C

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 deputy district attorneys (DDAs) are responsible for reviewing and issuing all misdemeanor cases other than those involving domestic violence. The Pretrial Unit also coordinates all judicial appeal cases, civil litigation, post-conviction cases, felony arraignments, habeas proceedings, fugitive and extradition matters, out of state material witness cases, public records requests, and appeals. Pretrial also oversees the administration of the grand jury process and body-worn camera review.

Program Summary

The Pretrial Unit handles the first and last contacts that most individuals accused of a crime have with the judicial system. MCDA is mindful of that role and view these important decisions through an equity lens, cognizant of the disparate impacts on different parts of the community as victims of crime and criminal defendants. Pretrial DDAs review all non-domestic violence misdemeanor charges referred to MCDA and determine whether or not to initiate prosecution. On average this is about 1,000 cases per month (when not artificially suppressed by the pandemic). On all felony matters, a Pretrial DDA appears at arraignment and presents the State's position as to what level of restraint on a defendant's liberty, if any, is appropriate prior to trial. MCDA recognizes this as an extraordinary responsibility and often the most critical point of a case in terms of immediate collateral consequences on defendants who may or may not ever be convicted. Pretrial DDAs work to promote consistency in positions on release and ensure just and fair outcomes.

After criminal case convictions, the Pretrial Unit evaluates and, where necessary, litigates post-conviction relief cases involving claims of wrongful conviction or ineffective assistance of counsel. Pretrial also manages the steadily increasing flow of applications to seal criminal records. MCDA works to expeditiously advance eligible applicants' motions to have their criminal records expunged. This allows people who have exited the criminal justice system without incident for several years to avoid numerous collateral consequences that flow from having a criminal record. MCDA has modified its policies to reduce the number of defendants who would be denied expungement based on an inability to pay fines and fees in other matters. The result is equitable social outcomes for populations that are over-represented in the criminal justice system, and thus inequitably disadvantaged by it.

Pretrial handles many other duties that do not fit neatly into a trial unit, including fugitive and extradition matters, public records requests and appeals, criminal appellate coordination, administration and training for all three grand jury panels in Multnomah County, and advice and legal consultation with other attorneys on a wide range of topics.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Misdemeanor cases reviewed for prosecution	8,120	13,000	6,780	8,594
Outcome	Number of applications received to set aside criminal convictions	1,461	2,400	4,792	10,000

Performance Measures Descriptions

Staffing shortages at the Portland Police Bureau in combination with the pandemic resulted in far fewer misdemeanor cases being referred in FY 2022 than originally estimated

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	2022	2022	2023	2023
Personnel	\$3,029,151	\$0	\$3,009,928	\$0
Contractual Services	\$34,000	\$0	\$34,000	\$0
Materials & Supplies	\$16,500	\$0	\$29,000	\$0
Internal Services	\$436,114	\$0	\$474,713	\$0
Total GF/non-GF	\$3,515,765	\$0	\$3,547,641	\$0
Program Total:	\$3,515,765		\$3,547,641	
Program FTE	21.10	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 2022: 15204 Pretrial

The expungement workflow is in crisis due to an over 500% year-over-year increase in incoming motions caused by SB 397. SB 397 has proved catastrophic from a workflow perspective since its effective date of January 1, 2022. In the month of January for the previous five years, MCDA received an average of 144 expungement motions--versus 733 in January 2022. The ability of MCDA to accommodate this surge is also limited by the strict timelines contained in SB 397 for responding to these motions. It is mandatory that MCDA files responsive motions and conducts hearings, even on all ineligible applicants. It should also be noted that staffing shortages at the Portland Police Bureau in combination with the pandemic have resulted in far fewer misdemeanor cases being referred to the office for prosecution.

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides some funding for review of police Body Worn Camera (BWC) footage. In order to safeguard the rights of the accused and protect crime victims, law enforcement footage should be reviewed prior to charging. This promotes better charging decisions and increases police accountability and equity in our community. Gresham Police, Portland State and OSP officers deploy BWCs generating thousands of hours of footage. At current staffing/funding levels, approximately 70% of the BWC footage submitted is not reviewed prior to charging a community member with a crime.

Program Summary

Currently, MCDA BWC unit only reviews approximately 30% of the BWC footage submitted prior to making a charging decision. Duplication and distribution of body-worn camera evidence is accomplished by non-lawyer staff. Gresham Police has 132 BWCs, Portland State and the Oregon State Police are also using BWCs. 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. The COVID pandemic has essentially halted adult criminal trials so costs and work associated after initial review have been held static.

The BWC DDA reviews submitted footage on selected cases and writes summaries of evidence and flags potential legal and constitutional issues surrounding suspect statements, search and seizure and officer conduct, among others. This information is then communicated to the particular reviewing DDA who will use it to completely assess all the submitted evidence in the case and make a charging decision. The BWC Unit legal assistant and investigator are responsible for discovering and editing the video.

In order to fulfill obligations to the community, when properly resourced, all BWC prior to charging a community member with a crime. BWC footage allows DDAs to view crime scenes and witness/victim/suspect interviews through an unfiltered lens. Police conduct and interaction with the community can be meaningfully monitored and procedures put in place to increase police accountability, reduce disparity and increase equity. Transparency and system confidence increases by virtue of additional objective evidence available for subsequent review. Charging decisions will improve, leading to better, more just, outcomes. This unit would need to fund 7.5 FTE at approximately \$1.3 million to completely accomplish this goal.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hours of body camera footage reviewed	482	1,000	584	458
Outcome	Hours of body camera footage received	3,520	4,200	3,116	2,627

Performance Measures Descriptions

Output – 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.

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	2022	2022	2023	2023
Personnel	\$226,126	\$0	\$271,944	\$0
Materials & Supplies	\$4,425	\$0	\$2,000	\$0
Internal Services	\$31,003	\$0	\$33,747	\$0
Total GF/non-GF	\$261,554	\$0	\$307,691	\$0
Program Total:	\$261,554		\$307,691	
Program FTE	1.50	0.00	1.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 15012A Body Worn Cameras - Gresham

Last year, this program partially funded the BWC Unit with a 0.75 FTE Deputy District Attorney 2 and a 0.75 FTE Legal Assistant 2. Gresham PD began a gradual deploying BWCs in January 2020. They were fully deployed in FY2021. This combined with OSP and Portland State and the protests in Portland, has overload the current capacity of MCDA BWC Unit to review cases in order to protect community members who are victims of criminal conduct and minimized MCDA's ability to safeguard the rights of the accused. The program has moved from the Administration division to Division 2.

Department: District Attorney **Program Contact:** Mike Schmidt
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program allows MCDA to meet core constitutional and ethical prosecution obligations required by the growing use of Body Worn Cameras (BWC) by law enforcement while policing. Use of BWCs by the City of Gresham Police Department (GPD), the Oregon State Police (OSP) and Portland State University (PSU) is increasing. This program will increase MCDA's capacity beyond the BWC Unit detailed in program 15205A - Body Worn Cameras - Gresham.

Program Summary

The BWC Unit detailed in Program 15205A partially funds the BWC Unit with a 0.75 FTE Deputy District Attorney 3 and a 0.75 FTE Legal Assistant 2. The BWC Expansion adds the resources to review BWC video before charging. This is best practice. Trained Investigators under the supervision of DDAs will perform an initial review. The BWC Expansion puts MCDA in a good position to manage the gradual increases anticipated as additional agencies expand use of BWCs over the next fiscal year.

With an expanded BWC, Investigators will review all BWC footage prior to charging. Investigators are able to view crime scenes and witness/victim/suspect interviews through an unfiltered lens. Police conduct and interaction with the community can be meaningfully monitored and procedures put in place to increase police accountability and reduce disparate impacts on historically marginalized groups. 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. This all can only happen if the program is adequately staffed to review pre-charging. The net change of this expansion is to increase the level of the supervising prosecutor from level 2 to level 3, commensurate with the increased responsibility to manage and oversee a program area, as well as adding 5 investigators. This brings the unit to a total strength of 1 prosecutor, 5.5 investigators, and 1 legal assistant.

While there is still some uncertainty around the timing of the Portland Police Bureau BWC program coming online, as well as the potential for the Multnomah County Sheriff's Office to adopt the technology, making sure MCDA has the resources to adequately review the footage provided by GPD, OSP and PSU will put MCDA in a better position to absorb some of the gradual uptick of footage coming from new agencies. It should be anticipated that as other agencies add BWC programs, MCDA will need to continue to increase capacity in order to keep pace with its obligations under the law.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hours of body camera footage reviewed	N/A	N/A	N/A	1,906
Outcome	Hours of body camera footage received	N/A	N/A	N/A	2,627

Performance Measures Descriptions

Output - when combined with the footage reviewed in program offer 15205A - Body Worn Cameras, 90% of the 2,627 hours of footage received would be reviewed. Outcome - Hours of body camera footage received is not impacted by the addition of the program and therefore total shown matches that in 15205A - Body Worn Cameras

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$848,871	\$0
Materials & Supplies	\$0	\$0	\$10,000	\$0
Internal Services	\$0	\$0	\$20,442	\$0
Total GF/non-GF	\$0	\$0	\$879,313	\$0
Program Total:	\$0		\$879,313	
Program FTE	0.00	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:

Department: District Attorney **Program Contact:** Kirsten Snowden
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

MCDA's Strategic Prosecution and Services Unit (SPSU) utilizes community based resolutions when possible to address chronic criminal activity. SPSU attorneys recommend court supervised mental health services and drug addiction treatment when community safety will benefit rather than incarceration. Recidivism is reduced and safety is enhanced for crime victims through the efforts of SPSU. MCDA seeks equitable treatment of both victims and offenders in SPSU. The Multnomah County Justice Reinvestment Project (MCJRP) deputy district attorneys assigned to SPSU use data analysis to correct inequities and promotes court supervised mental health and drug treatment as an alternative to incarceration.

Program Summary

The Strategic Prosecution and Services Unit (SPSU) is an evidence-based program addressing chronic offenders based on a national model. SPSU equitably identifies chronic offenders and seeks to divert them into court-supervised drug and mental health services when possible. The outcome is reduced recidivism by ending offense cycles, decreased reliance on incarceration and increased community safety.

Due to structural and historic racism, chronic offenders in Multnomah County are disproportionately represented. Deputy District Attorneys in SPSU are aware of racial and ethnic disparities and seek unbiased, fair and equitable case resolutions. Priority of SPSU is data-driven decisions based on safety, justice and equity.

The East County Courthouse is staffed daily by an SPSU DDA who is responsible for all misdemeanor trials at that location as well as staffing Community Court, the Driving Under the Influence of Intoxicants (DUII) Diversion docket, and Expedited DUII resolutions.

The Multnomah County Justice Reinvestment Program (MCJRP) implements Multnomah County's historical responsible use of Oregon Department of Corrections (DOC), and other public safety resources, both before and after the passage of HB 3194. MCJRP also recognizes a continued desire and goal to improve its processes in order to have the best information available at important decision points throughout the public safety continuum. MCJRP DDAs utilize a process to assess offenders and provide a spectrum of community-based sanctions, services and programs that are designed to reduce recidivism, decrease the county's utilization of imprisonment in DOC institutions while protecting public safety and holding offenders accountable. Data analysis generated by the MCJRP deputy district attorney is utilized throughout MCDA to correct inequities and ensure fairness.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Cases/Search warrants/police reports reviewed	9,200	6,700	9,200	10,000
Outcome	Prosecutor contacts with community members and agency partners	17,600	18,000	17,000	19,200

Performance Measures Descriptions

The Outcome measure was mislabeled in FY 2022 as "Prosecutor contacts with crime survivors/advocates"; the new label better identifies those contacts.

Legal / Contractual Obligation

House Bill 3194 (HB 3194), known as the Justice Reinvestment Act, was passed by the Oregon Legislature in 2013 and established the Justice Reinvestment Grant Program.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,141,482	\$1,115,693	\$1,057,926	\$978,930
Materials & Supplies	\$8,500	\$0	\$17,000	\$1,800
Internal Services	\$215,688	\$34,920	\$214,355	\$37,866
Total GF/non-GF	\$1,365,670	\$1,150,613	\$1,289,281	\$1,018,596
Program Total:	\$2,516,283		\$2,307,877	
Program FTE	5.00	5.45	5.00	4.84

Program Revenues				
Intergovernmental	\$0	\$861,934	\$0	\$787,510
Other / Miscellaneous	\$0	\$288,679	\$0	\$231,086
Total Revenue	\$0	\$1,150,613	\$0	\$1,018,596

Explanation of Revenues

This program generates \$37,866 in indirect revenues.
\$231,086 IGA with TriMet

\$724,833 MC Agreement with CJC Justice Reinvestment Grant Program (HB 3194/3078).

\$62,677 U.S. DOJ BJA Innovative Prosecution Solutions Grant - funds 0.31 FTE of a DDA2.

Significant Program Changes

Last Year this program was: FY 2022: 15308A Strategic Prosecution Unit

Other Funds FTE is decreased due to the BJA Innovative Prosecution Grant coming to an end mid-fiscal year that previously funded 1.00 FTE. The Trimet contract is decreased by \$57,593 from FY 2022 due to a lower cost employee being assigned to the program; there is no change in services. The program moves from Division 3 to Division 2.

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 focuses on equity, fairness and justice in providing leadership, policy direction, long and short range planning and daily operational oversight for Division III. This division includes Unit D - violent persons and gun crimes; the Multi-Disciplinary Team (MDT) and Unit A/B property/drugs/human trafficking.

Program Summary

The CDDA of Division III is a member of senior level management with specific division level responsibilities to provide equity-focused leadership, policy direction, strategic planning, problem solving and daily operational oversight for the division, directly impacting safety of community members. The CCDA has direct and daily oversight responsibility for deputy district attorneys working in several felony trial units: Unit D-violent persons and guns crimes; the Multi-Disciplinary Team (MDT) prosecuting sexual and physical abuse of children; and Unit A/B-property/drug crimes and human trafficking.

BIPOC and LGBTQ community members are disproportionality represented both as persons accused of crimes prosecuted in these trial units and as survivors of these crimes. Therefore, the CDDA of Division III encourages staff through daily and weekly meetings to seek equitable, fair and unbiased case charging decisions and resolutions. Evidence based sentencing recommendations focusing on mental health and addiction treatment rather than incarceration whenever possible is the favored outcome whenever possible to best serve public safety.

Remote meetings and electronic communications are utilized whenever possible due to the COVID-19 pandemic.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of cases reviewed	3,086	3,900	3,480	3,318
Outcome	Percentage of cases in Unit D with a crime victim or sexual assault survivor	95%	92%	93%	93%

Performance Measures Descriptions

In FY 2023, some units belong to different divisions than in prior years. The number of cases in FY 2021 and FY 2022 reflect the units in this division in those years, while the FY 2023 Offer reflects the number of cases related to the units in the division in FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$334,272	\$0	\$364,051	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$13,000	\$0	\$14,000	\$0
Internal Services	\$20,669	\$0	\$22,499	\$0
Total GF/non-GF	\$370,941	\$0	\$403,550	\$0
Program Total:	\$370,941		\$403,550	
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 2022: 15300 Division III Administration

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,661,877	\$127,571	\$3,826,519	\$141,320
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$43,736	\$5,592	\$46,000	\$2,000
Internal Services	\$393,143	\$17,542	\$461,215	\$10,930
Total GF/non-GF	\$4,105,756	\$150,705	\$4,340,734	\$154,250
Program Total:	\$4,256,461		\$4,494,984	
Program FTE	20.01	0.49	20.00	0.50

Program Revenues				
Intergovernmental	\$0	\$145,113	\$0	\$152,250
Other / Miscellaneous	\$0	\$0	\$0	\$1,000
Beginning Working Capital	\$0	\$5,592	\$0	\$1,000
Total Revenue	\$0	\$150,705	\$0	\$154,250

Explanation of Revenues

This program generates \$10,930 in indirect revenues.
 \$67,582 State Child Abuse Multidisciplinary Intervention (CAMI) Grant (0.25 FTE DDA3 handling child abuse human trafficking cases)
 \$84,668 Federal CJC START Court Grant (0.25 FTE DDA3 for Success through Accountability, Restitution, and Treatment (START) specialty court)
 \$2,000 – Federal Equitable Sharing Forfeiture

Significant Program Changes

Last Year this program was: FY 2022: 15301A Unit A/B - Property/Drugs/Human Trafficking

The pandemic curtailed court operations causing a backlog of cases for prosecutors.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Deputy District Attorneys in Unit D (Violent Person Crimes) are responsible for prosecuting the most serious crimes in Multnomah County including hate and bias crimes, homicides, shootings and sexual assaults. These crimes disproportionately impact BIPOC and LGBTQ communities. Equity is considered in all phases of case review and issuing, pre-trial case resolutions and sentencing. Homicides and shootings are at record levels driving up caseloads along with pandemic related case backlogs.

Program Summary

Deputy District Attorneys in Unit D seek justice and equity for survivors, victims and offenders. Hate crimes, homicides and shootings disproportionately impact members of BIPOC and LGBTQ communities. Deputy District Attorneys seek equitable resolutions for cases and work closely with victim advocates will special training in culturally appropriate services.

Homicides and shootings are reported in Multnomah County at historic rates. As result, caseloads are increasing. Additionally, court operations have slowed due to the pandemic, causing a backlog of cases that will take many months to resolve.

Data analysis tracks cases screened, issued and resolved in Unit D. Outcome measurements include restitution awarded to victims, and cases resolved with treatment options for offenders when community safety benefits including a newly developed STEP Court (Strategic Treatment and Engagement Program) that offers court supervised treatment instead of Measure 11 prison terms.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Case issued for prosecution (new measure).	710	N/A	720	715
Outcome	Percentage of presumptive prison defendants diverted to community supervision.	63%	60%	68%	68%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,964,805	\$66,472	\$2,002,105	\$0
Contractual Services	\$39,000	\$0	\$39,000	\$0
Materials & Supplies	\$11,500	\$0	\$18,500	\$0
Internal Services	\$186,018	\$15,461	\$202,484	\$0
Total GF/non-GF	\$2,201,323	\$81,933	\$2,262,089	\$0
Program Total:	\$2,283,256		\$2,262,089	
Program FTE	8.74	0.26	9.00	0.00

Program Revenues				
Intergovernmental	\$0	\$81,933	\$0	\$0
Total Revenue	\$0	\$81,933	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 15304A Unit D - Violent Person Crimes

A Deputy District Attorney position that was partially funded at 0.26 FTE in FY 2022 via an IGA with the City of Portland's Bureau of Justice Assistance National Sexual Kit Initiative (SAKI) Grant Funds is now funded at 1.00 FTE with county general funds. The remaining 0.74 FTE was backfilled using county general fund in FY 2022.

Department:	District Attorney	Program Contact:	Don Rees
Program Offer Type:	Innovative/New Program	Program Offer Stage:	As Proposed
Related Programs:	15901		

Program Characteristics:

Executive Summary

In September 2021, the Board made a mid-year investment of \$1.05 million of American Rescue Plan funds to support four limited duration deputy district attorneys and two limited duration investigators for 9 months. This program provides ongoing County General Fund for two deputy district attorneys, while the remaining two deputy district attorneys and two investigators will continue to be funded with American Rescue Plan funds in program offer 15901 - ARP - Gun Violence Case Backlog.

Program Summary

This program is part of a national effort to recover from the impacts of the COVID 19 pandemic. Gun violence—shootings and homicides—increased in Multnomah County at record rates, exceeding all historical norms during the last year. Multnomah County now has one of the highest homicide rates in the United States. This violence disproportionately impacts BIPOC people and communities. Prosecutors respond to all homicide scenes to assist investigators. There are a limited number of prosecutors with the experience and training to handle these complex cases. This program funds two prosecutors assigned to gun violence reduction efforts in the community and to assist existing staff.

In addition to the increased rates of violent gun related crime, prosecutors face an enormous backlog of cases due to pandemic related court slowdowns. As the courts reopen, this backlog of cases requires additional prosecutors and investigators to assist victims and witnesses and to seek case resolutions that will improve community safety.

Prosecutors utilize a public health model and an equity and racial justice approach to reduce harm, hold offenders accountable, and help survivors and victims of gun violence heal. When appropriate and to increase community safety, offenders receive court supervised drug, alcohol and mental health treatment programs rather than incarceration.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of gun related assaults prosecuted.	N/A	N/A	N/A	150
Outcome	Number of BIPOC offenders diverted from prison to treatment based case resolutions.	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$449,006	\$0
Materials & Supplies	\$0	\$0	\$994	\$0
Total GF/non-GF	\$0	\$0	\$450,000	\$0
Program Total:	\$0		\$450,000	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY 2022, these positions were funded with ARP funds. In FY 2023, funding will be ongoing County General Fund.

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 Multi-Disciplinary Team (MDT) uses best practices to protect children from physical and sexual abuse. The MDT prosecutes felony crimes against children including homicide, physical abuse and sexual assault where the perpetrator is considered family; protects vulnerable children through litigating dependency cases in juvenile court; and coordinates child protection efforts by working with advocates, investigators and physicians to develop equitable practices and policies.

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, advances public safety and increases the effectiveness of prosecution of both criminal and dependency cases.

This program prosecutes homicides and serious felony sexual and physical assaults against children. Deputy District Attorneys (DDAs) respond to child death crime scenes and review 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 the Victim Assistance Program to ensure all practices are trauma-informed and mitigate the life-long consequences of child abuse.

DDAs 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, DDAs develop plans that provide protection for the child.

MDT DDAs assist in training with agencies preventing child abuse 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Dependency/Criminal Case reviewed	200	285	150	196
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	20%	42%	42%	44%

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.660 - Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,258,162	\$216,969	\$1,363,213	\$223,005
Contractual Services	\$31,700	\$672,039	\$31,700	\$627,473
Materials & Supplies	\$18,000	\$22,375	\$17,500	\$63,543
Internal Services	\$144,683	\$37,506	\$157,489	\$45,701
Total GF/non-GF	\$1,452,545	\$948,889	\$1,569,902	\$959,722
Program Total:	\$2,401,434		\$2,529,624	
Program FTE	5.00	2.00	5.00	2.00

Program Revenues				
Intergovernmental	\$0	\$948,889	\$0	\$959,722
Total Revenue	\$0	\$948,889	\$0	\$959,722

Explanation of Revenues

This program generates \$45,701 in indirect revenues.
\$959,722 State Child Abuse Multidisciplinary Intervention (CAMI) Grant

Significant Program Changes

Last Year this program was: FY 2022: 15103 MDT - Child Abuse Unit

Post pandemic return to normal court operations is allowing trials to resume. The number of mandatory reports and investigation of child abuse by law enforcement and DHS is expected to increase as COVID related restrictions are lifted community wide.

Program moves from Division 1 to Division 3

Department: District Attorney

Program Contact: Kelly Krohn

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Chief Investigator oversees operations and manages 6.5 investigators. An experienced public safety professional, the Chief Investigator and the Investigations Unit are an initial point of contact with victims of crime – a diverse, often vulnerable, injured, skeptical, marginalized cross section of the community. While serving subpoenas or interviewing witnesses, the Chief Investigator must act as guide, counselor, follow-up responder, and point of future contact. A member of senior management, the Chief Investigator advises the management team on issues involving the interactions of MCDA with residents and law enforcement.

Program Summary

The Chief Investigator is a member of senior management with specific division level responsibilities. This position provides direct oversight for district attorney investigators. 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. MCDA investigators perform duties which include conducting interviews, processing evidence, locating witnesses, and other critical tasks needed to support deputy district attorneys and to help them protect the community and hold defendants accountable.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Personal Service Subpoenas Requested	881	4,200	1,544	1,909
Outcome	Personal Service Subpoenas Served	359	3,750	568	689

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$217,847	\$0	\$224,644	\$0
Materials & Supplies	\$17,250	\$0	\$17,000	\$0
Internal Services	\$31,951	\$0	\$32,720	\$0
Total GF/non-GF	\$267,048	\$0	\$274,364	\$0
Program Total:	\$267,048		\$274,364	
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 2022: 15400 Division IV Administration

Department: District Attorney **Program Contact:** Jamila Williams
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The victim advocate is a champion for victims during various stages of the criminal justice process. The primary goal of the Victim Assistance Program is to make the criminal justice system more responsive to community members, particularly to victims of crime. It is the philosophy of the office that every effort is made to provide victims a meaningful role throughout the process, involvement at every stage of a criminal case, and assure the rights of the crime victims.

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 process they may make informed decisions.

All named victims with defendants being prosecuted by the Multnomah County District Attorney's Office (MCDA) 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 MCDA provides an average of 30,000 victim's rights notifications each year.

The program also provides a 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 45 volunteers. This immediate crisis intervention service provides critical information and resources to survivors of sexual assault during the early stages of the investigation. This allows survivors to make the most informed choices throughout this difficult process. The immediate response is followed by ongoing support and advocacy through the investigation and prosecution of the case.

In addition to the above services, the program has also been involved in establishing several other programs: U Visa Certification, Sexual Assault Response Team, Multnomah County Justice Reinvestment Program, Justice Integrity Unit, Human Trafficking Team, and the Gateway Center for Domestic Violence Services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of victims of crime assigned a victim advocate on cases	3,628	2,841	3,628	3,663
Outcome	Number of services contacts provided to victims of crime by Victims Assistance program	69,739	29,233	79,642	84,620

Performance Measures Descriptions

Legal / Contractual Obligation

Article I Section 42 Oregon Constitution - Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.417 - 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	2022	2022	2023	2023
Personnel	\$449,377	\$1,359,800	\$499,880	\$1,388,297
Contractual Services	\$16,000	\$2,000	\$9,000	\$0
Materials & Supplies	\$15,152	\$2,505	\$20,000	\$0
Internal Services	\$351,371	\$296,643	\$382,471	\$300,852
Total GF/non-GF	\$831,900	\$1,660,948	\$911,351	\$1,689,149
Program Total:	\$2,492,848		\$2,600,500	
Program FTE	4.31	12.69	4.61	12.39

Program Revenues				
Intergovernmental	\$0	\$1,660,948	\$0	\$1,689,149
Total Revenue	\$0	\$1,660,948	\$0	\$1,689,149

Explanation of Revenues

This program generates \$300,852 in indirect revenues.

\$933,747 (Federal) + \$604,838 (State) Agreement with DOJ Crime Victim and Survivor Services Division (CVSSD) Victims of Crime Act (VOCA) / Criminal Fine Account Non-Competitive Grant

\$117,417 Federal Fund Agreement with DOJ CVSSD VOCA Funding Initiatives Non-Competitive Grant

\$33,147 Federal Fund Agreement with U.S. DOJ - Crime Victim Tech Enhancement Case Companion

Significant Program Changes

Last Year this program was: FY 2022: 15401A Victims Assistance Program

MCDA anticipates a reduction in VOCA grant funding in FY23 resulting in a shift of 0.30 FTE from Other Funds to General Fund

Department: District Attorney **Program Contact:** Kelly Krohn
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Investigations Unit assists deputy district attorneys, victim advocates, and legal staff in the investigation of cases, locating, interviewing and transporting witnesses, serving subpoenas, preparation of court exhibits, and the gathering and protecting of evidence. Often, an investigator makes the initial contact with a witness or crime victim. Investigators are excellent communicators to a diverse community and are expertly trained in cultural competence and problem solving. COVID-19 has presented challenges to the legal requirements of personal subpoena service. The backlog of trial work will lead to a spike in all forms of investigator service requests.

Program Summary

The Investigations Unit is led by the Chief Investigator and staffed by 5.5 experienced investigators. Every division and unit of the office utilizes investigative services. Investigators work closely with federal, state and local law enforcement agencies. 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.

Investigators are a critical part of the core function of the District Attorney's Office. The Investigations Unit supports criminal prosecutions by performing tasks unique to their qualifications and skill set. 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. As the community and MCDA continues to reckon with the historical truths of over-representation of persons of color in all facets of the justice system, investigators are front line ambassadors. MCDA has assembled a diverse, gifted, caring and committed investigative team, reflective of the community.

Members of the Investigations Unit have developed unique skills and are called upon every day to use those skills and learn new skills. Reviewing, compiling, and editing body worn camera data, for example. Additionally, investigators serve as the primary threat assessment team when office members are the subject of threats - including threats of bodily harm or death.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Subpoenas issued	2,791	4,200	3,436	3,177
Outcome	Subpoenas served	404	3,750	660	734

Performance Measures Descriptions

Serving subpoenas is critical function of DA Investigators. The duty has evolved prior to, and to a greater extent during the pandemic. More victims of crime are houseless and achieving personal service during the pandemic has been challenging.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$368,392	\$491,850	\$386,096	\$510,588
Materials & Supplies	\$16,500	\$0	\$19,500	\$0
Internal Services	\$181,262	\$10,445	\$175,873	\$30,662
Total GF/non-GF	\$566,154	\$502,295	\$581,469	\$541,250
Program Total:	\$1,068,449		\$1,122,719	
Program FTE	2.55	3.45	2.57	3.43

Program Revenues				
Intergovernmental	\$0	\$502,295	\$0	\$541,250
Total Revenue	\$0	\$502,295	\$0	\$541,250

Explanation of Revenues

IGA with the City of Portland, Portland Police Bureau:
 \$447,671 - funds 3.00 FTE Portland Investigators + \$30,662 covers partial fleet expenses for investigators

IGA with the City of Gresham, Gresham Police Department
 \$62,917 - funds part of 1 investigator for Gresham

Significant Program Changes

Last Year this program was: FY 2022: 15402 Investigations

Department: District Attorney **Program Contact:** Glen Banfield

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

Related Programs:
Program Characteristics: Backfill State/Federal/Grant, One-Time-Only Request

Executive Summary

This program offer funds an additional prosecutor to save lives and minimize the harmful life-long effects that domestic violence has on survivors and their children in the County exacerbated by COVID. Pandemic conditions, combined with an increase in domestic violence serious assaults and homicides in the community has lessened the MCDA's domestic violence unit's ability to intervene and make survivors safe and reduced services which promote survivors' physical and mental well-being. This use of American Rescue Plan (ARP) funding to address the increased number of unresolved domestic violence cases aligns with the County's goal to end domestic violence and foster equity and reduce disparities for community members.

Program Summary

In FY 2020 crimes of domestic violence submitted to the office increased to over 3,000 cases. Moreover, due to the pandemic and court orders to reduce the number of cases tried in Multnomah County, cases for survivors of domestic violence were delayed and created a "backlog" in the domestic violence unit and the court system. Some attorneys carry over 200 open cases not including probation violation matters. This high volume means that less time can be spent on trauma-informed practices, planning for complex legal issues, case preparation and coordinating services. More cases have less desirable outcomes and system confidence is diminished. Victims are less cooperative and more likely to be subject to the coercive influence of the person who physically harmed them--perpetuating the power and control cycle.

An additional prosecutor will serve members of the community and their families who are victims of crimes of domestic violence including sexual assault, stalking or dating violence as well as physical assaults, strangulation, burglary, attempted murder and homicides. This prosecutor will further assist victims through referrals, case consultation, investigative assistance and case review. This prosecutor will reduce the backlog, seek equitable outcomes, and support services that meet the unique needs of domestic violence survivors.

The addition of a prosecutor also increases the unit's ability to work with law enforcement on case follow-up, will lead to more successful prosecution, increased offender accountability and decreased negative health consequences and instability for children and families suffering from domestic violence.

Finally, additional resources will relieve some of the compassion fatigue and secondary trauma on prosecutors currently in the unit who are overworked, overwhelmed and overstressed due to the crushing, emotionally draining cases where high risk/high lethality dynamics have been amplified due to the backlog.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Cases resolved	N/A	109	109	109
Outcome	Percentage decrease in Domestic Violence case backlog	N/A	12%	12%	15%

Performance Measures Descriptions

Legal / Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$242,360	\$0	\$191,354
Total GF/non-GF	\$0	\$242,360	\$0	\$191,354
Program Total:	\$242,360		\$191,354	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$242,360	\$0	\$191,354
Total Revenue	\$0	\$242,360	\$0	\$191,354

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$191,354

Significant Program Changes

Last Year this program was: FY 2022: 15900 ARP - Domestic Violence Backlog from COVID-19

This program falls under the County's Restoration of Services Impacted by Budget Reductions ARP Priority Area. The COVID pandemic has drastically reduced MCDA's ability to resolve cases expeditiously due to the inability to conduct trials. This has resulted in caseloads higher than ever seen in this unit. It is especially crucial to resolve domestic violence cases as fast as possible for safety of the victims involved. Unlike most crime, domestic violence frequently involves the accused and the victim staying in close physical or relational proximity. Protection orders and no contact orders help maintain safety, but the longer those cases languish, the longer it takes to get at the underlying dynamics that led to violence in the first place, leading to potentially lethal results.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$821,802
Total GF/non-GF	\$0	\$0	\$0	\$821,802
Program Total:	\$0		\$821,802	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$821,802
Total Revenue	\$0	\$0	\$0	\$821,802

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$821,802

Significant Program Changes

Last Year this program was:

This program falls under the County's Crisis Response & Community Recovery ARP Priority Area. Two of the DDAs funded with ARP by the mid-year investment in FY 2022 will be funded with ongoing General Fund in FY 2023 in Program Offer 15304B - Gun Violence Case Backlog.

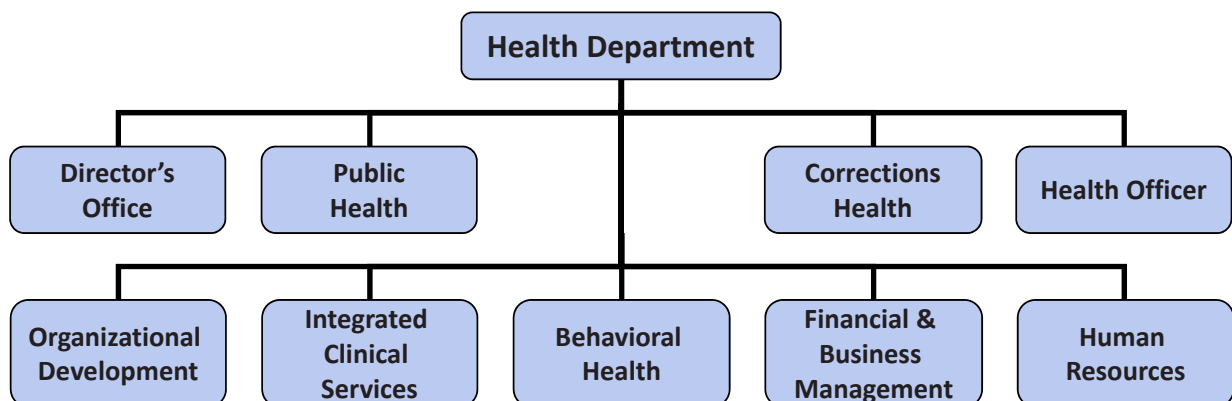
Department Overview

The Health Department’s work is anchored in our vision of “thriving communities that nurture the health and resilience of all.” Our mission affirms, “We work with communities to advance health equity, protect the most vulnerable, and promote health and wellness for everyone.” The Health Department is the community leader in addressing the leading causes of death through a racial equity lens. We track and respond to all types of environmental threats and other health related emergencies. We provide unique services across the lifespan. The Health Department is the County’s lead for all COVID-19 efforts. As such, the pandemic has driven significant change in almost everything the department does.

Even as the COVID-19 pandemic fundamentally altered the way we do business, the Health Department remained focused on its core mission to: effectively manage disease outbreaks; promote healthy and safe behaviors; track the safety of our air, ground and water; disseminate critical health alerts and warnings during public health emergencies; provide medical and behavioral health care for individuals housed in the County’s jails; ensure the accessibility of trauma-informed behavioral health crisis services, early childhood and school-based mental health services, and suicide prevention services; manage specialized behavioral health care for people experiencing serious mental illness; coordinate substance use disorder services from harm reduction to treatment, recovery and support; deliver high quality and comprehensive primary care, dental and pharmacy services through the community health center; elevate community-driven priorities and solutions to complex issues; and partner in the development of policies and standards that address existing and emerging community health challenges.

In FY 2023, the department’s strategic priorities will again center on our COVID-19 response, with a shift to long-term recovery focused efforts. These priorities will evolve to address community needs. Our current strategic focus areas are:

1. Workforce equity, resilience and care, with special emphasis on recognition, retention and recovery for all of our employees.
2. COVID-19 response and recovery.
3. Health promotion, prevention, and early intervention.
4. Access to quality care.
5. Critical Infrastructure.



Budget Overview

The FY 2023 Health Department budget is \$438.2 million, an \$18.4 million (4.4%) increase from the FY 2022 Adopted budget. The General Fund accounts for 29% of the total budget, and General Fund expenses decreased by \$47.1 million (-27.0%). Other Funds (besides American Rescue Plan) increased by \$84.6 million (45.6%). American Rescue Plan and COVID-19 funding decreased by \$19.1 million.

The shift from General Fund to Other Funds was primarily due to a mid-FY 2022 change in accounting and budgeting structure in the Integrated Clinical Services (ICS) division. In the FY 2022 Adopted budget and earlier, Federally Qualified Health Center (FQHC) Wraparound and Medicaid Incentives revenue in ICS were accounted for as General Fund subfunds and appeared in the General Fund throughout the budget documents. In mid-FY 2022, this funding, along with all other funding related to the FQHC, was moved to a newly created Enterprise Fund (Health Department FQHC Fund). This accounting structure change allows ICS to more easily report its revenue and expenditures specific to the Community Health Center program. The FY 2023 budget for the Health Department FQHC Fund is \$158.1 million, an \$11.1 million (7.5%) increase over the FY 2022 Adopted budget for ICS. The increase is primarily in FQHC Medicaid Wraparound funding based on an interim rate change from the Oregon Health Authority.

Public Health Modernization funding increased by \$5.2 million in FY 2023. The new Public Health Modernization funding helped to offset some grant reductions such as the \$0.5 million decrease to the HIV Early Intervention Services and Outreach grant in Communicable Disease Clinical and Community Services (40010B). The funding is also helping to expand programs such as the Communicable Disease Prevention and Control (40010A) and Environmental Health Community Programs (40037). Details of the programs can be found in the programs' narratives and significant changes.

COVID-19 & American Rescue Plan Funding (ARP)

The Health Department's FY 2023 budget in the Coronavirus (COVID-19) Response Fund is \$41.0 million. This includes \$24.5 million of Multnomah County's direct allocation of American Rescue Plan funding, along with \$16.6 million of other COVID-related funding. Many of the ARP programs are continuations of programs funded in FY 2022, although the services are being tailored to the current phase of the pandemic.

Old Town Inreach (40199W) is a new program that is funded with \$1.1 million of direct County ARP. This program is a partnership between the County and multiple providers to provide peer support and coordination to decrease critical incidents and support individuals' connections to behavioral health resources in Old Town. The program began in mid-FY 2022 with one-time-only General Fund resources, but it is being funded with ARP in FY 2023.

The Coronavirus (COVID-19) Response Fund also includes \$3.7 million and 11.77 FTE from CDC COVID-19 Health Disparities funding (40199T) that supports infrastructure to address disparities during COVID-19 and in the future.

Budget Overview (continued)

The COVID-19 and American Rescue Plan division in the FY 2023 budget also includes 55.83 FTE, an increase of 42.93 FTE from FY 2022. The majority of the FTE change (besides the CDC COVID-19 Health Disparities funding FTE), is due to having to convert limited duration assignments into regular positions based on labor agreements and personnel rules. Although the ARP funding is limited in nature, the pandemic has continued to a point where some of these positions will have existed for more than two years in FY 2023. Therefore, 34.80 FTE limited duration assignments were converted to regular positions (40199A).

General Fund Changes

The FY 2023 budget includes \$6.7 million of ongoing General Fund for new programs. The largest investments were in the Behavioral Health Resource Center (BHRC) that is set to open in mid-FY 2023. The BHRC budget (40105A and 40105B) includes \$2.2 million of General Fund, along with an assumed \$4.3 million in Other Funds from the State. The actual amount of State funding is unknown at this point in time. The budget also includes \$1.0 million to expand School Based Mental Health through 12th grade (40082C). Another \$1.0 million funds Peer Support Capacity (40065B) to expand Behavioral Health’s Office of Consumer Engagement. Other new ongoing General Fund programs include:

- Additional Deputy Director (40000C) \$264,469
- COOP Coordination (40000D) \$155,455
- Behavioral Health Emergency Coordination Network (BHECN) Governance (40000E) \$300,000
- Vector Control - Encampment Health Hazard Abatement (40008B) \$405,000
- Additional Human Resources Support (40039C/E) \$778,532
- Additional Medical Examiner (40052B) \$133,301
- Future Generations Collaborative (40096C) \$154,762
This program includes an additional \$15,000 of one-time funding
- Public Health: Pacific Islander Coalition (40096D) \$350,000

One-time-only General Fund resources in the amount of \$3.0 million are also included to fund \$2.0 million for the Rockwood Health Center Capital Improvement (40107) and \$0.7 million for IT Business System Analyst (40108). A full list of new one-time-only projects can be found in the Budget Director’s Message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual	Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	1,414.72	1,460.75	1,441.88	1,593.52	151.65
Personnel Services	\$199,277,637	\$201,140,106	\$225,360,838	\$251,006,213	\$25,645,375
Contractual Services	\$73,254,683	94,816,449	107,939,961	92,429,591	(15,510,370)
Materials & Supplies	\$31,246,118	31,919,377	33,290,402	34,997,390	1,706,988
Internal Services	\$46,949,450	54,104,026	52,768,942	59,422,930	6,653,988
Capital Outlay	<u>\$264,463</u>	<u>62,132</u>	<u>461,928</u>	<u>350,000</u>	<u>(111,928)</u>
Total Costs	\$350,992,351	\$382,042,090	\$419,822,071	\$438,206,124	\$18,384,053

Successes and Challenges

Despite the ongoing challenges of the COVID-19 pandemic, the Health Department achieved significant accomplishments in FY 2022. As impacts to our Black, Indigenous, Latino, Asian, Pacific Islander and other communities of color became glaring, Public Health implemented the BIPOC COVID Strategic Framework which influenced the development of parallel plans for Black and Latino communities. Our commitment to lead with race influenced resource allocation. All of our divisions contributed their resources, often deploying entire teams to support the response. Accomplishments include:

- Public Health and Health Center clinics vaccinated an average of just under 5,000 members of our community per month through a combination of county and community sponsored events
- Distribution of over 74,000 vaccine incentive gift cards which successfully increased the vaccination rate in the County
- Distribution of 7,460 home self test kits to 85 Community Based Organizations
- Provided technical assistance and training to more than 50 Community Based Organizations, 90% of which are BIPOC culturally specific organizations, including engaging in 72 COVID-19 specific community information sessions
- Distribution of over \$4 million in client assistance gift cards to help individuals and families impacted by COVID-19 in meeting basic household needs
- Responded to almost 500 media requests regarding COVID-19 and other health related issues

Our organization could not have predicted the challenges we would face as a lead agency responding to the pandemic, in the midst of a changing climate and continued violent racism. Throughout the past year, we've been agile, applying lessons learned and shifting our approaches to address community needs. Our principal challenge is maintaining an adequate workforce to carry out our mission. Other challenges include:

- Management of ever-changing and unique challenges, including unprecedented labor shortages and extreme weather events
- The continuation of a major vaccination effort despite long-term employee stress
- Significant safety challenges for our employees working in the field, at departmental worksites, and at temporary vaccine and testing sites
- A significant increase in the number of recruitments without significant increases in Human Resources personnel
- Gaps in regulatory inspections and citations
- Continued transition to teleworking or hybrid work schedules
- Heightened levels of stress and trauma for BIPOC staff and our client community disproportionately impacted by the pandemic, the aftermath of continued racial violence and protests and civil unrest

COVID-19 Impacts

COVID-19 continued to significantly impact all aspects of Health Department operations. The Department played the central role in the County's response to COVID-19. In FY 2023, the department will lead the pivot from an emergency response to more long-term disease management efforts. Departmental operations, resources, and revenue all changed dramatically in FY 2022 and in FY 2023 the department will continue to be flexible and innovative as we continue to experience certain changes.

The Department has maintained a Regional COVID-19 Dashboard and done focused analysis to track vaccine effectiveness in near real-time. Public Health and Health Officer leadership were fully engaged in the County's pandemic response. Leadership played a pivotal role in advising County executive leadership, responding to outbreaks in correctional settings, shelters, and schools, and coordinating emergency management and health system responses to surges in disease. Additionally, these teams used testing data, client data, and community input to analyze racial disparities and tailor COVID-19 response to BIPOC and other vulnerable communities. The Public Health and the Health Officer divisions continue to partner across the department, the County, and with external stakeholders.

The Department's COVID-19 response includes a number of components. Key activities include outbreak response; testing and vaccination in clinical, community, and corrections settings; and vaccination for County staff; crisis counseling, behavioral health services, and culturally specific isolation/quarantine supports. These efforts will continue in FY 2023.

Other work includes internal and community communications and technical assistance to community partners and other stakeholders. Regional partnerships with culturally specific community-based organizations, health systems, community providers, and public health authorities are central to the Department's response efforts. Additionally, departmental infrastructure such as human resources, project management, financial management and compliance, procurement, and contract management play a critical role in making the COVID-19 response possible.

Operational changes outside of the COVID-19 response in FY 2022 include a shift to remote work and services (telehealth, virtual inspections, virtual training, and technical assistance); and increased safety protocols to address safety and security concerns for our staff working on-site and in the field.

In FY 2023, the department anticipates a continued ramping up of in-person services while continuing with telework and telehealth when appropriate and effective for service delivery. In some cases, the ability to connect with clients remotely through telehealth and other virtual methods greatly improved ease of access for our clients. As the County navigates the ongoing impacts of COVID-19, the department will continue to balance multiple factors, including health equity, safety, client and community input, and our resource constraints.

COVID-19 & American Rescue Plan

In FY 2023, the County will continue to invest in the Health department's existing COVID-19 public health infrastructure. Investments include ongoing culturally specific vaccination and testing efforts through the Public Health Division and the Community Health Centers with a special focus on underserved communities. Support for those needing isolation, quarantine, and wraparound services will continue. Public Health will assure that vulnerable residents who test positive for COVID-19, or are in close contact with someone who tests positive, have their basic financial and physical needs met, allowing them to safely isolate and quarantine. Other County programs will continue to provide wraparound services. Culturally specific, community-based services will be provided in a coordinated, culturally relevant manner. COVID-19 work in the last year has focused on low-barrier vaccine access, community engagement, and communications with a continued role in outbreak response that will carry into FY 2023. The Health Department will continue epidemiology, case investigation, and contact tracing within a culturally and linguistically appropriate framework. To address the spike in community violence, more than \$2 million is invested in the ongoing work of violence prevention, intervention, and healing, and some new, innovative efforts. This includes strategies to reduce violence, which focuses on identifying root causes, leveraging community strengths, leaning on partnerships with the community and recognizing the role of systemic racism, in the communities where violence is most prevalent. These investments are allocated to programs and services designed to reduce risk factors, and support individuals, families, and neighborhoods who have been impacted by community violence as they work to build strength and resilience.

Corrections Health will continue providing essential services to screen for and manage COVID-19 in jail facilities. The division will continue to provide COVID-19 vaccinations to adults in custody. Because the BIPOC community is disproportionately involved in the criminal legal system and disproportionately impacted by COVID-19, these efforts will go a long way to protect this community from COVID-19. Beyond screening and vaccinations, activities include testing, treatment, and quarantine of adults and youth in custody.

The Behavioral Health division will continue to support the health and recovery needs of communities most impacted by COVID-19. The division will employ culturally specific, brief behavioral health counseling as well as peer support and connection to long and short-term resources. Continuing reports of increased substance abuse during the pandemic require a multi-level response, and peers play a crucial role in building relationships and assisting individuals in recovery.

All programs and divisions within the Health department will continue to support the public health response, provide critical core services to people in our care, and aid in crisis response and recovery.

Diversity, Equity, and Inclusion

The Health Department aspires to achieve a vision of thriving communities that nurture the health and resilience of all. Our mission is to work with communities to advance health equity, protect the most vulnerable, and promote health and wellness for everyone.

Our values speak to how we engage with our diverse communities and one another. They set the intention for the organizational culture we wish to create.

Health Department Values

- **Compassion and Care:** We treat all with kindness, dignity and respect as we seek to uplift one another's humanity.
- **Racial Equity:** We acknowledge that racism negatively affects everyone in our county, and we commit to accelerating our progress in eliminating racial inequities.
- **Integrity:** In protecting our community's health, we lead with conviction, honor our commitments, and deliver on our promises.
- **Empowerment:** We work collaboratively to ensure that our policies and programs amplify people's voices and uplift community-driven solutions.
- **Connection:** Our success depends on the diversity, brilliance, and care of one another. So that employees reach their full potential, we further environments that instill trust, promote safety and foster belonging.

Workforce Equity and Leading Inclusively with Race

The Health Department's Leadership Team adopted the priority recommendations of our Equity Leadership Program (ELP) in February 2021. These recommendations span across six focus areas of the Workforce Equity Strategic Plan (WESP) including manager onboarding and orientation, recruitment (position descriptions, job announcements, interview panels), college to county career pathways and ADA accommodations. In FY 2022, the department dedicated General Fund resources to finance a position that oversees the implementation of the WESP across the department. The Workforce Equity Implementation Manager convenes team leads across the six implementation areas and documents progress. WESP updates reach our employee base through a monthly newsletter and webpage. Despite our strained capacity, the department continues to make steady progress in all areas of the WESP.

Some examples of our work to lead inclusively with race include:

Equity Training Series: an ongoing employee training series that includes topics such as:

- Inclusively Leading with Race for Managers/Supervisors
- Confronting Anti-Blackness
- Coaching a Diverse and Inclusive Workforce
- Integrating Color BraveSpace Agreements
- Microaggressions: Building Awareness and Responsiveness
- Ouch! That Stereotype Hurts.

Diversity, Equity, and Inclusion (continued)

A few examples of leading with race across our various service areas:

- Public Health testing and vaccination clinics prioritized partnerships with culturally specific organizations to ensure access for Black, Indigenous and other communities of color experiencing greater health inequities.
- The Health Officer Division provided physician authorization for community-based testing and vaccine services, and served as medical and public health experts at 72 community education sessions and media requests.
- Corrections Health is strengthening its transition planning efforts in partnership with community providers to increase support and reduce recidivism among individuals exiting our jails.
- Our Health Center has dedicated staff to support evaluation and equity centered planning through its Racial Equity and Diversity Initiative (REDI). Core focus areas for the coming year include policy, diversity and partnerships, clinical practices, training and development and sustainability.
- Behavioral Health is prioritizing investments in initiatives led by Black, Indigenous and other people of color and peers. This division is also stabilizing its capacity to gather and analyze information that will lead to more intentional programming and results for BIPOC and other vulnerable populations.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$5,205,380	\$0	\$5,205,380	17.75
Financial and Business Management	17,069,047	0	17,069,047	68.00
Human Resources	4,858,343	0	4,858,343	26.68
Organizational Development	2,957,378	0	2,957,378	14.80
Health Officer	5,246,160	2,592,968	7,839,128	31.48
Public Health	32,799,442	40,921,662	73,721,104	321.31
Integrated Clinical Services	2,000,000	157,976,458	159,976,458	657.76
Corrections Health	28,294,670	0	28,294,670	122.57
Behavioral Health	28,714,974	69,008,090	97,723,064	277.33
COVID-19 and American Rescue Plan	0	40,561,552	40,561,552	55.83
Total Health Department	\$127,145,394	\$311,060,730	\$438,206,124	1,593.52

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 and promote health and wellness for everyone in Multnomah County.

The Strategy and Grant Development Team resides in the Director's Office and provides project management support to the department to identify, secure, and sustain resources to support internal and external capacity to address community needs. The team's approach includes equity-based and data driven program development that's focused on building partnerships and reducing disparities in BIPOC and other communities impacted by health, social, and economic inequities.

The Director's Office is responsible for ensuring that the department meets its strategic objectives while fostering 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 prevention and population- based community health services and outcomes. The Director also collaborates with a wide range of local non-profit organizations, health systems partners and local agencies to provide safety-net health care and behavioral health care services to improve public health 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 FY 2023 Budget provides funding for an additional Health Department Deputy Director (40000C). The new Deputy will provide additional leadership to the Health Department, helping address the extraordinary increase in complexity experienced by the department over the last several years.

The Epidemiology, Analytics, and Evaluation Division Administration is now part of the Director's Office, which includes the Strategy and Grant Development Team.

For FY 2023, \$1,749,637 is budgeted in the Health Director's Office as set aside funds to support the work of Integrated Clinical Services.

Financial & Business Management

Finance and business management (FBM) services underpin the department's ability to achieve its mission. Its teams are the infrastructure required to effectively and responsibly manage the department's \$438 million budget. Services include accounting, financial reporting, grants management, budget development and monitoring, fiscal compliance, medical billing, procurement, and contract services. Teams collaborate with the County's Budget Office and Central Finance units.

More than 12,000 invoices, 260,000 medical claims, 1,000 contracts and amendments, and more than 150 federal and state grants were paid, submitted, executed, and reported on during the year.

The Financial and Business Management (FBM) division is committed to centering equity in policy and practice and in service to the Health Department's value of racial equity and mission to reduce health disparities. The division will continually invest time and resources into identifying and then dismantling internal and external structures that contribute to inequity, including the culture of white supremacy. We pride ourselves on our ability to recruit, retain and promote a diverse, inclusive and high-performing workforce. The division is working to advance the objectives outlined in the Workforce Equity Strategic Plan by committing resources for an equity and inclusion committee and operationalizing its policy recommendations.

Significant Changes

Teams across the Financial and Business Management Division have experienced increased workloads due to the department's COVID-19 response and recovery efforts. An influx of funding with complex requirements has increased the need for additional compliance monitoring, audit preparation and response, new vendor relationships, increased invoice processing, new and revised contracts, new relief distribution programs, new vaccination incentive programs, changes to medical billing requirements, additional financial reporting, and cross-departmental and -County coordination.

From July 2021 to November 2021 the team distributed more than 74,000 vaccine incentive gift cards valued at more than \$4 million. These cards incentivized thousands across Multnomah County to receive COVID-19 vaccines, an effort that is key to preventing the spread of the illness. The FBM team is presently distributing more than \$4 million in client assistance payments to more than 8,000 clients who participate in our various services. Client assistance payments will help individuals and families who were financially impacted by the pandemic to meet basic needs. Vaccine incentive and client assistance programs prioritize BIPOC communities. These efforts were led by FBM staff, and included trauma-informed approaches to troubleshooting and addressing participant concerns and questions.

Human Resources

The Human Resources (HR) division provides resources and leadership to employees in a way that fosters a supportive, compassionate, safe, trustworthy, respectful and motivating work environment for all staff. HR supports a workforce of over 1,800 employees and contracted workers.

HR provides expertise, consultation, and leadership to ensure that the department hires and retains a highly skilled and diverse workforce, while upholding the core values of equity and inclusion, managing the compliance of personnel rules and legal requirements, and developing and maintaining partnerships with labor unions and community stakeholders. The HR team is staffed with individuals of diverse educational, professional, cultural and lived backgrounds. These employees offer a high-level of expertise and competency and also reflect our department's workforce core values.

The key functional areas that drive HR operations are Recruitment and Staffing that include onboarding new staff, strategic partnering with leadership on critical staffing priorities while driving diversity targets and strategies. This work also includes career counseling for staff seeking skill development and promotion and strategies for building networks and partnership with community organizations to foster pipelines for County employment. Employee Relations works with management and staff on matters related to employee satisfaction and recognition, team development, employee and supervisor performance management and coaching, and correction action and discipline. Labor Relations leads and manages complaint investigations, provides conflict resolution and mediation, partnering with County Labor Relations and legal teams on union contract interpretation, compliance and negotiations, and interpretation and compliance of local state federal law requirements. Other HR Operations areas include Workday implementation, Leave Administration, ADA, Privacy Compliance, Class Comp, Data Management and Employee Records Maintenance.

Significant Changes

The Chair's Proposed Budget includes the ongoing addition of 4.00 FTE recruitment staff (40039C), and 1.00 FTE for the support of the classification compensation process (40039E).

Organizational Development

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. We provide organizational assessment, change management, strategic planning, executive coaching, leadership and team development, onboarding, mentorship, equity and inclusion coaching and training, communications and marketing, and culture change. The division oversees the following three teams:

- The Equity and Inclusion team champions equity and racial justice through culture change consultation and training, leadership coaching, and the implementation of WESP recommendations. The team tracks the Health Department’s progress in meeting the WESP performance measures.
- Learning & Development invests in employees at all levels of the organization by offering workshops, online learning, onboarding, mentoring support and leadership development. 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 develops internal communications strategies to promote organizational cohesion. It also promotes essential health services and disseminates 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.

Significant Changes

In FY 2023, the Equity Manager will begin reporting to the Health Department Director in order to align with the countywide equity structure.

Health Officer

The Health Officer Division houses programs that provide vital 24/7/365 services for residents of Multnomah County.

The Health Officer program provides round-the-clock public health physician consultation, technical direction, and leadership to support public health response activities as required by Oregon statute. Through a combination of contracts and county general fund, the Multnomah County Health Officer supervises four health officers, serves as the physician link to health systems and supports regional public health alignment with Clackamas and Washington Counties.

The Medical Examiner's Office (MEO) also operates 24/7/365 to help determine the cause and manner of approximately 1 in 3 deaths in Multnomah County every year, including homicides, suicides, overdose, and accidental deaths. These services are statutorily mandated.

The Health Officer Division is also home to Multnomah County's Emergency Medical Services (EMS) administration, including the EMS Medical Director and the TC911 social worker intensive case management program for high utilizers of 911 and emergency departments. EMS services are almost exclusively funded by franchise fees paid by American Medical Response, with TC911 drawing nearly all of its funding from a Health Share of Oregon grant.

The Public Health Emergency Preparedness (PHEP) program is funded separately by a state grant.

Significant Changes

The Health Officer Division's General Fund programs are at the forefront of the COVID-19 pandemic response.

The pandemic also increased costs associated with providing all Medical Examiner staff appropriate personal protective equipment to conduct scene investigations and meetings with families. The program's move to the new McCoy building in late 2019 shortened response times, but increased budget needs related to employee travel for daily intake at the State facility, overnight storage with their transportation company, and overall increased transportation costs. Following decades of informal working agreements with the State Medical Examiner, work is in progress to formalize a contract that accurately reflects each agency's contribution to this vital service.

The addition of a Deputy Medical Examiner in FY 2022 moved the program closer to an appropriate size for a jurisdiction of our size, but an additional 1.00 FTE Medical Examiner is needed and is included in the FY 2023 Chair's Proposed budget (40052B). The number of deaths needing investigation continues to increase year over year, with on-scene response to deaths at home decreasing. The increased public interest in reports like Domicile Unknown and the June 2021 heat dome report has signaled the importance of maintaining in-person scene investigation for leading causes of death in our county.

Public Health

The Public Health Division (PH) is the local public health authority for Multnomah County. It is responsible for protecting the health of the public, and reporting to the County Board of Health (BOH). Public Health coordinates with the BOH to identify pressing public health issues, particularly in BIPOC communities, and set health policy and system changes that address them. Priority issues include racial and ethnic disparities in leading causes of preventable death, disease, illness, and injury; economic and social conditions; and COVID-19 impacts. Public Health leads with race in partnership with the community across the following program areas:

- Communicable Disease Services, which works to prevent the spread of reportable contagious diseases, including COVID-19, through epidemiology, investigation, harm reduction, partnerships, and clinical and immunization services.
- Environmental Health, which protects the safety of residents by inspecting licensed facilities; controlling disease vectors; and addressing lead poisoning, air and climate quality, and neighborhood/transportation design.
- Prevention & Health Promotion, which improves population health through partnerships; technical assistance; and culturally specific policies and strategies. Initiatives are chronic disease and violence prevention; substance misuse prevention; tobacco control and prevention; adolescent health; and parent, child and family health.

Significant Changes

Public Health and the BOH focused COVID-19 response by prioritizing strategies for BIPOC communities. In FY 2023, the focus will remain shifted towards promoting widespread vaccination and testing and recovery strategies for staff and communities. Other COVID-19 impacts included workforce shortages and a move to a hybrid model with increased in-person services. These impacts continued fluctuations in clients served/reached, visits, revenue, and inspection and citations. Further stabilization is anticipated in FY 2023 as programs ramp up in-person services and increase support for the stabilization and restoration of the public health workforce.

Non COVID-19 related changes: The Community & Adolescent Health program received two new Federal youth violence prevention grants to increase program capacity. Public Health received sizable grant investments (OHA Public Health Modernization and CDC COVID-19 Health Disparities) to support work across the division and among community partners. Also, Communicable Disease Services is reconfigured to include Community Epidemiology Services and Community Immunization Program; and Parent, Child, and Family Health is implementing EPIC electronic health record across programs.

The pandemic exposed a need for greater administrative capacity and ongoing programming in community based organizations (CBOs) that provide culturally specific services for the Pacific Islander (PI) community. In FY 2023, new funds will be dispersed to expand capacity within Pacific Islander CBOs by adding staffing to the Pacific Islander Coalition and enhancing programming related to health and education (40096D). By adding administrative capacity within the Coalition, CBOs will be better equipped to track and apply for additional funding sources to continue expanding the programming to meet the needs outlined in the PI Health, Equity, and Liberation Assessment (HEAL) report.

Integrated Clinical Services (ICS)

Multnomah County's Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Together, our eight primary care clinics, seven dental clinics, nine student health centers, seven pharmacies, and laboratory services serve more than 54,400 unique patients per year, with a focus on people who otherwise have limited access to health care. This includes highly specified care for persons living with HIV, as well as for immigrant and refugee populations. As an FQHC, the program must follow Health Resources & Services Administration (HRSA) regulatory requirements and specific governance, financial, operational, and clinical quality policies.

The Health Center Program welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Sixty percent of our patients identify as people of color, and more than 40 percent are best served in a language other than English; we serve clients speaking more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Significant Changes

As part of the national response to the COVID-19 pandemic, Federally Qualified Health Centers (FQHC) have been deeply involved in the prevention, testing, treatment, and outreach to high-risk populations. ICS will continue to support the COVID-19 pandemic response in alignment with these national goals and as outlined by federal grants designed to support health center programs. In 2021, the health center program served as a key access point for both COVID-19 testing and COVID-19 vaccinations. This effort has required the development of specific positions to support ongoing personal protective equipment (PPE) monitoring, management of key infection prevention workflows, vaccine management, and communications which will continue as part of FY 2023 services.

As part of the comprehensive response to the COVID-19 pandemic, the health center also expects to expand access to integrated behavioral health services throughout primary care and student health center locations to meet higher levels of need. In addition, the program will seek to sustain and support staff through supplemental roles dedicated to patient engagement, enrollment, and transitions of care planning. These services and access initiatives are designed to further address equitable access to care, focusing on populations disproportionately impacted by COVID-19.

ICS is realigning dental staffing to maximize patient access. This realignment is in response to our current challenge to recruit/retain Expanded Function Dental Assistants (EFDA), historical volume and predicted future demand. The change led to the proposed elimination of a total of 6.13 FTE for dentists and 1.08 FTE for hygienists, including vacant positions.

Corrections Health

Multnomah County is legally mandated to ensure access to health care and safeguard the health of those detained at Multnomah County Detention Center, Multnomah County Inverness Jail and the Donald E. Long Home for youth. The core responsibility of Corrections Health is to provide a community level of health care (medical, mental health, and dental) to the individuals entrusted to our care. This care is delivered to a population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted.

Corrections Health staff at the adult facilities provide around-the-clock evaluation, diagnosis and treatment to over 30,000 individuals each year. Many have serious, unstable, or chronic health conditions, including major behavioral health issues. At the juvenile facility, licensed nursing staff, providers, and mental health consultants provide services 16 hours each day to over 2,000 youth each year. More than one third receive mental health treatment.

Because most individuals in custody return to their communities, health improvements made in detention (for example, treating communicable disease) benefit the overall health of their families and the community. By stabilizing substance use and behavioral health conditions, the work of Corrections Health allows detainees to more fully participate in their own legal cases. This protects their constitutional rights and promotes a more efficient judicial process.

Significant Changes

Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the BIPOC demographic of the population served. Further efforts will continue in FY 2023 to evaluate policies, procedures and practices to ensure that equity is embedded throughout Corrections Health operations, while maintaining access to essential care. Recent enhancements to the management structure of Corrections Health are designed to promote succession planning, increase efforts to promote diversity in our leadership team, and improve the ability to provide adequate oversight, mentorship, and quality improvement.

The ever rising cost of pharmaceuticals and outside medical services—including specialty clinic evaluations, ambulance and emergency room visits – continues to be a challenge, particularly as Corrections Health continues to address the impact of the pandemic. Corrections Health continues to strengthen transition planning efforts that aid adults in custody before they are released, so that those who have significant medical (including substance use disorders) or behavioral health needs receive continuity of care. The FY 2023 budget includes the creation of the Corrections Health Transition program within the Corrections Health Behavioral Health Services program (40059A) by moving resources and FTE that were previously distributed within different program offers. The Corrections Health Transition’s program’s newly focused efforts will improve community health and are aimed at reducing recidivism.

Behavioral Health

Multnomah County Behavioral Health Division (BHD) works to enhance and maintain high-quality, accessible, client-driven, culturally-responsive and trauma-informed systems of care to promote wellness and recovery for children, youth, and adults experiencing mental health or addiction challenges. Our decisions are grounded in our values of racial justice and equity, cultural humility, consumer/lived experience centered approaches, trauma informed principles, transparency, and integrity. Our FY 2023 priorities are: Responding to the behavioral health impact of COVID-19; improving outcomes for persons served by the Safety Net, stabilizing programs/services that are culturally specific/responsive; investing in BIPOC led initiatives; investing in peer led initiatives; stabilizing capacity to gather and analyze information that will lead to more intentional programming and results for BIPOC and other vulnerable populations.

BHD operates the Community Mental Health Program (CMHP), which addresses routine, urgent, and emergent needs and provides oversight of state-licensed adult residential services programs, behavioral health crisis services, including a 24/7 crisis line available to all residents in Multnomah county, involuntary commitment services, including commitment investigations, monitoring, and post-commitment services, adult protective services, indigent services, including culturally-specific services and jail diversion. BHD also provides prevention and early intervention to children, youth and young adults, including early childhood programs, Early Assessment Support Alliance (EASA) services and school-based mental health services in more than 39 schools across the county. BHD provides care coordination through the Wraparound and Choice Model programs and intensive care coordination for youth and adult Health Share of Oregon and Trillium members. Further, BHD oversees the coordination of addiction prevention and treatment services for gambling and substance use disorder, and provides direct services to support drug user health for individuals experiencing homelessness, and at risk of legal involvement, and who lack access to resources (prioritizing BIPOC individuals).

BHD is committed to addressing gaps in the system of care for the most vulnerable, including individuals who experience chronic homelessness, victims of abuse, and marginalized communities. BHD prioritizes developing systems and programs that are informed by those with lived experience and creating access to supportive housing. BHD will continue to work with our Office of Consumer Engagement and peer groups to make policy and programming recommendations.

Significant Changes

In response to the COVID-19 Pandemic, BHD modified services to prioritize safety and comply with physical distancing guidelines. Initially, many of our direct and contracted services moved to telehealth, and the division modified street outreach and residential services to promote client and staff safety. In the fall of 2021, school based mental health teams returned to school buildings and all programs continued to adapt services to allow greater in-person connection with a balance of telehealth options. BHD prioritizes

Behavioral Health Significant Changes (continued)

services for BIPOC communities who experience the greatest impact from the pandemic, including supporting the development of two new culturally specific peer recovery support programs and other services that target BIPOC, peer, and immigrant populations. In FY 2023 BHD will continue these efforts.

COVID-19 created significant challenges to the behavioral health workforce, with about 20 percent of the behavioral health workforce statewide choosing not to work in the field. This led to a reduction in access to services, with residential programs impacted the most. BHD continues to work with providers as well as state funders to identify methods to address these challenges and improve workforce retention. Finally, the impact of the pandemic on community members' behavioral health has been profound, with increases in overdose, suicide, and severity and acuity of behavioral health symptoms. BHD is actively engaging with community partners to identify the best use of our cumulative time, energy and resources as we plan for COVID-19 recovery efforts.

The FY 2023 BHD Proposed budget includes multiple new programs and expansions:

- 1) The Behavioral Health Resource Center (BHRC), which will provide Day Center services for houseless individuals with severe mental health disabilities and problematic drug use, and shelter and housing services, 365 days/year (40105A/B). The BHRC will be peer staffed and will provide clinical support. The BHRC project is grounded in trauma informed principles and practices. The project is set to open in the fall of 2022.
- 2) Old Town Inreach (40199W) provides in-reach and support for programs that provide basic needs services for individuals experiencing homelessness in the Old Town area. These services will take place during peak service delivery hours when clients are gathered for services. In-reach will focus on fostering relationships, assisting in connections with behavioral health and harm reduction services, and minimizing conflict. This is funded through American Rescue Plan.
- 3) In addition to these new programs, BHD is partnering with Preschool for All to provide prevention and mental health support for families engaged in preschool for all sites (40099B).
- 4) School Based Mental Health/K-3 Expansion will expand case management services for children and families (currently K-3rd grade) through the 12th grade across six schools districts, using evidence based models and an anti-racist lens (40082C).
- 5) The Division will also add Peer Support Capacity (40065B) through expanding the Office of Community Engagement to foster more effective communication and connection across the peer service community, invest in BIPOC and other population specific peer recovery support services, and develop integrated peer support services for persons with mental health and substance use concerns.

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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 2023 General Fund	Other Funds	Total Cost	FTE
Director's Office					
40000A	Health Department Director's Office	\$3,928,394	\$0	\$3,928,394	10.75
40000B	Director's Office - In/Out of Scope Services	90,000	0	90,000	0.00
40000C	Health Department Director's Office- Additional Deputy Director	264,469	0	264,469	1.00
40000D	COOP Coordination	155,455	0	155,455	1.00
40000E	Behavioral Health Emergency Coordination Network (BHECN) Governance	300,000	0	300,000	1.00
40003	Health Department Leadership Team Support	467,062	0	467,062	4.00
Financial and Business Management					
40040A	Financial and Business Management Services	9,048,485	0	9,048,485	38.00
40040C	Behavioral Health Billing Support	242,082	0	242,082	2.00
40041	Medical Accounts Receivable	1,711,417	0	1,711,417	10.00
40042	Contracts & Procurement	2,269,912	0	2,269,912	13.00
40044	Health Data and Analytic Team	3,106,299	0	3,106,299	5.00
40108	IT: IT Business System Analyst	690,852	0	690,852	0.00
Human Resources					
40039A	Human Resources	4,079,811	0	4,079,811	21.68
40039C	Human Resources - Additional Recruiters	603,584	0	603,584	4.00
40039E	Human Resources - Class Comp Support	174,948	0	174,948	1.00
Organizational Development					
40046A	Organizational Development	2,957,378	0	2,957,378	14.80
Health Officer					
40002	Tri-County Health Officer	489,364	1,061,514	1,550,878	2.15
40004	Ambulance Services (Emergency Medical Services)	2,343,876	1,232,426	3,576,302	13.90
40005	Public Health & Regional Health Systems Emergency Preparedness	64,159	299,028	363,187	1.43
40052A	Medical Examiner	2,143,968	0	2,143,968	13.00
40052B	Additional Medical Examiner	133,301	0	133,301	1.00
40052C	New Medical Examiner- Vehicle	27,000	0	27,000	0.00
40106	Health Officer In/Out of Scope Services	44,492	0	44,492	0.00

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Public Health					
40001	Public Health Administration and Quality Management	2,229,540	554,244	2,783,784	13.80
40006	Tobacco Prevention and Control	682,409	525,069	1,207,478	6.85
40007A	Health Inspections and Education	6,209,966	28,394	6,238,360	36.90
40008A	Vector-Borne Disease Prevention and Code Enforcement	1,569,145	0	1,569,145	8.62
40008B	Vector Control-Encampment Health Hazard Abatement	405,000	0	405,000	3.00
40009	Vital Records	4,000	882,936	886,936	5.30
40010A	Communicable Disease Prevention and Control	1,914,964	3,180,729	5,095,693	21.72
40010B	Communicable Disease Clinical and Community Services	1,443,162	7,266,330	8,709,492	35.25
40010C	Communicable Disease Community Immunization Program	0	205,988	205,988	1.26
40012B	Services for Persons Living with HIV - Regional Education and Outreach	72,791	5,881,711	5,954,502	5.80
40018	Women, Infants, and Children (WIC)	2,431,101	4,122,244	6,553,345	44.35
40037	Environmental Health Community Programs	536,554	1,751,163	2,287,717	13.50
40048	Community Epidemiology	1,359,478	266,010	1,625,488	8.65
40053	Racial and Ethnic Approaches to Community Health	509,772	1,044,469	1,554,241	7.65
40054	Nurse Family Partnership	736,921	1,861,813	2,598,734	9.00
40055	Home and Community Based Consulting	502,171	709,509	1,211,680	7.00
40056	Healthy Families	830,343	2,692,023	3,522,366	5.83
40058	Healthy Birth Initiative	1,620,747	1,544,266	3,165,013	15.80
40060	Community & Adolescent Health	2,111,329	2,344,511	4,455,840	18.25
40061	Harm Reduction	2,061,621	1,633,409	3,695,030	9.10
40096A	Public Health Office of the Director	3,022,292	4,247,879	7,270,171	30.24
40096B	Public Health In/Out of Scope Services	655,508	0	655,508	4.27
40096C	Future Generations Collaborative	169,762	0	169,762	0.00
40096D	Public Health: Pacific Islander Coalition	350,000	0	350,000	0.00
40097	Parent, Child, and Family Health Management	1,370,866	178,965	1,549,831	9.17
Integrated Clinical Services					
40012A	FQHC-HIV Clinical Services	0	6,725,089	6,725,089	31.68
40016	FQHC-Medicaid/Medicare Eligibility	0	2,836,726	2,836,726	20.00
40017	FQHC-Dental Services	0	26,133,184	26,133,184	130.36

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Integrated Clinical Services (continued)					
40019	FQHC-North Portland Health Clinic	0	5,318,820	5,318,820	25.50
40020	FQHC-Northeast Health Clinic	0	6,207,815	6,207,815	28.20
40022	FQHC-Mid County Health Clinic	0	12,021,045	12,021,045	54.40
40023	FQHC-East County Health Clinic	0	10,835,406	10,835,406	49.20
40024	FQHC-Student Health Centers	0	6,171,300	6,171,300	28.24
40026	FQHC-La Clinica de Buena Salud	0	2,871,779	2,871,779	12.50
40027	FQHC-Southeast Health Clinic	0	3,877,130	3,877,130	17.22
40029	FQHC-Rockwood Community Health Clinic	0	5,805,405	5,805,405	28.10
40030	FQHC-Clinical Director	0	1,880,943	1,880,943	4.10
40031	FQHC-Pharmacy	0	36,505,138	36,505,138	63.53
40032	FQHC-Lab and Medical Records	0	5,134,267	5,134,267	31.60
40033	FQHC-Primary Care and Dental Access and Referral	0	3,675,113	3,675,113	27.00
40034	FQHC-Administration and Operations	0	9,574,334	9,574,334	46.40
40036	FQHC-Community Health Council and Civic Governance	0	419,332	419,332	2.00
40102	FQHC Allied Health	0	5,669,614	5,669,614	34.47
40103	FQHC-Quality Assurance	0	6,314,018	6,314,018	23.26
40107	Rockwood Health Center Capital Improvement	2,000,000	0	2,000,000	0.00
Corrections Health					
40049	Corrections Health Juvenile Detention	1,617,018	0	1,617,018	5.60
40050A	Corrections Health Multnomah County Detention Center (MCDC)	4,057,591	0	4,057,591	17.70
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	3,429,307	0	3,429,307	10.30
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	3,198,029	0	3,198,029	14.20
40050D	Corrections Health - In/Out of Scope Services	944,785	0	944,785	6.67
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	4,316,895	0	4,316,895	20.65
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	2,897,266	0	2,897,266	7.50
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	2,197,666	0	2,197,666	8.50
40059A	Corrections Health Behavioral Health Services	5,636,113	0	5,636,113	31.45

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Behavioral Health					
40065	Behavioral Health Division Administration	1,030,898	1,557,165	2,588,063	11.48
40065B	Peer Support Capacity	1,000,000	0	1,000,000	1.50
40067	Medical Records for Behavioral Health Division	174,535	474,628	649,163	4.75
40068A	Behavioral Health Quality Management	1,177,017	2,161,735	3,338,752	17.36
40068B	Behavioral Health Quality Management - Retain Staffing	0	594,864	594,864	2.46
40069A	Behavioral Health Crisis Services	1,738,853	11,042,051	12,780,904	22.95
40070	Mental Health Crisis Assessment & Treatment Center (CATC)	741,017	0	741,017	0.00
40071	Behavioral Health Division Adult Protective Services	1,052,170	257,342	1,309,512	7.80
40072	Mental Health Commitment Services	1,783,709	2,967,953	4,751,662	24.10
40073	Peer-run Supported Employment Center	109,368	0	109,368	0.00
40074	Mental Health Residential Services	1,367,884	8,687,532	10,055,416	11.80
40075	Choice Model	0	4,294,860	4,294,860	13.34
40077	Mental Health Treatment & Medication for the Uninsured	1,259,920	0	1,259,920	0.00
40078	Early Assessment & Support Alliance	382,922	2,003,532	2,386,454	12.85
40080A	Community Based MH Services for Children & Families	302,807	556,111	858,918	2.77
40080B	Community-Based MH Services for Children and Families - Culturally Specific Clients	156,725	0	156,725	1.00
40081	Multnomah County Care Coordination	158,112	9,925,721	10,083,833	49.41
40082A	School Based Mental Health Services	2,006,817	1,872,967	3,879,784	22.53
40082B	School Based Mental Health Services - In/Out of Scope Services	559,014	0	559,014	2.31
40082C	School Based Mental Health Expansion	998,000	0	998,000	8.00
40083	Behavioral Health Prevention Services	304,844	215,766	520,610	2.80
40084A	Culturally Specific Mental Health Services	1,897,008	0	1,897,008	0.00
40084B	Culturally Specific Mobile Outreach and STP	738,800	0	738,800	0.00
40085	Adult Addictions Treatment Continuum	2,279,378	10,177,436	12,456,814	5.55
40086	Addiction Services Gambling Treatment & Prevention	0	935,530	935,530	1.50
40087	Addiction Services Alcohol & Drug Prevention	0	478,321	478,321	1.30
40088	Coordinated Diversion for Justice Involved Individuals	1,346,918	2,668,479	4,015,397	14.50
40089	Addictions Detoxification & Post Detoxification Housing	1,552,807	783,691	2,336,498	0.50
40090	Family & Youth Addictions Treatment Continuum	114,396	155,607	270,003	0.00

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Behavioral Health (continued)					
40091	Family Involvement Team	32,380	328,062	360,442	0.00
40099A	Early Childhood Mental Health Program	1,511,084	528,634	2,039,718	11.89
40099B	Preschool For All Early Childhood	0	1,621,748	1,621,748	10.98
40099C	Early Childhood Mental Health Program - In/Out of Scope Services	97,942	0	97,942	0.50
40099D	Early Childhood Mental Health Program - Culturally Specific Contracting	0	165,852	165,852	0.00
40100	Trauma Intervention Services	52,680	0	52,680	0.00
40101	Promoting Access To Hope (PATH) Care Coordination Continuum	612,537	235,464	848,001	8.90
40105A	Behavioral Health Resource Center (BHRC) - Day Center	1,520,459	2,923,544	4,444,003	2.50
40105B	Behavioral Health Resource Center (BHRC) - Shelter/Housing	653,973	1,393,495	2,047,468	0.00
COVID-19 & American Rescue Plan					
40199A	ARP - Public Health - COVID-19 Investigation and Response	0	4,800,720	4,800,720	34.80
40199B	ARP - Public Health Communicable Disease Community Immunization Program	0	1,398,394	1,398,394	4.17
40199C	ARP - Public Health - Isolation and Quarantine	0	13,841,425	13,841,425	0.00
40199D	ARP - Behavioral Health - Continuing COVID Response	0	1,625,888	1,625,888	1.00
40199E	ARP - COVID-19 Response Health Officer	0	205,848	205,848	0.00
40199G	ARP - COVID-19 Response Clinical Services	0	8,075,272	8,075,272	0.00
40199I	ARP - COVID-19 Response Support Services	0	1,406,494	1,406,494	3.00
40199J	ARP - Public Health Community Partners and Capacity Building Expansion	0	1,023,795	1,023,795	0.00
40199K	ARP - Public Health Communicable Disease Services Expansion	0	711,208	711,208	0.00
40199O	ARP - Health Data Exchange	0	400,000	400,000	0.00
40199Q	ARP - Gun Violence Impacted Families Behavioral Health Team	0	1,214,400	1,214,400	0.00
40199R	ARP - Culturally Specific Behavioral Health Programs	0	625,000	625,000	0.00
40199T	Public Health CDC COVID-19 Health Disparities	0	3,654,224	3,654,224	11.77
40199U	Public Health REACH COVID-19/Flu Vaccine Supplement	0	253,884	253,884	0.25
40199V	Public Health PDES COVID-19 Funding	0	225,000	225,000	0.84
40199W	ARP - Old Town Inreach	0	1,100,000	1,100,000	0.00
	Total Health Department	\$127,145,394	\$311,060,730	\$438,206,124	1,593.52

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Department: Health Department **Program Contact:** Ebony Clarke
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 30407B
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 and promote health and wellness for everyone in Multnomah County.

Program 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 and promote health and wellness for everyone in Multnomah County.

The Strategy and Grant Development Team resides in the Director's Office and provides project management support to the Department to identify, secure and sustain resources to support internal and external capacity to address community needs. The team's approach includes equity-based and data driven program development that's focused on building partnerships and reducing disparities in BIPOC and other communities impacted by health, social, and economic inequities.

The Director's Office is responsible for ensuring that the Department meets its strategic objectives while fostering 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 prevention and population-based community health services and outcomes. The Director also collaborates with a wide range of local non-profit organizations, health systems partners and local agencies to provide safety-net health care and behavioral health care services to improve public health 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of employees engaged in All Staff meetings and events.	1,250	300	1,250	500
Outcome	Annual Federal and State resources \$ leveraged for strategic investments (expressed in millions).	\$215 Mil	\$180 Mil	\$295 Mil	\$252 Mil

Performance Measures Descriptions

PM1-Employee engagement by calculating # of employees in attendance of all staff activities through log-in counts and in-person counts of hybrid events. COVID impacted Org Dev't's engagement plans, but the Dept still engaged staff in all staff meetings, townhalls and safety sessions; thus, numbers are higher due to virtual meetings. PM2-Estimated amount includes the revenue brought in through our Strategy and Grant team- not COVID response/ARPA funding.

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 the 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 the law.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,605,529	\$0	\$1,885,236	\$0
Contractual Services	\$2,110,178	\$0	\$1,749,637	\$0
Materials & Supplies	\$116,523	\$0	\$106,755	\$0
Internal Services	\$142,995	\$0	\$186,766	\$0
Total GF/non-GF	\$3,975,225	\$0	\$3,928,394	\$0
Program Total:	\$3,975,225		\$3,928,394	
Program FTE	8.00	0.00	9.75	1.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40000A Health Department Director's Office

- The Epidemiology, Analytics, and Evaluation Division Administration is now part of the Director's Office.
- 1.00 FTE increase is from a reallocation of the Operations Supervisor from Health Leadership Team Support (40003).
- The 1.00 FTE in Other Funds is funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407B for the associated costs and program information.
- For FY 2023, \$1,749,637 is budgeted in the Health Director's Office as set aside funds to support the work of ICS.
- 0.75 FTE was added is to help support additional supervision, policy and program leadership due to increased programming added to School-Based Mental Health, Preschool for All and last year's new investments in Gun Violence reduction. The remaining 0.25 FTE of this position is in 40099B.

Department: Health Department **Program Contact:** Ebony Clarke
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In FY 2021, ICS received technical assistance from HRSA regarding financial and governance requirements related to FQHC, including clarification of how FQHC funds could be applied to services of the health center and staff roles which also supported non-health center services in Corrections Health (CH) and Public Health (PH) Programs. After review, HRSA clarified that funds from the FQHC cannot be spent on these out-of-scope programs or for staff who support out-of-scope activities. In response, MC removed County General Fund allocations from the ICS Budget and re-allocated them to CH and PH services to support out of scope activities. MC uses County General Fund to support these services and the Coalition of Community Health Centers is part of these services.

Program Summary

The Coalition of Community Health Centers provides advocacy, coordination, and outreach on behalf of safety net clinics. The Coalition works to foster collaboration among its 17 members to improve access to healthcare for medically underserved populations. Multnomah County provides funding to support the Coalition's infrastructure and to support goals centered on advancing health equity.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Quantifiable metrics are developed to measure the reduction of health disparities.	N/A	N/A	N/A	3
Outcome	Increase services to high priority patient populations, including BIPOC and low income.	N/A	N/A	N/A	10%
Outcome	Comprehensive annual and QTR reports of activities and analysis of total persons served with these funds.	N/A	N/A	100%	100%

Performance Measures Descriptions

Contractor has only been able to supply quarterly to annual reports reflecting demographics of individuals served due to significant leadership transition. Contractor met expectations for service level provision, and Department leadership is working to set measures with current Contractor leadership to report out in the FY 24 budget submission.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$90,000	\$0
Materials & Supplies	\$90,000	\$0	\$0	\$0
Total GF/non-GF	\$90,000	\$0	\$90,000	\$0
Program Total:	\$90,000		\$90,000	
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 2022: 40000B Director's Office - In/Out of Scope Services



Department: Health Department Program Contact: Ebony Clarke
Program Offer Type: Innovative/New Program Program Offer Stage: As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In the last decade Health Department Operations have become significantly more complex and requires more capacity to meet the demands of both staff and the broader community served.larger and more complex. The executive workload must be shared in order to sustain the Director and support the department as a whole as we manage more and more complex issues, a larger number of employees and manage the next phase of the pandemic.

Program Summary

The Health Department's Director's Office provides executive leadership and strategic direction in service to the department's mission, vision and values. As the Health Department has grown in portfolio, complexity and staffing, more capacity in executive leadership has become apparent in order to beet the needs of our workforce and the broader community. The Director's Office works with elected leaders, stakeholders, health system partners, community members and staff to ensure that department services advance health equity and promote health and wellness for everyone in Multnomah County.

The Director's Office is responsible for ensuring that the Department meets its strategic objectives while fostering a culture that supports a diverse and qualified workforce. The Office is a primary liaison to Federal, State, County and local elected officials. This second Deputy Director will support these functions of the Director's Office and have purview over the following strategic and operational areas across the Department: Quality Management, Policies and Procedures, IT/Analytics/Reporting, Human Resources, Communications, Continuity of Operations, Program Operations, and HIPAA/Privacy.

This second Deputy Director will improve the workload across executive leadership in the Department and help enable a sustainable leadership structure to support the demands in our COVID-19 response and recovery efforts.

Performance Measures

Table with 6 columns: Measure Type, Primary Measure, FY21 Actual, FY22 Budgeted, FY22 Estimate, FY23 Offer. Contains two rows of performance measures.

Performance Measures Descriptions

Performance Measure 1: Deliverable is procedure/format to assist with planning for executive leadership to be able to take time off with adequate back up plans.
Performance Measure 2: As measured by retrospective survey to exempt staff around internal COOP planning knowledge and utilization, which is a body of work this position will provide oversight for.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$264,469	\$0
Total GF/non-GF	\$0	\$0	\$264,469	\$0
Program Total:	\$0		\$264,469	
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:

40000C is supporting 1.00 FTE. In FY23, this program is adding a deputy director

Department: Health Department **Program Contact:** Cassie Lovett
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds a 1.00 FTE Continuity of Operations Coordinator. This position will support all Health Department divisions in the development of continuity of operations planning.

Program Summary

This position, sitting within Health Department Director's office will, support all divisions, including Public Health, Integrated Clinical Services, Corrections Health and Behavioral Health in planning to maintain their operations during periods of emergency. The goal will be to ensure that each division's primary missions will continue to be performed during all emergencies, from acts of nature, accidents, terrorist attacks and war.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Health Department divisions with completed, comprehensive continuity of operations plans.	N/A	N/A	N/A	90%
Outcome	Percentage of divisions prepared to continue operations during serious emergencies.	N/A	N/A	N/A	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$155,455	\$0
Total GF/non-GF	\$0	\$0	\$155,455	\$0
Program Total:	\$0		\$155,455	
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:

Governance

Department: Health Department **Program Contact:** Ebony Sloan Clarke

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Behavioral Health Emergency Coordination Network (BHECN) will be a 24 hour per day 7 day per week, multi-partner, robust triage/assessment network that encompasses services designed to meet the rising acuity of individuals experiencing a behavioral health crisis and serve as a single point of access for the community - including EMS and Law Enforcement. This Program Offer funds a governance structure within the Multnomah County Health Department that will support the network's development in the coming years.

Program Summary

BHECN is a cross-sector collaboration between local government agencies, community-based organizations, healthcare and behavioral health service providers, public safety, and others. Together, these community members are focused on filling critical gaps in Portland's crisis response system that prevent people experiencing mental health or substance use crises from getting the help they need, when they need it, in the safest and most supportive environment possible. While this is a new approach for the metro-region, BHECN's model is based on successful programs in other states. The number of individuals experiencing acute behavioral health crises is on the rise. The current behavioral health system is insufficient to meet their needs. As a result individuals often end up waiting for emergency room services, in jail, or homeless. BHECN is intended to be a meaningful, local solution to this problem.

This program offer funds a governance structure for BHECN within Multnomah County Health Department. These funds will create an administrative structure to provide oversight and support for BHECN. This administrative structure will help coordinate the development of a crisis stabilization structure that includes both a viable sobering model and critical behavioral health and clinical supports for post sobering treatment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of key committees to oversee the development of the model and network organized	N/A	N/A	N/A	100%
Outcome	Percentage of governance structure complete	N/A	N/A	N/A	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$151,501	\$0
Contractual Services	\$0	\$0	\$148,499	\$0
Total GF/non-GF	\$0	\$0	\$300,000	\$0
Program Total:	\$0		\$300,000	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics:

Executive Summary

Public Health Administration and Quality Management (PHA-QM) provides leadership for the Public Health Division (PHD). As the local public health authority, Public Health works to promote and protect health, and prevent disease for all residents within Multnomah County. PHA-QM sets Public Health's strategic direction and supports programs in achieving operational and fiscal accountability.

Program Summary

PHA-QM provides administrative support and project management to ensure that the PHD fully performs its foundational role and achieves legal requirements as Multnomah County's local public health authority. The PHD is responsible for systems that promote and protect the health of, and prevent disease for, diverse communities within Multnomah County. Strategies of the PHD include direct services; policy interventions; prevention initiatives; public education and communications; community partnerships; planning; capacity building; and research, evaluation, and assessment. The primary goal of PHA-QM is to provide support to PHD programs so they can reduce health disparities experienced by BIPOC communities. PHA-QM program areas include:

Administration - This program area provides core administrative functions for the PHD to support division-wide infrastructure. Division-wide administration ensures accountability through achieving performance standards related to Public Health Modernization, effective financial management, the PHD Strategic Plan, and Community Health Improvement plan.

Project Management - This program area supports quality assurance and improvement; performance measurement; information management; public health workforce development; public health informatics; project management for emerging public health issues with departmental and community significance (such as the opioid epidemic); and academic partnerships.

Racial Equity - PHA-QM works closely with the Public Health Office of the Director and all PHD programs to use community- and program-level data to analyze racial disparities; engage culturally specific groups to reach BIPOC communities; and include BIPOC communities in the design of programs, assessments, planning, interventions, and direct services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of quality and strategy projects identified	6	6	6	6
Outcome	% of identified projects successfully completed	90%	90%	95%	90%

Performance Measures Descriptions

Projects include both COVID-19-related and non-COVID-19-related projects.

Legal / Contractual Obligation

Oregon Revised Statute Chapter 431 State and Local Administration and Enforcement of Public Health Laws

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,652,713	\$199,687	\$1,912,250	\$308,902
Contractual Services	\$25,000	\$0	\$0	\$170,959
Materials & Supplies	\$89,217	\$1,734	\$101,850	\$14,018
Internal Services	\$212,727	\$30,828	\$215,440	\$60,365
Total GF/non-GF	\$1,979,657	\$232,249	\$2,229,540	\$554,244
Program Total:	\$2,211,906		\$2,783,784	
Program FTE	10.50	1.25	11.80	2.00

Program Revenues				
Intergovernmental	\$0	\$232,249	\$0	\$554,244
Total Revenue	\$0	\$232,249	\$0	\$554,244

Explanation of Revenues

This program generates \$41,517 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.

- \$ 248,096 - Overdose Prevention-Counties
- \$ 306,148 - Public Health Modernization Local

Significant Program Changes

Last Year this program was: FY 2022: 40001 Public Health Administration and Quality Management

This program's FY 2023 revenue is \$321,995 higher than that of FY 2022, due to an increase in OHA Overdose Prevention funding, ELC data process allocation, and OHA Public Health Modernization funding. County General Fund is increased by \$249,883. Program staffing is increased by 2.05 FTE to address increased needs for administrative and project management support. In addition, CDC COVID-19 Health Disparities funding in 40199T is supporting 4.90 FTE within the scope of this program offer. COVID-19-impacts - In FY 2022, this program continued to support Public Health's COVID-19 response through administrative and project management support and will continue to do so in FY 2023.

Department: Health Department **Program Contact:** Jennifer Vines
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199E
Program Characteristics:

Executive Summary

The Multnomah County Health Officer serves as the lead Health Officer for the three-county metro region, providing overall physician supervision and alignment to three other full-time health officers, one in each county. In addition to being one of the few regional public health staff, the Health Officer oversees the entirety of the County's Emergency Medical Services Program, the Public Health Emergency Preparedness Program, and routinely serves as the primary physician ambassador to regional health systems and Coordinated Care Organizations particularly in relation to emerging health threats that require a coordinated response.

Program Summary

The Washington County contract funds their full-time health officer and a small portion of FTE for the Multnomah County Health Officer to cover supervisory and regional duties.

Clackamas County similarly funds a small portion of FTE for the Multnomah County Health Officer.

Until the COVID-19 pandemic, total health officer FTE in Multnomah County had not changed in decades despite a growing population and increasing complexity of public health events, including but not limited to: Ebola, Zika, measles, opiate overdose, and increasing HIV, syphilis, and Shigella among unhoused.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 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

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	2022	2022	2023	2023
Personnel	\$399,400	\$606,137	\$409,131	\$651,248
Contractual Services	\$17,983	\$250,289	\$0	\$264,972
Materials & Supplies	\$7,526	\$12,288	\$7,506	\$36,139
Internal Services	\$107,930	\$80,738	\$72,727	\$109,155
Total GF/non-GF	\$532,839	\$949,452	\$489,364	\$1,061,514
Program Total:	\$1,482,291		\$1,550,878	
Program FTE	0.99	1.16	0.99	1.16

Program Revenues				
Intergovernmental	\$0	\$949,452	\$0	\$1,061,514
Total Revenue	\$0	\$949,452	\$0	\$1,061,514

Explanation of Revenues

This program generates \$87,528 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

- \$ 463,559 - Clackamas and Washington counties
- \$ 597,955 - Peer-driven Approach to Opioid Use Disorder

Significant Program Changes

Last Year this program was: FY 2022: 40002 Tri-County Health Officer

COVID-19: The Multnomah County Health Officer FTE increased from 0.90 FTE to 1.0 FTE starting in 2020 and will need to remain at this level for the foreseeable future.

Project manager request (see #40199E): Despite the complexity and rapidly changing priorities for the Health Officers, they have not had dedicated project manager support in several years. This position would be tasked with ongoing vaccination coordination and community engagement. More specifically, this position is necessary to track severe weather shelter needs, voluntary isolation motel workflows, and coordination of licensed volunteers for ongoing county efforts.

Department: Health Department **Program Contact:** Wendy Lear
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides administrative support for the Department's senior leadership team and includes operations, lobby and safety support for the Health Department Headquarters, the Gladys McCoy Building.

Program Summary

This team provides staffing, scheduling, meeting/event preparation, technical support, project management, and communication support. Team staff are communication links to internal and external stakeholders. The reception team members provide general office services, such as copying, travel and training coordination, supply orders, mailings, mail distribution, telephone, technology and equipment support, minutes, surveys, operation of the Department's main telephone and fax lines. In addition, this program provides front lobby reception and support. The facilities and safety liaison conducts safety planning and leads coordination with contracted security personnel.

This team prioritizes customer service and building relationships with clients and community members. The team is committed to examining racially biased systems and processes to allow for equitable client access to department services and a welcoming and inclusive environment. The team is committed to centering equity in policy and practice and in service to the Health Department's value of racial equity and mission to reduce health disparities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of staff meetings supported	N/A	N/A	104	100
Outcome	% of McCoy building staff working on site who report feeling their safety concerns are being addressed	N/A	N/A	N/A	70%

Performance Measures Descriptions

The number of staff meetings supported by the team measures support provided for department leadership team meetings, department-wide staff meetings, manager-supervisor meetings, lunch and learns, etc. The percentage of staff in the Gladys McCoy building who report feeling safer, measures this team's contribution to safety planning, coordination and oversight of contracted security staff.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$524,239	\$0	\$395,515	\$0
Contractual Services	\$32,714	\$0	\$0	\$0
Materials & Supplies	\$11,809	\$0	\$158	\$0
Internal Services	\$111,409	\$0	\$71,389	\$0
Total GF/non-GF	\$680,171	\$0	\$467,062	\$0
Program Total:	\$680,171		\$467,062	
Program FTE	5.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40003 Health Department Leadership Team Support

The pandemic, telework and neighborhood safety created new challenges and opportunities. Staff coordinated the Future of Work efforts for the department. This required tracking the schedule and space needs for almost 2,000 regular, temporary and contingent staff. Clients and community members experiencing houselessness and poverty have congregated in the areas immediately surrounding the Gladys McCoy building. This team has helped clients connect with services while also planning for and responding to critical safety issues. The members of this team are prioritizing in-person support and are transitioning back to in-person or hybrid work schedules.

The 1.00 FTE decrease is an unfilled position being reclassified and moved to the Finance & Business Management Division.

Department: Health Department **Program Contact:** Aaron Monnig
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County Emergency Medical Services (MCEMS) MCEMS plans, procures, contracts, regulates, monitors, and coordinates EMS system activities to comply with the county Ambulance Service Plan, county health code (MCC 21.400), and Oregon Administrative Rules, 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 regulates all ambulance business per State and local law including inspection and licensing of ambulances, monitoring of emergency ambulance operations, supervising medical care, levying fines for substandard performance or for violations of county code or administrative rules. MCEMS provides medical supervision, oversight, and guidance to 911 emergency dispatchers, fire and ambulance first response personnel, and non-911 ambulance providers. MCEMS sets medical standards of emergency, pre-hospital care and provides on-scene medical consultation to first responders through a subcontract with OHSU's Medical Resource Hospital. MCEMS provides pre-hospital system regulation and coordination of all 911 medical dispatch and first response for the county. The City of Portland's Bureau of Emergency Communications triages each medical call and dispatches the most appropriate resource. Portland, Gresham, Airport and other volunteer Fire departments and districts throughout the County provide 911 medical first response, accounting for 106,000+ calls annually. American Medical Response (AMR) provides 911 ambulance service through an exclusive, franchise fee-based contract with Multnomah County. MCEMS assures that 911 medical dispatch and response is consistent across providers and agencies; maintains contracts for medical first response; responds to complaints related to EMS care; monitors and enforces ambulance response and performance; coordinates and supervises annual joint agency training to assure medical protocols are applied consistently across agencies; establishes clinical quality standards for EMS care and uses quality improvement processes to monitor and enhance the system; coordinates major event planning and medical equipment specifications; and liaises with local hospitals. MCEMS also manages the Tri-County 911 Service Coordination Program (TC911), a brief, yet intensive care management intervention serving 500+ frequent users of EMS systems in Clackamas, Washington, and Multnomah Counties. Licensed clinicians help link people to medical, behavioral health, housing, long term care, and other services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Ambulance response for urgent, life threatening calls in the Urban zones is < or equal to 8 min. 90% of the time.	93%	90%	90%	90%
Outcome	Ambulance response in urgent, life threatening calls in Rural areas is < or equal to 20 minutes, 90% of the time.	93%	90%	90%	90%
Output	TC911 serves highest users of EMS system through care coordination, case management, and referral linkages.	583	500	500	500

Performance Measures Descriptions

The exclusive ambulance service contractor has geographic response time standards for 911 dispatched medical calls. Life-threatening calls in Urban zones shall receive a response within 8 minutes, and rural areas within 20 minutes. Response times will be met 90% or more of the time. TC911 is funded to serve 450 Medicaid members and 50+ non-Medicaid clients annually.

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 exclusive ambulance franchise agreement with American Medical Response, 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	2022	2022	2023	2023
Personnel	\$1,372,842	\$935,413	\$1,508,659	\$941,323
Contractual Services	\$496,637	\$21,389	\$504,647	\$18,700
Materials & Supplies	\$65,046	\$9,526	\$96,677	\$7,498
Internal Services	\$184,943	\$229,934	\$233,893	\$264,905
Total GF/non-GF	\$2,119,468	\$1,196,262	\$2,343,876	\$1,232,426
Program Total:	\$3,315,730		\$3,576,302	
Program FTE	7.20	6.60	7.52	6.38

Program Revenues				
Fees, Permits & Charges	\$1,927,274	\$0	\$2,067,821	\$0
Intergovernmental	\$72,194	\$0	\$72,566	\$0
Other / Miscellaneous	\$0	\$1,196,262	\$0	\$1,232,426
Total Revenue	\$1,999,468	\$1,196,262	\$2,140,387	\$1,232,426

Explanation of Revenues

This program generates \$126,513 in indirect revenues.

Lic. fees \$36,500, the ambulance franchise fee \$1,505,201, and first responder medical direction contracts \$72,566 and ambulance medical direction \$507,120 pay for MCEMS administration and medical direction costs. Fees are established and collected through agreements with the exclusive emergency ambulance contractor and other jurisdictions. The services' revenues equal the County's expense in providing the service. If expenses increase, the County's exclusive ambulance contractor covers the diff. The County's exclusive ambulance services contract and MCC 21.400 provide authority for MCEMS to levy fines for substandard performance (\$19,000). Fines collected pay for EMS system enhancements. The County pays two fire first response agencies in eastern MC 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, 2022 to serve Medicaid members (\$1,232,426). 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 2022: 40004 Ambulance Services (Emergency Medical Services)

Department: Health Department **Program Contact:** Aaron Monnig

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

Related Programs:

Program Characteristics:

Executive Summary

Preparing for and responding to emergencies with widespread or severe health impacts require multi-agency, multi-jurisdictional, and public/private sector collaboration. The Health Department Public Health Preparedness (HDPHP) program assures that we can carry out the County's unique public health responsibilities in an emergency and contributes to this.

Program Summary

Responding to emergencies with severe health impacts equitably (such as natural disasters, severe epidemics/pandemics, terrorist attacks) requires coordinated action to 1) focus the response on priority needs, and 2) effectively leverage resources of government, private healthcare providers, and non-profit organizations. Public Health preparedness includes: 1) emergency plans and protocols linked to the County's Emergency Response Plan; 2) trained and exercised Health Department leadership, managers and supervisors and incident management team members; 3) exercises to test and refine plans and capabilities, and 4) plans to increase capacity for key public health functions (e.g., epidemiology capacity to investigate and analyze an emergency's health impacts).

This program is funded through two grants that help the County meet Public Health modernization goals of public health emergency preparedness and response. The program staff work collaboratively across the region and with the State to ensure effective, equitable, and coordinated public health preparedness and response .

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Ensure proper PH leadership and prog. representation in emerg. activation and exercise over the year.	100%	100%	100%	100%
Outcome					

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$0	\$252,190	\$27,043	\$259,392
Materials & Supplies	\$0	\$13,212	\$13,853	\$0
Internal Services	\$11,752	\$33,626	\$23,263	\$39,636
Total GF/non-GF	\$11,752	\$299,028	\$64,159	\$299,028
Program Total:	\$310,780		\$363,187	
Program FTE	0.00	1.43	0.17	1.26

Program Revenues				
Intergovernmental	\$0	\$299,028	\$0	\$299,028
Total Revenue	\$0	\$299,028	\$0	\$299,028

Explanation of Revenues

This program generates \$35,428 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 2022: 40005 Public Health & Regional Health Systems Emergency Preparedness

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive 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. The Tobacco Control and Prevention Program uses a variety of policy, systems, and environmental change strategies to prevent and reduce tobacco and nicotine use and exposure, and associated chronic disease, with particular attention to reducing tobacco-related racial and ethnic disparities.

Program Summary

Tobacco Control and Prevention Program works to prevent and reduce tobacco and nicotine use and exposure in Multnomah County, with particular attention to reducing tobacco-related racial and ethnic disparities. Short-term goals include preventing new and continued use of tobacco products specifically targeted to youth, American Indians/Alaska Natives, African Americans, and LGTBQ communities. The program does this through policy interventions such as restricting the sale of flavored tobacco and nicotine products, including menthol. Program components include: strategies to reduce youth access to, and use of, tobacco and nicotine products; counter-marketing; support and resources for smokers who want to quit; engagement of diverse communities to reduce tobacco-related disparities; surveillance and evaluation; promotion of smoke-free environments; and policy/regulation, including tobacco retail licensing. Tobacco retail licensing includes several activities, including annual compliance inspections, minimum legal sales age inspections, enforcement inspections, surveillance and monitoring, trainings, outreach, and consultation to increase retailer compliance with all laws related to the sale of tobacco and nicotine products.

Utilizing national, state, and county-level data on use and health impacts of tobacco products, programmatic activities are tailored to address racial disparities by creating prevention strategies to reach specific priority populations, ongoing evaluation of tobacco retail regulation, and employing language services to ensure access to all materials and services. Specific priority populations are engaged through partnerships (funded and unfunded) with community-based organizations serving those populations. Annually, tobacco retailers give feedback on the regulatory processes that impact their businesses, and the licensing system is evaluated for any disproportionate enforcement burden. Originally, the licensing system was developed with a diverse rules advisory committee as well as findings from the health equity impact assessment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of tobacco retail licenses issued	899	800	785	800
Outcome	Number of policies established to reduce tobacco use and exposure	0	2	1	1
Output	Number of retailer inspections	347	1,000	1,000	1,500
Output	Number of community partnerships	26	45	45	55

Performance Measures Descriptions

- 1) Number of tobacco retail licenses issued under the County ordinance.
- 2) Number of policies is a measure of concrete changes resulting from program's work and partnerships.
- 3) Retailers inspected on-site and virtually (includes annual compliance inspection, minimum legal sales age inspections, suspension inspections, education, and outreach as needed).
- 4) Number of partnerships measures program reach among communities, especially those experiencing disparities.

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 Code § 21.561, § 21.563

ICAA OARS plus MSA, SYNAR, RICO, FDA, and Family Smoking Prevention and Tobacco Act.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$520,378	\$367,379	\$549,831	\$388,535
Contractual Services	\$15,000	\$173,000	\$15,000	\$28,000
Materials & Supplies	\$36,608	\$36,825	\$25,806	\$2,400
Internal Services	\$145,231	\$98,147	\$91,772	\$106,134
Total GF/non-GF	\$717,217	\$675,351	\$682,409	\$525,069
Program Total:	\$1,392,568		\$1,207,478	
Program FTE	3.95	2.80	4.05	2.80

Program Revenues				
Fees, Permits & Charges	\$629,241	\$0	\$647,560	\$0
Intergovernmental	\$0	\$495,351	\$0	\$525,069
Other / Miscellaneous	\$0	\$180,000	\$0	\$0
Total Revenue	\$629,241	\$675,351	\$647,560	\$525,069

Explanation of Revenues

This program generates \$52,219 in indirect revenues.

\$ 497,069 - OHA, Oregon Public Health Division Tobacco Prevention and Education grant

\$ 28,000 - HSO County Based Services - TPEP

\$ 647,560 - Tobacco Retail Licenses

Significant Program Changes

Last Year this program was: FY 2022: 40006 Tobacco Prevention and Control

In FY23, this program is losing \$131,963 in revenue due to the end of Health Share funding for media. COVID-19-Related Impacts: In-person inspections and community engagement were stopped in March 2020. Some program staff were reassigned to COVID-19 response. The program office was also closed to the public. Key operational changes include Tobacco Retail License holders only being able to conduct in-person business by appointment; Tobacco Retail License trainings being virtual; and conducting outreach calls to provide business-related COVID-19 resources and virtual inspections with limited in-person inspections of retail establishments. These changes resulted in fewer inspections during FY22. In FY23, inspections are expected to increase with ramp-up of in-person services.

Department: Health Department **Program Contact:** Andrea Hamberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Health Inspections and Education (HIE) is a legally mandated, fee-supported program that protects the public from disease and injury by investigating food and waterborne disease; educating about food safety practices; and performing inspections of licensed facilities. The program goal is to ensure the safety of inspected facilities. For example, HIE ensures food at restaurants/food carts is safe to eat, pools and spas are safe to swim in, hotels/motels are free of hazards, and child care facilities are safe environments. HIE also responds to disease outbreaks that occur in these settings. 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 health standards with national standards.

Program Summary

HIE protects the health and safety of the entire community by providing education, assuring safe food and water, controlling disease, improving workplace safety, and reducing unintentional injuries. HIE achieves these goals through the following functions:

Facility Inspection – Facilities include 4,638 restaurants, mobile restaurants, hotel/motels, RV parks, organizational camps, warehouses, commissaries, vending machines, and jails. 472 pools/spas; 858 schools, childcare, adult foster care, and other service providers. 43 small water systems (inspected every 3 to 5 years) and an additional 12 water systems (responding to alerts as needed).

Foodborne Illness Outbreak Response - Registered Environmental Health Specialists investigate local foodborne illness in collaboration with Communicable Disease Services and are key participants in emergency response. HIE conducted 1 foodborne illness and 10 vibrio investigations in restaurants in the previous calendar year.

Food Handler Training and Certification – HIE provides online and in-person training about safe food preparation in seven languages to food workers at all literacy levels to support health equity and entry into the workforce.

HIE promotes racial equity by analyzing survey and inspection data to ensure businesses owned by persons of color, immigrants/refugees, and other marginalized populations are not penalized due to cultural, linguistic, or other systemic barriers to accessing, understanding, and following mandated health and safety standards. A Culturally Specific Food Safety Outreach Workgroup ensures intervention strategies are tailored to address these needs. The Food Service Advisory Board, which consists of local food service industry representatives, county regulatory officials, consumers, educators, and dietitians, meets throughout the year to discuss program changes.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of licenses issued	5,392	6,313	5,608	7,595
Outcome	Number of Priority & Priority Foundation violations	827	6,130	3,347	5,766
Output	Number of facility inspections	5,805	12,699	9,937	14,483
Output	Number of Food Worker Cards issued	7,537	10,832	9,484	11,245

Performance Measures Descriptions

- 1) Measure excludes facilities inspected but not licensed. 2) Priority and Priority Foundation Violations are items noted during inspections that can directly affect the health of the consumer and require immediate correction. Note: Violations could not be cited if a virtual inspection was performed. 3) Facilities inspected on-site (e.g. restaurants, mobile units, etc.).
- 4) Number of people who completed certification in the given year.

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	2022	2022	2023	2023
Personnel	\$4,698,815	\$23,858	\$4,883,736	\$24,588
Contractual Services	\$423,410	\$0	\$402,690	\$0
Materials & Supplies	\$147,726	\$1,358	\$158,627	\$501
Internal Services	\$736,324	\$3,178	\$764,913	\$3,305
Total GF/non-GF	\$6,006,275	\$28,394	\$6,209,966	\$28,394
Program Total:	\$6,034,669		\$6,238,360	
Program FTE	36.32	0.18	36.72	0.18

Program Revenues				
Fees, Permits & Charges	\$2,604,962	\$0	\$3,313,039	\$0
Intergovernmental	\$0	\$28,394	\$0	\$28,394
Total Revenue	\$2,604,962	\$28,394	\$3,313,039	\$28,394

Explanation of Revenues

This program generates \$3,305 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.

\$3,313,039 - Inspection Licenses and Fees. This revenue is still being budgeted at pre-pandemic levels.

Significant Program Changes

Last Year this program was: FY 2022: 40007 Health Inspections and Education

This program offer includes a fee increase for FY23 that will support 1.90 FTE. COVID-19-Related - In FY22, the HIE office was closed to the public, meaning services were provided by mail, fax, email, or phone. Field staff teleworked with limited (staggered) numbers going into the office. The majority of facility inspections were conducted virtually, which resulted in a large drop in violations since the State does not allow cited violations through virtual inspections. Technical assistance opportunities were hindered due to the telework environment. HIE inspectors were also reassigned into COVID-19 response. HIE provided financial support to local restaurant operators through a CARES Act funded grant program. In FY23, HIE expects to be able to increase in-person inspections, which will increase the number of violations.

Department: Health Department **Program Contact:** Andrea Hamberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Vector program protects the public from emerging and imminent vector-borne diseases by monitoring, collecting, and testing mosquitoes, birds, and rats, and enforcing health-based nuisance codes. Climate changes in the Northwest (warming winter temperatures, increase in rainfall, and urban landscape management) will increase the risk of vector-borne diseases, and this program addresses this increased risk by anticipating and responding to observed changes.

Program Summary

Vector Control and Code Enforcement are core public health services that protect the public from diseases carried by and transmitted via contact with animals, using World Health Organization and Center for Disease Control best practices. This is accomplished through

Mosquito Control - suppression of mosquito populations to lower the risk of West Nile Virus and other mosquito-borne viruses and reducing the mosquito breeding habitat through water control and vegetation management.

Disease Surveillance - collection, identification, and laboratory analysis of mosquitoes, birds, and rats to identify diseases and monitoring the spatial and temporal distribution of species to determine at-risk areas and populations.

Rodent Control – performing complaint-based inspections for property owners and businesses and providing education and free abatement materials.

Nuisance Code Enforcement - addressing public health code violations, investigating and removal of illegal dumping, and enforcement of city codes regarding livestock.

Outreach and Education - attend fairs, festivals, and activities throughout the county with a focus on events in areas that are in low income neighborhoods or communities of color to provide education and resources in multiple languages on protection from vector-borne disease.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of rodent inspections conducted	631	1,000	700	700
Outcome	Number of service referrals that improve vector abatement	76	12	60	45
Output	Number of acres treated for mosquitoes	600	2,000	600	300
Quality	Inspection and monitoring of mosquito producing sites	745	800	800	800

Performance Measures Descriptions

1) Rodent inspections are generated by submitted complaints. Inspections of encampments are included in 40008B. 2) Mosquito referrals are complaint-based and use integrated pest management strategies for abatement, which include education, removal of breeding source(s), and biological and chemical treatments. 3) FY22 estimate was impacted by weather conditions being unfavorable for treatment and staff being deployed to COVID-19 response. In FY22, this measure was budgeted at 4 FTE. In FY23, the measure is budgeted at 2 FTE.

Legal / Contractual Obligation

Legal mandates are ORS 452 Vector Control, OAR 333-018 Communicable Disease and Reporting, OAR 333-019 Communicable Disease Control, OAR 603-052 Pest and Disease Control, OAR 603-057 Pesticide Control, 1968 Agreement City of Portland and Multnomah County, MCC Chapter 15 Nuisance Control Law, PCC Title 8.40 Rodent Control, PCC Title 8.44 Insect Control, PCC Title 29 Property Maintenance Regulations, NPDES General Aquatic Permit for Mosquito Control 2300A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,093,921	\$10,000	\$1,133,965	\$0
Contractual Services	\$19,583	\$0	\$34,100	\$0
Materials & Supplies	\$24,146	\$0	\$72,999	\$0
Internal Services	\$264,166	\$0	\$328,081	\$0
Total GF/non-GF	\$1,401,816	\$10,000	\$1,569,145	\$0
Program Total:	\$1,411,816		\$1,569,145	
Program FTE	8.56	0.06	8.62	0.00

Program Revenues				
Intergovernmental	\$0	\$10,000	\$0	\$0
Other / Miscellaneous	\$1,000	\$0	\$0	\$0
Service Charges	\$272,612	\$0	\$342,446	\$0
Total Revenue	\$273,612	\$10,000	\$342,446	\$0

Explanation of Revenues

\$ 277,000 - City of Portland Rat & Mosquito Control
 \$ 65,446 - City of Portland Specified Animal Permitting

Significant Program Changes

Last Year this program was: FY 2022: 40008 Vector-Borne Disease Prevention and Code Enforcement

In FY22, staff that primarily work on mosquito monitoring and abatement were redeployed to work on rodent response and encampments. In FY23, these staff will transition back to mosquito inspection and monitoring. In FY23, the program is being stabilized through increased County General Fund (\$98,495) to right size supply and contract costs while maintaining 2 FTE to treat for mosquitoes (reduced from 4 FTE in FY22). The program moved 2.82 FTE, which was added mid-FY22 to support rodent inspections in encampments, from this offer to 40008B. COVID-19 Impacts: In FY22, Vector staff were reassigned to COVID-19 response for multiple events. The program maintained services with voluntary overtime for staff. Most community outreach events were canceled, which significantly reduced the program's ability to engage the community in vector prevention. In FY23, the program anticipates returning to pre-pandemic operations.

Department: Health Department **Program Contact:** Andrea Hamberg

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Vector program protects the public from emerging and imminent vector-borne diseases by monitoring, collecting, and testing mosquitoes, birds, and rats, and enforcing health-based nuisance codes. Climate changes in the Northwest (warming winter temperatures, increase in rainfall, and urban landscape management) will increase the risk of vector-borne diseases, and this program addresses this increased risk by anticipating and responding to observed changes. This Program Offer consists of short-term and long-term responses to reduce the risk of environmental health hazards and to improve the health and wellbeing of people that are experiencing houselessness and communities near encampments.

Program Summary

Reducing environmental risk and improving health-impacting conditions of encampments includes:

Identify public health threats at encampments by inspecting for environmental health hazards around food and water safety, traffic safety, safe handling of fuels and fires, rodent and vector prevention, sharps handling and disposal, and waste management.

Provide technical assistance to encampments by developing and maintaining effective working relationships with program stakeholders, providing educational materials and trainings, and developing evidence-based policies for safe and sanitary operations.

Perform low income property inspections in areas throughout the County that are underserved or historically disadvantaged with a focus on education and to provide assistance to renters and property owners to protect health and increase livability.

Assist property owners with rodent issues through targeted outreach to neighborhoods adjacent to encampments by providing inspections, education, and free traps to property owners.

Monitor and proactively prevent rodent issues in community gardens throughout the county to decrease potential rodent issues in neighborhoods and provide education in multiple languages to garden managers and users.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Site inspections completed	N/A	35	35	60
Outcome	Encampments or partner agencies receiving technical assistance	N/A	10	10	30
Output	Information distributed	N/A	250	250	1,000

Performance Measures Descriptions

1) Proactive inspections of encampments, multi and single family residences, businesses, right of ways, restaurants, etc. to determine environmental health concerns. 2) Providing information on integrated pest management (IPM) and other environmental health improvement strategies. 3) Contacts generated through distribution of informational materials, including in-person, phone, and email contacts, remote meetings, mailings, etc.

Legal / Contractual Obligation

Legal mandates are ORS 452 Vector Control, OAR 333-018 Communicable Disease and Reporting, OAR 333-019 Communicable Disease Control, OAR 603-052 Pest and Disease Control, OAR 603-057 Pesticide Control, 1968 Agreement City of Portland and Multnomah County, MCC Chapter 15 Nuisance Control Law, PCC Title 8.40 Rodent Control, PCC Title 8.44 Insect Control, PCC Title 29 Property Maintenance Regulations

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$343,418	\$0
Materials & Supplies	\$0	\$0	\$61,582	\$0
Total GF/non-GF	\$0	\$0	\$405,000	\$0
Program Total:	\$0		\$405,000	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Andrea Hamberg
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 program's goal is to accurately report birth and death certificates in Multnomah County in order to provide accurate data that is used to inform public health prevention and intervention activities. This goal supports achievement of positive health outcomes and equitable opportunities for health to all Multnomah County residents.

Program Summary

The Vital Records issues birth and death certificates within the first six months after a birth or death, and within 24-hours of receipt of a request for certificate. The program assures accurate, timely, and confidential registration of birth and death events, minimizing the opportunity for identity theft, and assuring accurate record of important data such as cause of death and identification of birth parents. Death certificates can be issued to family members, legal representatives, governmental agencies, or to a person or agency with personal or property rights. Birth records can be released to immediate family including grandparents, parents, siblings, 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 data analysis to inform public health decision-making, including the identification of racial health disparities and informing responsive public health interventions. For example, during the COVID-19 pandemic, marginalized communities of color were severely impacted by the virus, and information provided on death certificates helped identify racial disparities in COVID fatalities.

The program engages local funeral homes, family members, and legal representatives to maximize accuracy of reported information. The program is constantly evolving to better meet community needs by soliciting regular feedback from its clients. For example, the program is in the process of launching an online platform that can be conveniently accessed by the public.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of birth and death certificates issued	39,799	35,200	40,000	38,000
Outcome	Average number of days to issue error free certificate	1	1	1	1

Performance Measures Descriptions

Performance Measure 1) The number of death certificates issued in FY21 was slightly higher than previous years (about 5,000 more), potentially due to the COVID-19 pandemic.

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	2022	2022	2023	2023
Personnel	\$0	\$605,015	\$0	\$601,310
Contractual Services	\$0	\$17,355	\$0	\$18,082
Materials & Supplies	\$15,000	\$32,507	\$4,000	\$13,110
Internal Services	\$0	\$225,123	\$0	\$250,434
Total GF/non-GF	\$15,000	\$880,000	\$4,000	\$882,936
Program Total:	\$895,000		\$886,936	
Program FTE	0.00	5.80	0.00	5.30

Program Revenues				
Fees, Permits & Charges	\$0	\$880,000	\$0	\$882,936
Total Revenue	\$0	\$880,000	\$0	\$882,936

Explanation of Revenues

This program generates \$80,816 in indirect revenues.

This is a fee driven, self-sustaining program. The fee schedule is established by the State of Oregon.

\$ 882,936 - Vital Stats Certs (Licenses)

Significant Program Changes

Last Year this program was: FY 2022: 40009 Vital Records

FY23 staffing is decreased by 0.50 FTE. COVID-19-Related Impacts - In FY21, the Vital Records office closed to the public and services were provided by mail, fax, email, or phone; however, service levels did not decline as a result. In FY22, the program transitioned from being led by a Program Supervisor to an Operations Supervisor. Staff moved to a hybrid telework schedule, with staff having one day of teleworking duties per week. A database upgrade/conversion from Microsoft Access to Salesforce will occur in FY22/FY23.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Communicable Disease Services (CDS) is a foundational public health program that protects community health by upholding the State of Oregon infectious disease statutes for disease tracking and investigation, disease intervention and control, and response evaluation. CDS is a trusted community resource and responds 24/7 to events of public health importance, such as the COVID-19 pandemic.

Program Summary

CDS protects the people of Multnomah County from preventable infectious diseases through core public health functions. These include epidemiologic investigation; assuring preventive health measures for reportable disease exposures and outbreaks; planning and response for emerging infectious diseases; public health disease tracking and analysis to monitor communicable disease threats; tuberculosis (TB) case management; and support for immunization law requirements. CDS also works with government and community partners to build capacity, including the need for increased provider support and case investigation, and provide technical assistance.

Staff conduct investigations to seek out people who have been exposed to serious diseases to get them the information and care they need to stay healthy. CDS works to prevent disease by providing health education in communities. For people who already have communicable disease, the program assures access to medicine, care, and education intended to prevent the spread of illness. For healthcare providers, the program assures availability of appropriate diagnostic testing by linking providers to state and national laboratories. CDS is also at 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 (CDC). The program plays a central and integral role in the County's response to COVID-19.

CDS staff identify racial, ethnic, and other community groups who are at risk of (or are) being impacted by infectious diseases utilizing multiple data sources. These sources include case and contact interviews, syndromic surveillance, and immunization data. Relationships with trusted County programs and community partners help connect CDS to community groups so that the program can respond to questions or concerns about their own risks or the impact of a communicable disease on their community. CDS continues to build on relationships working directly with community groups or members to present data and learn how best to engage the community in communicable disease prevention and control.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of disease report responses	3,661	5,500	3,882	3,900
Outcome	Location of contacts (pertussis, meningococcal meningitis, Hepatitis A and B) within one day	100%	70%	90%	70%
Outcome	Percent of assisted facilities successful in meeting immunization law requirements	100%	90%	100%	90%
Quality	Percent of tuberculosis (TB) patients completing treatment within 12 months	100%	96%	96%	96%

Performance Measures Descriptions

Performance Measure 1: FY21 actual and FY22 estimate are low due to overall lower disease reports secondary to COVID-19, stay at home orders, and changing access to in person services. FY23 offer is set to follow this trend.

Legal / Contractual Obligation

ORS Chapters 433. OAR 333-012-0065: Epi/Accident Investigation and Reporting. OAR 333, Division 17, 18 and 19: Disease Control, Reporting, and Investigation/Control. 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. LPHA PEs 01, 03, 25, 43. OHA and CLHO BT/CD & TB Assurances. OAR 437: OR-OSHA: Bloodborne Pathogens 1910.1030. CDC: 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	2022	2022	2023	2023
Personnel	\$1,423,867	\$1,940,891	\$1,250,355	\$2,110,922
Contractual Services	\$80,777	\$115,423	\$58,395	\$381,355
Materials & Supplies	\$115,221	\$26,392	\$89,350	\$74,107
Internal Services	\$710,359	\$304,213	\$516,864	\$614,345
Capital Outlay	\$52,328	\$0	\$0	\$0
Total GF/non-GF	\$2,382,552	\$2,386,919	\$1,914,964	\$3,180,729
Program Total:	\$4,769,471		\$5,095,693	
Program FTE	8.85	12.10	7.33	14.39

Program Revenues				
Intergovernmental	\$0	\$2,126,413	\$0	\$2,925,920
Other / Miscellaneous	\$0	\$205,006	\$0	\$214,309
Service Charges	\$0	\$55,500	\$0	\$40,500
Total Revenue	\$0	\$2,386,919	\$0	\$3,180,729

Explanation of Revenues

This program generates \$260,716 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.

\$ 1,100,930 - State of Oregon LPHA (Direct State and Federal through State)

\$ 90,000 - Refugee Health Promotion

\$ 229,809 - Medical Fees

\$ 211,472 - Emerging Infections Program

\$ 1,548,518 - Public Health Modernization Regional and Local

Significant Program Changes

Last Year this program was: FY 2022: 40010A Communicable Disease Prevention and Control

In FY23, immunization-related work was moved to 40010C. This move, along with the reallocation of County General Fund (CGF) to 40010B, results in a \$467,588 reduction in CGF in 40010A. Revenue increases include Oregon Health Authority Local Public Health Authority Agreement grant funds, including Public Health Modernization. 40010A has a net increase of 0.77 FTE for FY23. COVID-19-Related Impacts: CDS staff conducted all COVID-19 investigations in addition to usual state reportable CD investigations and TB case management. Some CDS staff have returned to their routine duties but some continue to work in the COVID-19 response, the majority of them in leadership roles. After limited capacity since the start of the pandemic, CDS is now able to investigate all reportable diseases that require investigation.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Communicable Disease (CD) is a foundational public health program that protects the health of the community by fulfilling State of Oregon infectious disease statutes for disease tracking and investigation, disease intervention and control, and response evaluation. CD Clinical and Community Services provides sexual health services and community testing/prevention outreach to prevent STD and HIV transmission and provides limited tuberculosis (TB) evaluation and treatment. Immunization and testing services related to COVID-19 are in program offer 40010C.

Program Summary

CD Clinical and Community Services limits the spread of sexually transmitted infections (STIs) and TB by treating existing and preventing new cases, especially among the most-impacted communities. Program activities include: STD Clinical Services - Low barrier, timely medical evaluation, treatment, and prevention counseling in a judgment-free, culturally relevant manner. Staff provide HIV prevention medication (PrEP) to at-risk individuals. The STD clinic is a designated training site for medical providers and provides consultations and continuing medical education. Partner Services - Staff contact the sex/needle-sharing partners of persons with confirmed STD/HIV/hepatitis C infections, link them to testing and treatment, and counsel for behavior change. Partnerships – Subcontracted community partners support the program in providing field-based testing, health promotion, and condom distribution. Outreach & Epidemiology - Case investigation identifies population-level patterns of STD/HIV infection to guide testing and prevention outreach and inform health care and other systems to appropriately target resources. The program’s epidemiology work informs interventions in response to the syndemic (e.g., simultaneous, related epidemics of multiple diseases) of new and rising HIV, syphilis, hepatitis C, and shigella cases. Tuberculosis (TB) Services - limited specialty care services for evaluation of TB and treatment of latent TB, including testing in homeless shelters and for newly arriving refugees.

Multiple racial disparities persist for STIs, including HIV. Addressing these disparities is a prioritized strategy for reducing overall disease burden. Prevalence and interview data identify disparities, as well as transmission modes and patterns driving the disproportionate impact. Program leadership reviews data monthly through dashboards, and the program produces new tools when needed. Outreach focuses on disparity populations, which also include LGBTQ and homeless communities. Contracted culturally specific organizations help the program engage these communities. Other strategies include outreach at homeless camps, peer leaders, and ads on social media and hook-up sites. STD clinic surveys collect client input. The next survey will focus on how to better serve culturally specific communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of clinical visits (STD, HIV, TB)	6,041	6,000	6,800	6,800
Outcome	Percent of all County gonorrhea/syphilis/HIV cases diagnosed through this program	14%	15%	15%	15%
Quality	Percent of syphilis/HIV cases investigated	75%	85%	80%	85%
Output	Number of patients initiated on HIV prevention medication (PrEP)	405	325	430	450

Performance Measures Descriptions

Measure 1: Includes STD, TB, and outreach testing. Measure 2: The LPHA Agreement requires reporting on communicable diseases. The measure shows the impact and efficiency of the program to find, diagnose, and treat a significant portion of reportable STDs relative to the entire health care system. Measure 3: Percentage of newly reported HIV and syphilis cases that are successfully interviewed by DIS case investigators. 100% of cases are initiated to attempt an interview.

Legal / Contractual Obligation

ORS 433 mandates disease prevention & control. Oregon State DHS HIV Prevention, HIV Early Intervention Services and Outreach, and STD contractual program elements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$512,372	\$3,618,750	\$374,187	\$4,115,406
Contractual Services	\$133,475	\$1,330,951	\$124,681	\$2,412,167
Materials & Supplies	\$113,523	\$165,302	\$181,660	\$159,425
Internal Services	\$455,136	\$1,855,660	\$762,634	\$579,332
Total GF/non-GF	\$1,214,506	\$6,970,663	\$1,443,162	\$7,266,330
Program Total:	\$8,185,169		\$8,709,492	
Program FTE	3.86	30.02	2.80	32.45

Program Revenues				
Intergovernmental	\$0	\$6,524,521	\$0	\$7,045,823
Service Charges	\$0	\$446,142	\$0	\$220,507
Total Revenue	\$0	\$6,970,663	\$0	\$7,266,330

Explanation of Revenues

This program generates \$483,852 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.

\$ 250,000 - Federal STD Surveillance Network Grant (SSuN)

\$ 4,861,365 - HIV EIO

\$ 220,507 - Medical Fees

\$ 523,431 - Sexually Transmitted Diseases Client Services

\$ 686,362 - Public Health Modernization

\$ 408,438 - State Local Public Health Authority IGA

\$ 10,500 - ELC Gonococcal Infections

\$ 305,727 - Public Health Modernization (Workforce)

Significant Program Changes

Last Year this program was: FY 2022: 40010B Communicable Disease Clinical and Community Services

In FY 2023, the OHA HIV Early Intervention Services and Outreach (EISO) year 5 award is reduced by \$457,336. The reduction was offset through adding County General Fund from 40010A and OHA Public Health Modernization grant funds. The program offer has a net increase in FTE in FY23. CDC COVID-19 Health Disparities funds (40199T) will support 0.50 FTE to work within this program area. COVID-19-Related Impacts: DIS staff previously reassigned to COVID-19 response have returned to HIV/STI duties and outreach HIV/STI testing has resumed. Community-wide testing and treatment options were curtailed in 2020. As more testing options ramped up in FY 2021, there were increases in gonorrhea and syphilis morbidity potentially related to delayed testing. As a result of the pandemic and curtailment of some screening services, there was a proportional reduction in clinic revenue.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics:

Executive Summary

The Community Immunization Program (CIP) contributes to a safe environment by supporting providers in their use of federally subsidized Vaccines for Children (VFC) and 317 (adults at high risk) programs. The program assures that schools and childcare facilities comply with state school immunization rules and supports the provision of COVID-19 vaccines and testing and annual influenza vaccinations. Activities and measures for COVID-19 vaccines and testing and annual influenza vaccinations are included in program offer 40199B.

Program Summary

As a program within Communicable Disease Services (CDS), the goal of the Community Immunization Program (CIP) is to be a trusted community resource that protects the people of Multnomah County from vaccine-preventable communicable diseases, including COVID-19. As vaccine-preventable diseases spread from person-to-person, vaccination is important not only for individual health but also for the health of the community and places where children live, play, and go to school. CIP assures state and federally funded program components and approaches are implemented to protect community health. Key areas of work supported by this program offer include:

Safe vaccine supply and efficient use of vaccines - CIP supports the County system of Federally Qualified Health Centers in receiving Vaccines for Children and 317 (adults at high risk) vaccine supply.

State school immunization laws - CIP issues exclusion orders as needed and assures that all children and students are complete or up-to-date on their immunizations. The program works in BIPOC and other underserved communities to address health and vaccine inequities. In FY22, CIP will assist over 600 facilities in complying with State mandates.

CIP works with other CDS programming to identify racial, ethnic, and other community groups who are either at risk of or being impacted by infectious diseases utilizing multiple data sources. CIP is committed to the values of innovation, collaboration, diversity, and accountability and works closely with community partners to reach BIPOC and other underserved communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of schools and other facilities assisted with immunization law requirements	N/A	600	648	120
Outcome	Percentage of schools and daycares successful in meeting immunization law requirements	100%	90%	100%	90%

Performance Measures Descriptions

Measure 1: The FY23 Offer number reflects the percentage of CIP staff budgeted in this program offer. The FY23 Offer for 40199B reflects the percentage of CIP staff budget in that offer. Combined, the two offers will assist 600 schools and other facilities in FY23. Measure 2 was moved from 40010A to this program offer and program offer 40199B in FY23.

Legal / Contractual Obligation

State-Supplied Vaccine Accountability - OAR 333.047. School Immunization - ORS 433.267, 433.273 and 433.284; OAR 333-050-0010 through 333-050-0140; and ORS 433.235 through 433.284. ALERT Immunization Registry - OAR 333-049-0010 through 333-049-0130; ORS 433.090 through 433.102. Vaccine Education and Prioritization Plan - ORS 433.040; OAR 333-048-0010 through 333-048-0030.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$163,087
Contractual Services	\$0	\$0	\$0	\$11,598
Materials & Supplies	\$0	\$0	\$0	\$63
Internal Services	\$0	\$0	\$0	\$31,240
Total GF/non-GF	\$0	\$0	\$0	\$205,988
Program Total:	\$0		\$205,988	
Program FTE	0.00	0.00	0.00	1.26

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$205,988
Total Revenue	\$0	\$0	\$0	\$205,988

Explanation of Revenues

This program generates \$21,919 in indirect revenues.
 \$ 205,988 - State of Oregon LPHA (Direct State and Federal through State)

Significant Program Changes

Last Year this program was:

In FY 2022, activities in this program offer were included in 40010A. This new program offer provides a prioritized focus on the Community Immunization Program. Additionally, the Community Immunization Program is funded in 40199B in FY 2023. Together the offers represent the integration of COVID-19 vaccination and testing into broader and ongoing Communicable Diseases Services immunization work and strategies. CDC COVID-19 Health Disparities funding (40199T) is supporting 3.57 FTE to work across both program offers.

Department: Health Department **Program Contact:** Nick Tipton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County.

The HIV Health Services Center (HHSC) provides community-based primary care and support services to 1,500 highly vulnerable people living with HIV. Services target low-income, uninsured, and people experiencing homelessness, mental illness, and substance abuse. These services contribute to lower mortality from HIV, fewer disease complications and their associated costs, and reduced transmission of HIV in the community.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

HHSC, the only Ryan White clinic in Oregon, offers culturally specific LGBTQI HIV/HCV outpatient medical care, mental health services, case management, health education, HIV prevention, art therapy, anal cancer screening and treatment, intimate partner violence (IPV) universal education and screening with referral to community resources, risk reduction support, medication-assisted therapy, and treatment adherence counseling. Onsite clinical pharmacy services increase patients' access to and use of HIV medications. HHSC integrates prevention into all services to reduce client risk of HIV transmission. HHSC integrates primary/specialty care via telehealth, telemedicine, in person visits in coordination with field services provided by our navigation and field nursing care management team using National HIV best practices and treatment guidelines.

The clinic is supported by an active Client Advisory Council and a well-established network of HIV social services providers. HHSC is an AIDS Education and Training Center site, training more than 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. The clinic provides a monthly Nursing Community of Practice webinar for the 10 state region around current HIV nursing related best practices that include equity, race, COVID-19 strategies in working with persons living with HIV.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unduplicated HIV clinic clients	1992	1475	1500	1550
Outcome	Percent of clients whose last viral load test is below 200 copies	90%	90%	90%	90%

Performance Measures Descriptions

Output: This measure shows how many unique clients were seen at the HIV Health Services Center during the fiscal year.
Outcome: This test measures how much virus is in the blood. Below 200 is a strong sign of individual health and also a very low chance of transmitting HIV to others. Supports the Undetectable equals Untransmittable campaign.

Legal / Contractual Obligation

Federal HIV grant and contract funds are restricted. Part A grant requires 1) Serving Clackamas, Columbia, Multnomah, Washington, Yamhill and 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.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$660,654	\$3,755,049	\$0	\$4,749,569
Contractual Services	\$144,557	\$20,710	\$0	\$108,296
Materials & Supplies	\$59,768	\$190,079	\$0	\$265,904
Internal Services	\$671,558	\$746,407	\$0	\$1,601,320
Total GF/non-GF	\$1,536,537	\$4,712,245	\$0	\$6,725,089
Program Total:	\$6,248,782		\$6,725,089	
Program FTE	5.07	24.33	0.00	31.68

Program Revenues				
Intergovernmental	\$0	\$3,335,697	\$0	\$3,416,930
Service Charges	\$1,536,537	\$1,376,548	\$0	\$3,308,159
Total Revenue	\$1,536,537	\$4,712,245	\$0	\$6,725,089

Explanation of Revenues

This program generates \$533,959 in indirect revenues.

\$ 1,379,783 - Ryan White Part A funds for 21-22 (Medical, Case management, Non medical case mgmt, Housing), \$459,930 - Ryan White Part D funds for 21-20 (Women, Children, Youth), \$13,120 - Ryan White Part F funds for 21-22 (OHSU dental referrals case management), \$45,000 - Federal Primary Care Grant (330) for FY 22, \$763,855 - Federal Ryan White Part C funds Primary Care HIV-Early Intervention, \$355,500 - OHA Ryan White, \$111,842 - Oregon Health Authority HIV Care (OA/Case Management support), \$3,308,159 - Medical Fees projected, \$287,900 - FOCUS Hepatitis C Foundation Grant 21-22: Hep C Primary Care Screening and Treatment

Significant Program Changes

Last Year this program was: FY 2022: 40012A Services for Persons Living with HIV-Clinical Services

COVID-19 pandemic has changed the delivery of HIV care in terms of telehealth, telemedicine and in person care. We received a HRSA COVID-19 CARES grant which allowed us to purchase and assemble health kits that included cell phones/cell phone plans, backpacks, tents, sleeping bags, hand sanitizers, socks, etc. for homeless clients. Staff FTE was increased to support front desk services. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

HIV Grant Administration & Planning (HGAP) provides community-based services to 2,800 highly vulnerable people living with HIV through administering and coordinating federal and state grants. The program focuses services on people who are low income, uninsured, and people experiencing homelessness and/or mental illness/substance abuse, as well as other special needs populations. These services contribute to lower mortality from HIV, fewer disease complications and the associated costs, and reduced transmission of HIV in the community.

Program Summary

HGAP's goal is to support individuals living with HIV to achieve successful HIV treatment resulting in improved quality of life, greater health, longer life, and virtually no transmission to other people if the client is virally suppressed. HGAP coordinates a regional 6-county system that achieves these goals by promoting access to high quality HIV services through contracts with the counties' local health departments and community organizations. HGAP works with partners to address viral suppression disparities that exist for Blacks/African Americans, injection drug users, and youth/young adults ages 13-29. People who are unstably housed/experiencing homelessness also have significant barriers to treatment that result in lower viral suppression rates.

With these disparities in mind, HGAP funds the following services: Peer Support & Service Navigation - outreach ensures early identification of people living with HIV and linkage to medical care. Healthcare - a coordinated primary care system provides medical, dental, and mental health and substance abuse treatment. Service Coordination - case management connects clients with health insurance, housing, and other services critical to staying in care. Housing - rent and assistance finding permanent affordable housing to ensure ability to remain engaged in medical care and adherent to medications. Food - congregate meals, home delivered meals, and access to food pantries to eliminate food insecurity and provide nutrition for managing chronic illness. Planning - a community-based Planning Council (at minimum 1/3, but generally about 40%, are consumers) identifies service needs and allocates funding accordingly.

HGAP analyzes both health outcome data (viral suppression, new diagnoses, linkage to care) and data on access to services by race and ethnicity to identify populations (a) disproportionately impacted by HIV infection, (b) with less favorable health outcomes, and (c) experiencing barriers to care. HGAP presents these data, as well as data by age and risk category, to the Ryan White Planning Council to guide resource allocation, outreach, and quality improvement projects. In order to better identify disparities for communities with small numbers, a BIPOC-focused consumer data review group meets to improve the use and presentation of BIPOC data.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unduplicated HGAP clients served (all service types/whole 6-county system)	2,809	2,800	2,800	2,820
Outcome	Percent of HGAP clients (all 6 counties) who are virally suppressed	91%	91%	91%	92%
Outcome	Increase viral suppression rate of Black/African Americans	89%	88%	89%	90%

Performance Measures Descriptions

Performance Measure 3 addresses disparities compared whites.

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; 4) 5% allocated toward quality management and evaluation; and 5) 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	2022	2022	2023	2023
Personnel	\$3,177	\$809,128	\$3,276	\$898,803
Contractual Services	\$7,300	\$4,724,336	\$7,500	\$4,765,375
Materials & Supplies	\$500	\$16,815	\$500	\$31,673
Internal Services	\$47,187	\$162,902	\$61,515	\$185,860
Total GF/non-GF	\$58,164	\$5,713,181	\$72,791	\$5,881,711
Program Total:	\$5,771,345		\$5,954,502	
Program FTE	0.02	5.48	0.02	5.78

Program Revenues				
Intergovernmental	\$0	\$5,713,181	\$0	\$5,881,711
Total Revenue	\$0	\$5,713,181	\$0	\$5,881,711

Explanation of Revenues

This program generates \$103,395 in indirect revenues.

\$ 2,527,028 - Ryan White Part A funds for 21-22: Medical, Case management, Non-medical case management, and Housing

\$ 3,354,683 - Oregon Health Authority Ryan White

Significant Program Changes

Last Year this program was: FY 2022: 40012B Services for Persons Living with HIV - Regional Education and Outreach

This program's revenue has a net increase of \$168,530 (an increase of \$192,253 in Ryan White funds through OHA, but a decrease of \$23,723 in federal Ryan White funds). Staffing is increased by 0.30 FTE. COVID-19-Related Impacts: Subcontracted services are constantly in flux due to changing CDC guidance and reduced staff capacity. However, all services are available for persons living with HIV to access. Most subcontracted agencies continue to operate in a telehealth model with limited in person services.

Department: Health Department **Program Contact:** Erika Williams
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County.

The Medicaid Enrollment program 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.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

The Medicaid Enrollment program 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. Patients are also screened for eligibility to sliding scale (discounted fees) for services received if they are unable to obtain other coverage. Last year, more than 14,500 clients were screened and there were 1760 projected enrollments into OHP.

The Medicaid Enrollment program provides outreach and education efforts that 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 recertification.

Starting in March 2020, Eligibility transitioned to screening clients both in person and by phone due to the COVID-19 pandemic. The introduction of the phone line allowed for clients to call in and reach an eligibility specialist to apply for OHP benefits, the sliding scale discount or other medical assistance programs. The Oregon Health Authority relaxed rules for obtaining signatures which allowed for applications to be completed by phone with virtual consent given by the client. Clients are still able to walk in and see an eligibility specialist at any primary care clinic for their eligibility needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Annual number of clients screened	14,679	16,000	15,102	15,000
Outcome	% of Self Pay Patients in Medical	13.87%	14%	13.7%	14%
Outcome	% of Self Pay Patients in Dental	5%	8%	5%	8%

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	2022	2022	2023	2023
Personnel	\$585,444	\$1,515,250	\$0	\$2,167,626
Contractual Services	\$0	\$24,000	\$0	\$24,000
Materials & Supplies	\$1,456	\$14,950	\$0	\$14,523
Internal Services	\$406,200	\$225,851	\$0	\$630,577
Total GF/non-GF	\$993,100	\$1,780,051	\$0	\$2,836,726
Program Total:	\$2,773,151		\$2,836,726	
Program FTE	5.00	15.00	0.00	20.00

Program Revenues				
Intergovernmental	\$0	\$295,945	\$0	\$1,540,975
Service Charges	\$993,100	\$1,484,106	\$0	\$1,295,751
Total Revenue	\$993,100	\$1,780,051	\$0	\$2,836,726

Explanation of Revenues

This program generates \$291,329 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.

\$ 1,540,975 - Division of Medical Assistance Programs (DMAP)

\$ 1,295,751 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40016 Medicaid/Medicare Eligibility

The program has partially transitioned to telework due to the COVID-19 pandemic, including an adjustment in operations to allow for services by telephone.

Clients enrolled in the Oregon Health Plan have maintained their current benefit level throughout the pandemic. This has led to a significant reduction in the number of OHP new and renewal applications processed at the Health Center. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Azma Ahmed
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

ICS is the largest FQHC in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. ICS-Dental provides County residents with essential, urgent, routine, and preventive services in clinic settings and school-based programs. ICS-Dental works with community partners, targeting under-served populations, providing service to nearly 27,000 people in Multnomah County. ICS-Dental 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 and Community Oral Health, and provides access for clients with chronic diseases, and children and pregnant women. The ICS dental program strives to provide the highest level of care and evidence-based practice.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over 60% of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities, and ensuring affordable, quality access to healthcare. The Dental program has three distinct svcs components: 1. 7 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. 2. 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 mths in our clinic setting, known as our Baby Day program. The 3rd component of the program consists of mentoring and training dental hygiene and students training to be dentists. These students provide svcs to our clients, under the preceptorship of our providers, which helps cultivate a workforce interested in providing public health today and into the future. 3. Dental svcs are an essential program that provides education, prevention, and dental treatment to the poorest and most vulnerable in Multnomah County. Svcs 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 svcs, to most people, in a reasonable, and cost-effective manner. In the past 18 mths, COVID19 has significantly impacted access to dental care svcs, because of the risk inherent with dental procedures and treatments. While we anticipate ongoing recovery from the COVID19, dental svcs will remain a part of the comp. community health center model of care.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Billable patient visits	56,496	94,738	61,961	80,496
Outcome	No show rate	19%	17%	18%	15%

Performance Measures Descriptions

Output: The number of patient visits who receive clinical care within the fiscal year. The number of encounters will be critical in light of COVID-19 pandemic coupled with race, equity and fiscal viability. The projected number of encounters were adjusted to align with anticipated COVID-19 recovery, patient demand for services, predicted staffing, and historical no-show rates. Based on this, we project that the dental program can deliver 80,496 visits in FY 23, a number that will provide ample access and program fiscal viability. **Outcome:** % of appointments for which patients did not show per fiscal year.

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 standards, which include infection control, patient safety, patient rights, and many more. All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$11,189,416	\$8,897,893	\$0	\$19,075,421
Contractual Services	\$68,016	\$180,419	\$0	\$226,574
Materials & Supplies	\$243,299	\$753,366	\$0	\$1,172,506
Internal Services	\$1,637,359	\$3,798,884	\$0	\$5,658,683
Total GF/non-GF	\$13,138,090	\$13,630,562	\$0	\$26,133,184
Program Total:	\$26,768,652		\$26,133,184	
Program FTE	68.92	76.15	0.00	130.36

Program Revenues				
Intergovernmental	\$0	\$312,308	\$0	\$312,000
Other / Miscellaneous	\$419,000	\$98,450	\$0	\$819,088
Beginning Working Capital	\$491,694	\$0	\$0	\$0
Service Charges	\$12,227,396	\$13,219,804	\$0	\$25,002,096
Total Revenue	\$13,138,090	\$13,630,562	\$0	\$26,133,184

Explanation of Revenues

This program generates \$2,563,738 in indirect revenues.
The primary source of revenue is Medicaid payments and patient fees.

\$ 25,100,434 - Dental Patient Fees
\$ 312,000 - Federal Primary Care (330) Grant
\$ 720,750 - Care Oregon Dental Incentives

Significant Program Changes

Last Year this program was: FY 2022: 40017 Dental Services

The dental program will improve efficiency by changing the way it utilizes dental chairs and EFDA staffing to allow for increased access to patient care. This scheduling change will impact 50% of the dentist workforce. Vacant provider positions were eliminated to align with current ability to recruit/retain EFDA's. These provider FTE reductions also address the need to align providers with EFDA to maximize utilization of dental chairs. School based hygienists increased from 0.65 to 1.00 FTE to allow more access in schools and any necessary backfilling when schools are not in session. The School & Community Oral Health program can deliver more visits by taking advantage of dental space during spring breaks. This change will align the program with other comparable school oral health programs in the metro area. The program will also leverage partnership with community colleges & dental hygiene schools to increase the workforce pipeline.

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 13,000 pregnant and nursing people and their infants and young children per month. WIC promotes positive health outcomes through strengthening nutrition across the life course with healthful foods and nutrition education, promoting and supporting breastfeeding, and providing comprehensive health and social service referrals.

Program Summary

WIC provides nutritious food, nutrition education and counseling, growth monitoring, health screening, breastfeeding support, and other support networks to eligible families. WIC also acts as a core referral center for other health and social services, including prenatal care, immunizations, Head Start, housing and day care assistance, other County public health programs, SNAP and other food assistance, and more. Multnomah County WIC leads with race and actively applies an equity lens to all services, programs, delivery methods, education options, staffing, and technology systems. Multnomah County WIC is a leader in innovation, and a regional partner for cross-cutting health programming and equity expertise.

In 2021, WIC served approximately 19,000 unique clients with over 55,000 visits and Multnomah County WIC participants received healthful foods totalling \$7.8 million to support both nutritional health and food insecurity. During 2021, and continuing into 2022, WIC and Breastfeeding services have been exclusively remote, due to the COVID-19 pandemic. Nonetheless, WIC has maintained its caseload and retained staff at over 95%. In early 2021, participating families rated the remote service model and its quality in meeting their needs as “excellent” in a large-scale text survey. The WIC staff received the County’s 2021 Outstanding Team Achievement award for their work in distributing an additional \$3.8 million dollars in COVID direct assistance to WIC families.

By design, WIC exclusively serves populations experiencing health disparities and uses nutrition science research and program data to inform services. Data indicate health disparities among BIPOC and low income women, infants, and children, which is reflected in WIC demographic data. For example, over 25% of WIC clients need communications in languages other than English. The program has responded through signage in multiple languages, staff who speak multiple languages fluently, interpretation services contracts, and technology to promote better access. Currently, 83% (up from 77% in 2020 and 45% in 2016) of WIC staff have language and/or cultural KSAs or are themselves immigrants or refugees. These approaches enable WIC to reach populations most disparately impacted by food and nutrition insecurity. WIC also partners with culturally specific agencies and advisory boards and surveys clients to inform services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of WIC clients in one year who receive healthful foods with E-WIC benefits	19,000	20,000	19,000	19,000
Outcome	% of WIC clients initiating breastfeeding	93%	94%	93%	93%
Outcome	# of nutrition education contacts with WIC families	55,588	48,000	57,268	57,000
Quality	% of clients served per month in languages other than English	26%	26%	24.2%	25%

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$1,293,532	\$3,252,961	\$1,353,205	\$3,633,855
Contractual Services	\$83,000	\$0	\$58,881	\$0
Materials & Supplies	\$63,498	\$734	\$130,766	\$0
Internal Services	\$816,981	\$431,032	\$888,249	\$488,389
Total GF/non-GF	\$2,257,011	\$3,684,727	\$2,431,101	\$4,122,244
Program Total:	\$5,941,738		\$6,553,345	
Program FTE	11.26	29.14	12.40	31.95

Program Revenues				
Intergovernmental	\$0	\$2,915,023	\$0	\$3,352,540
Other / Miscellaneous	\$0	\$769,704	\$0	\$769,704
Total Revenue	\$0	\$3,684,727	\$0	\$4,122,244

Explanation of Revenues

This program generates \$488,389 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.

\$ 3,277,540 - 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 2022: 40018 Women, Infants, and Children (WIC)

In FY23, WIC has a \$437,517 increase in grant caseload funding which will result in a net increase of 3.95 FTE. This increase will rebuild clerical/operations and provider teams by centering race and the cultural communities WIC serves, as well as provide organizational structure to increase capacity in equity-based services. COVID-19-Related Impacts - WIC services became completely remote in March 2020, remained so throughout 2021, and will continue through FY22. USDA waivers to maintain exclusively remote service are currently in place thorough August 2022 and may be additionally extended. The change to remote proved to be successful for clients, as it reduced travel and other barriers related to accessing services, and for WIC staff, as they were able to maintain service quality, their own safety, and satisfaction in their jobs. In FY23, WIC anticipates moving to both remote and in-person services.

Department: Health Department **Program Contact:** Katie Thornton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. North Portland Health Center (NPHC) serves around 3,800 clients per year. Due to the reduction in the number of operating sights, as a response to COVID-19, NPHC clients were served at the Northeast Health Center for the first 3 months of FY21. The North Portland Health Center resumed onsite operations in October 2020 and served 3,693 patients. The majority of North Portland Health Center clients represent historically underserved (Black, Indigenous, People of Color) BIPOC communities and vulnerable populations. NPHC is an important health care safety net for the community and is part of the County's FQHC.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

North Portland Health Center primary care is designed as a Person Centered Medical Home. This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, and collaboration with community partners. NPHC provides comprehensive, culturally appropriate services that include:

- Primary care services including treatment of acute and chronic illnesses, behavioral health, drug & alcohol treatment, family planning, prenatal and preventive services (well child, immunizations), and community health education.
- Pharmacy and lab services
- Enabling services: Medicaid eligibility screening, medical interpretation, transportation, case management and health education

The clinic provides culturally appropriate care to a diverse population with the largest groups served being the Latinx diaspora (42%), Black community (16%) and the white community (32%). The remaining 12% of our patients identify as Asian, Native American and Pacific Islander.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individual patients served	3693	3,900	3,900	4,000
Outcome	Number of visits completed	11,728	20,152	20,000	14,865

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,702,204	\$1,138,847	\$0	\$3,857,143
Contractual Services	\$87,412	\$0	\$0	\$130,815
Materials & Supplies	\$9,939	\$174,151	\$0	\$166,110
Internal Services	\$359,933	\$1,153,272	\$0	\$1,164,752
Total GF/non-GF	\$3,159,488	\$2,466,270	\$0	\$5,318,820
Program Total:	\$5,625,758		\$5,318,820	
Program FTE	16.45	11.35	0.00	25.50

Program Revenues				
Intergovernmental	\$0	\$573,895	\$0	\$673,895
Service Charges	\$3,159,488	\$1,892,375	\$0	\$4,644,925
Total Revenue	\$3,159,488	\$2,466,270	\$0	\$5,318,820

Explanation of Revenues

This program generates \$518,400 in indirect revenues.

This program is supported by a federal BPHC grant, as well as Medicaid/Medicare fee revenue.

- \$ 987,165 - Medical Fees
- \$ 223,895 - Federal Primary Care grant PC 330
- \$ 450,000 - Federal Primary Care/Homeless grant
- \$ 3,363,464 - FQHC Medicaid Wraparound
- \$ 294,296 - Medicare PC North

Significant Program Changes

Last Year this program was: FY 2022: 40019 North Portland Health Clinic

The COVID-19 pandemic continued to stretch the Health Center resources, requiring shifting prioritization towards vaccination and testing clinics. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. Changes in FTE are a reflection of moving Community Health Worker and Behavioral Health staff to a separate program offer (401102 Allied Health).

Department: Health Department **Program Contact:** Katie Thornton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Northeast Health Clinic is located in one of Portland's oldest historic African American neighborhoods and provides integrated primary care, dental, and pharmacy services to a diverse patient population. The Northeast Health Center plays a significant role in providing safety net medical services to residents in the community. The Health Center provided care to 6,659 clients in FY21. NEHC is an important health care safety net for the community and is part of the County's Federally Qualified Health Center (FQHC).

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Northeast Health Clinic is designed as a Person Centered Medical Home. This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, and collaboration with community partners. NEHC provides comprehensive, culturally appropriate services that include:

- Primary care services, including treatment of acute and chronic illnesses, behavioral health, drug & alcohol treatment, family planning, prenatal and preventive services (well child, immunizations), and community health education
- Limited speciality care including neurology, gynecology, and acupuncture
- Pharmacy and lab services
- Enabling services: Medicaid eligibility screening, medical interpretation, transportation assistance, case management and health education

In fiscal year 21, the clinic saw 6,659 patients who were provided services in more than 10 different languages. NEHC plays a significant role in providing safety net medical services to residents in the community. The clinic provides culturally appropriate care to a diverse population with the largest groups serving being the Black diaspora (29%), the Latinx diaspora (36%) and those who identify as white (25%). The remaining 10% of our patients identify as Asian, Native American and Pacific Islander.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individual patients served	6,659	4,000	4,500	5,000
Outcome	Number of visits completed	19660	20328	19,000	18,327

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines. Northeast Health Center is contracted with OHSU to offer Colposcopy and LEEP procedures.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,501,518	\$1,725,856	\$0	\$4,219,021
Contractual Services	\$48,817	\$129,301	\$0	\$143,287
Materials & Supplies	\$68,323	\$144,511	\$0	\$196,716
Internal Services	\$333,202	\$968,159	\$0	\$1,648,791
Total GF/non-GF	\$2,951,860	\$2,967,827	\$0	\$6,207,815
Program Total:	\$5,919,687		\$6,207,815	
Program FTE	16.30	13.70	0.00	28.20

Program Revenues				
Intergovernmental	\$0	\$985,061	\$0	\$985,060
Service Charges	\$2,951,860	\$1,982,766	\$0	\$5,222,755
Total Revenue	\$2,951,860	\$2,967,827	\$0	\$6,207,815

Explanation of Revenues

This program generates \$567,037 in indirect revenues.

Northeast Health Clinic is supported by the federal BPHC grant, , Medicaid/Medicare and other medical fees.

\$ 1,602,796 - Medical Fees

\$ 985,060 - Federal Primary Care (330) grant

\$ 3,619,959 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40020 Northeast Health Clinic

The COVID-19 pandemic continued to stretch the Health Center resources, requiring shifting prioritization towards vaccination and testing clinics. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. CHW and BHP roles moved to program offer 401102 Allied Health.

Department: Health Department **Program Contact:** Amaury Sarmiento
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Mid-County Health Center (MCHC) is located in one of the most culturally diverse areas of Multnomah County and plays a significant role in providing safety net medical services to residents in the community. Over the past 12 months, the Health Center provided care to 7,183 clients. With the Refugee Clinic and culturally diverse staff, MCHC is an important partner and contributor to the refugee and asylee resettlement efforts.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Mid County Health Center primary care is designed as a Person Centered Medical Home. This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, and collaboration with community partners. MCHC provides comprehensive, culturally appropriate services that include:

- Primary care services including treatment of acute and chronic illnesses, behavioral health, drug & alcohol treatment, family planning, prenatal and preventive services (well child, immunizations), and community health education.
- Refugee and asylee medical screenings in contract with Oregon Department of Human Services.
- Limited specialty services including gynecology
- Pharmacy and lab services
- Enabling services: Medicaid eligibility screening, medical interpretation, transportation, case management and health education

MCHC is tightly linked with refugee resettlement agencies (Sponsors Organized to Assist Refugees SOAR, Catholic Charities, Lutheran Community Services), the Centers of Disease Control and the State of Oregon. 65% of MCHC clients are immigrants or were refugees from areas, e.g., Ukraine, Afghanistan, DRC, Burman, Russia, Latin America, Kosovo.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individual patients served	9921	9,500	9,500	9,500
Outcome	Number of visits completed	32651	41,693	41,693	41,693

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines. Mid County Health Center is contracted with the Oregon Department of Human Services to complete refugee and asylee medical screenings.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$5,268,144	\$3,358,360	\$0	\$8,576,099
Contractual Services	\$292,881	\$399,553	\$0	\$97,407
Materials & Supplies	\$36,297	\$438,984	\$0	\$608,117
Internal Services	\$1,508,102	\$1,070,326	\$0	\$2,739,422
Total GF/non-GF	\$7,105,424	\$5,267,223	\$0	\$12,021,045
Program Total:	\$12,372,647		\$12,021,045	
Program FTE	45.05	12.25	0.00	54.40

Program Revenues				
Intergovernmental	\$0	\$728,950	\$0	\$928,950
Service Charges	\$7,105,424	\$4,538,273	\$0	\$11,092,095
Total Revenue	\$7,105,424	\$5,267,223	\$0	\$12,021,045

Explanation of Revenues

This program generates \$1,152,628 in indirect revenues.

Mid County Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

- \$ 3,382,832 - Medical Fees
- \$ 928,950 - Federal Primary Care (330) grant
- \$ 15,000 - State Oregon Refugee Health Promotion
- \$ 7,694,263 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40022 Mid County Health Clinic

COVID-19 pandemic required the Health Center to expand telehealth, and telemedicine programs to meet the needs of our clients while remaining in compliance with CDC recommendations aimed at decreasing spread of COVID-19. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. CHW and BHP roles moved to program offer 401102 Allied Health.

Department: Health Department **Program Contact:** Lynne Wiley
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. East County Health Center plays a significant role in providing safety net medical services to residents in the Gresham/East Multnomah County communities. Over the past 12 months, the Health Center provided care to 9,831 clients. Of clients empaneled to the East County Health Center, 50% are Spanish speaking and 20% do not qualify for insurance coverage.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

East County Health Center primary care is designed as a Person Centered Medical Home. This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, and collaboration with community partners. ECHC provides comprehensive, culturally appropriate services that include:

- Primary care services, including treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations)
- Integrated pharmacy and lab services
- Wraparound services: Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Over the past 12 months, the clinic saw 29,583 patients with services provided in four languages. East County Health Center plays a significant role in providing safety net medical services to residents in the community. The clinic provides culturally appropriate care to a diverse population with the largest groups served being the Latinx diaspora (50%), and the white (43%). The remaining 7% of our patients identify as mostly Eastern European and Middle Eastern/North African.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individual Patients Served	9,892	9,800	9,840	9,931
Outcome	Number of visits completed	27,650	29,160	29, 583	29, 753

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$4,989,165	\$2,829,741	\$0	\$7,881,297
Contractual Services	\$0	\$268,344	\$0	\$297,736
Materials & Supplies	\$221,425	\$162,697	\$0	\$397,518
Internal Services	\$664,557	\$1,722,372	\$0	\$2,258,855
Total GF/non-GF	\$5,875,147	\$4,983,154	\$0	\$10,835,406
Program Total:	\$10,858,301		\$10,835,406	
Program FTE	38.40	13.80	0.00	49.20

Program Revenues				
Intergovernmental	\$0	\$1,085,399	\$0	\$1,085,315
Service Charges	\$5,875,147	\$3,897,755	\$0	\$9,750,091
Total Revenue	\$5,875,147	\$4,983,154	\$0	\$10,835,406

Explanation of Revenues

This program generates \$1,059,246 in indirect revenues.

East County Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

\$ 2,936,965 - Medical Fees

\$ 1,085,315 - Federal Primary Care (330) grant

\$ 6,813,126 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40023 East County Health Clinic

COVID-19 pandemic required ECHC to expand telehealth, and telemedicine programs to meet the needs of our clients while remaining in compliance with CDC recommendations aimed at decreasing spread of Covid 19. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. CHW and BHP roles moved to program offer 40102 Allied Health.

Department: Health Department **Program Contact:** Alexandra Lowell

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

Related Programs:

Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. 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. This program makes primary and behavioral health care services easily accessible for nearly 6,000 K-12 students each year, contributing to better health and learning outcomes for school-aged youth.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 20% of our patients have no insurance, 95% of our clients live below 200% of the Federal Poverty Guideline and nearly 2,000 of our patients report experiencing houselessness. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Healthcare for school aged youth is a basic need. The SHC sites provide critical points of access to health care regardless of insurance status through partnerships with schools, families, healthcare providers, and community agencies. SHCs contribute to learning readiness and optimize the learning environment by linking health and education for student success--in school and life.

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 K-12 aged youth are eligible to receive services at any SHC location, including students who attend other schools, those not currently attending school, students experiencing houselessness. The SHCs provide culturally appropriate care to a diverse population with the largest groups served being those who identify as Latinx (31%), white (31%), Black (15%), and Asian (12%). The remaining 10% of our patients identify as Pacific Islander, Native American, and Native Hawaiian.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	% of patients with one or more visits with a health assessment in the last year	51%	60%	51%	51%
Outcome	Number of visits completed	6,295	16,474	14,280	16,796

Performance Measures Descriptions

Output: Clients (age >5 to <21) with at least one SHC office visit encounter in the last 12 months who had health assessment. The health assessment is an exceptional tool to understand the physical and social health of the client, so that strengths can be affirmed for continued prevention and early intervention services can be offered.

Outcome: The number of visits completed indicates a general level of utilization of our services and financial viability.

Legal / Contractual Obligation

Student Health Centers (SHC) complies with CLIA (Laboratory accreditation) requirements, CCO contractual obligations, compliance with the Bureau of Primary Health 330 Grant (HRSA), and Patient-Centered Primary Care Home (PCPCH). SHC Primary Care 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	2022	2022	2023	2023
Personnel	\$2,904,846	\$1,640,723	\$0	\$4,308,148
Contractual Services	\$25,512	\$53,382	\$0	\$67,010
Materials & Supplies	\$92,510	\$219,337	\$0	\$213,335
Internal Services	\$503,870	\$840,911	\$0	\$1,582,807
Total GF/non-GF	\$3,526,738	\$2,754,353	\$0	\$6,171,300
Program Total:	\$6,281,091		\$6,171,300	
Program FTE	18.47	13.80	0.00	28.24

Program Revenues				
Intergovernmental	\$0	\$1,131,899	\$0	\$1,204,913
Service Charges	\$3,526,738	\$1,622,454	\$0	\$4,966,387
Total Revenue	\$3,526,738	\$2,754,353	\$0	\$6,171,300

Explanation of Revenues

This program generates \$578,516 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.

- \$ 1,573,859 - Medical Fees
- \$ 831,534 - State SHC grant
- \$ 373,379 - Federal Primary Care grant
- \$ 3,392,528 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40024 Student Health Centers

During the COVID-19 pandemic in FY 22, nine SHC clinics remained open and operational even while school buildings were temporarily closed for distance learning. Each SHC provides important access to COVID vaccination and testing for the youth population. SHC continues to provide essential medical and mental health care to Multnomah County youth, offering both in-person and telemedicine visits.

In the upcoming year, SHC will expand primary care and behavioral health services available.

Department: Health Department **Program Contact:** Amaury Sarmiento
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. La Clinica de Buena Salud (The Good Health Clinic), provides comprehensive, culturally appropriate primary care and behavioral health services to the underinsured and uninsured residents of NE Portland's Cully Neighborhood and is part of the County's FQHC. La Clinica was strategically located, in partnership with the local community, to provide culturally competent care and vital services to approximately 1,600 people each year.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

La Clinica de Buena Salud is designed as a Person Centered Medical Home. This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, and collaboration with community partners. La Clinica provides comprehensive, culturally appropriate services that include:

- Primary care services, including treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations)
- Integrated pharmacy and lab services
- Wraparound services: Medicaid eligibility screening, medical interpretation, transportation, case management and health education

Although La Clinica was initially primarily served 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individual patients served	2204	2,100	2,100	2,100
Outcome	Number of visits completed	7,641	9,901	9,901	9,901

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.
Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$810,288	\$1,026,995	\$0	\$2,013,157
Contractual Services	\$0	\$114,542	\$0	\$128,118
Materials & Supplies	\$39,459	\$42,004	\$0	\$99,410
Internal Services	\$107,930	\$384,975	\$0	\$631,094
Total GF/non-GF	\$957,677	\$1,568,516	\$0	\$2,871,779
Program Total:	\$2,526,193		\$2,871,779	
Program FTE	6.40	5.40	0.00	12.50

Program Revenues				
Intergovernmental	\$0	\$757,011	\$0	\$826,069
Service Charges	\$957,677	\$811,505	\$0	\$2,045,710
Total Revenue	\$957,677	\$1,568,516	\$0	\$2,871,779

Explanation of Revenues

This program generates \$270,569 in indirect revenues.

La Clinica de Buena Salud is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

- \$ 576,452 - Medical Fees
- \$ 301,255 - Federal Primary Care/330 grant
- \$ 524,814 - Federal Homeless General
- \$ 1,469,258 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40026 La Clinica de Buena Salud

COVID-19 pandemic required the Health Center to expand telehealth, and telemedicine programs to meet the needs of our clients while remaining in compliance with CDC recommendations aimed at decreasing spread of COVID-19. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Nick Tipton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Southeast Health Clinic (SEHC) provides comprehensive, culturally appropriate primary care and behavioral health services to 3,200 people each year in the Southeast Multnomah County communities. Southeast Health Center is centrally located to serve persons living in the area as well as the central region and clients living downtown (many who were previously a Westside Clinic patient).

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Southeast Health Center is a Person Centered Medical Home. This model includes reducing barriers to access, integration of behavioral health services, providing continuity and coordination of services, medication assisted therapy (MAT) and collaboration with community partners. SEHC provides comprehensive, culturally appropriate services that include:

- Primary care services, including treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations)
- Integrated pharmacy, dental, and lab services
- Wraparound services: Medicaid eligibility, interpretation, transportation, case management and health education.

Race and ethnicity of SEHC Primary Care clients reflect 15.3% Asian, 9% Black, 1% American Indian and 1.5% Pacific Islander. A key population that SEHC serves is the homeless population that continues to grow in the SEHC region, noting a 22.1% increase between 2017 to 2019. Our non-binary population who report Intimate Partner violence is experiencing a rise in houselessness over 186.7% increase (.4% to 1.1%) (2019 PIT report). Using wrap around services for our clients experiencing houselessness that include intensive case management/navigation services, addressing food insecurities (food banks, CSA partnerships for health with local farms), and referrals to community partnerships in addition to primary/specialty care is critical.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of patients served	3242	3,350	3200	3400
Outcome	Number of visits completed	11,551	7,370	10,500	7,400

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,151,939	\$1,671,439	\$0	\$2,755,896
Contractual Services	\$0	\$62,356	\$0	\$67,314
Materials & Supplies	\$29,951	\$106,969	\$0	\$139,850
Internal Services	\$153,438	\$784,084	\$0	\$914,070
Total GF/non-GF	\$1,335,328	\$2,624,848	\$0	\$3,877,130
Program Total:	\$3,960,176		\$3,877,130	
Program FTE	10.20	8.30	0.00	17.22

Program Revenues				
Intergovernmental	\$0	\$1,365,404	\$0	\$1,365,404
Service Charges	\$1,335,328	\$1,259,444	\$0	\$2,511,726
Total Revenue	\$1,335,328	\$2,624,848	\$0	\$3,877,130

Explanation of Revenues

This program generates \$370,392 in indirect revenues.

Southeast Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

- \$ 950,257 - Medical Fees
- \$ 166,500 - Federal Primary Care (330) grant
- \$ 1,198,904 - Federal Primary Care/Homeless grant
- \$ 1,561,469 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40027 Southeast Health Clinic

COVID-19 pandemic required the Health Center to expand telehealth, and telemedicine programs to meet the needs of our clients while remaining in compliance with CDC recommendations aimed at decreasing spread of COVID-19. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. CHW and BHP roles moved to program offer 401102 Allied Health.

Department: Health Department **Program Contact:** Lynne Wiley
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Rockwood Community Health Clinic provided comprehensive, culturally appropriate primary care and behavioral health services to 3790 patients this year.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Rockwood Community Health Clinic (RCHC) is designed as a Patient-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. RCHC provides comprehensive, culturally appropriate services that include:

- Primary care services, including treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations)
- Integrated pharmacy and lab services
- Wraparound services: Medicaid eligibility screening, medical interpretation, transportation, case management and health education.

Over the past 12 months, the RCHC clinic saw 11,132 patients with services provided or interpreted in 16 plus languages. RCHC plays a significant role in providing safety net medical services to residents in a historically underserved community. The clinic provides culturally appropriate care to a diverse population with the largest groups served being Hispanic (36%), and White (32%). The remaining 32% of our patients identify as Asian, Black, Karen, Burmese, Russian, Somali, Zomi, Dari, Farsi, Nepali, Swahili, and Rohingya.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individual patients served	2,274	4,460	4,460	4,560
Outcome	Number of visits completed	11,851	15,371	11,371	11,671

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients assigned to this site and have received clinical care within the last 12 months.

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Speciality Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

The Health Center complies with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,418,900	\$1,603,471	\$0	\$4,204,021
Contractual Services	\$0	\$214,136	\$0	\$241,091
Materials & Supplies	\$15,949	\$188,040	\$0	\$190,957
Internal Services	\$654,270	\$618,830	\$0	\$1,169,336
Total GF/non-GF	\$3,089,119	\$2,624,477	\$0	\$5,805,405
Program Total:	\$5,713,596		\$5,805,405	
Program FTE	20.20	8.70	0.00	28.10

Program Revenues				
Intergovernmental	\$0	\$664,768	\$0	\$764,768
Service Charges	\$3,089,119	\$1,959,709	\$0	\$5,040,637
Total Revenue	\$3,089,119	\$2,624,477	\$0	\$5,805,405

Explanation of Revenues

This program generates \$565,020 in indirect revenues.

Rockwood Community Health Center is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

\$ 1,647,715 - Medical Fees

\$ 764,768 - Federal Primary Care (330) grant

\$ 3,392,922 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40029 Rockwood Community Health Clinic

COVID-19 pandemic required the Health Center to expand telehealth, and telemedicine programs to meet the needs of our clients while remaining in compliance with CDC recommendations aimed at decreasing spread of COVID-19. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Bernadette Thomas

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

Related Programs:

Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The Clinical Director's Office ensures that all clinical staff have the necessary training, skills and knowledge to practice safely and competently. Additionally, it ensures safe, cost effective patient care and ensures that providers are trained in health equity to meet of our shared goals of eliminating health disparities in access to care and health care outcomes.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare. Primary functions of this program include:

- Develops and oversees strategic initiatives to improve care quality, achieve health equity, safety, cost effectiveness, and access; develops and implements patient care guidelines, policies, procedures, including the Health Center's response to COVID-19.
- Represents and advocates for the care of the clients served at Multnomah County Community Health Centers to external stakeholders such as the Oregon Health Authority, Coordinated Care Organizations (Medicaid payors) to ensure that health care funding meets the needs of the community.
- Recruits, hires health care providers (pharmacists, dentists, physicians, nurse practitioners including psychiatric nurse practitioners, physician's assistants), credentials and monitors provider performance; oversees medical, nursing and integrated behavioral health.
- Ensures that patient care meets all rules, regulations and standards set forth by regulatory agencies including the Joint Commission (TJC), contractors, grantors and accrediting agencies. This required element ensures safety, quality of care, as well as to keep HRSA grant funding intact.
- Accountable for legal conformance, quality and safety of patient care, need-based and scientifically justified service design, and efficient use of public funds. This includes Joint Commission (TJC), HRSA, PCPCH, Reproductive Health Grants, and consultation with HIV services on Ryan White grant.
- Supervises Site Medical Directors, the Behavioral Health and Addictions Manager, Primary Care Medical Director and Deputy Medical Director, Pharmacy Director, and Dental Director to achieve the above items.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	80% of primary care providers are maintaining and serving their maximum panel size	79%	80%	78%	80%
Outcome	Maintain compliance with regulatory and licensing standards/boards	100%	100%	100%	100%
Output	Increase # of patients seen in the past year calendar year (unique patients) to pre-covid numbers	50,028	N/A	54,000	60,000
Outcome	Train all providers on implicit bias	85%	85%	85%	85%

Performance Measures Descriptions

Measure 1 focuses on value in care delivery and good patient outcomes (including access to care)

Measure 2 maintains regulatory standards required by the health center program.

Measure 3 This output has been changed to include the number of unique clients served by the health center (medical and dental).

Measure 4 is part of our Racial Equity, Diversity, Inclusion (RE.D.I.) initiative

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.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$927,829	\$77,293	\$0	\$1,400,488
Contractual Services	\$86,000	\$142,040	\$0	\$86,000
Materials & Supplies	\$94,937	\$0	\$0	\$87,144
Internal Services	\$221,629	\$10,295	\$0	\$307,311
Total GF/non-GF	\$1,330,395	\$229,628	\$0	\$1,880,943
Program Total:	\$1,560,023		\$1,880,943	
Program FTE	3.20	0.30	0.00	4.10

Program Revenues				
Intergovernmental	\$0	\$229,628	\$0	\$87,588
Other / Miscellaneous	\$276,100	\$0	\$0	\$276,100
Beginning Working Capital	\$192,340	\$0	\$0	\$200,000
Service Charges	\$861,955	\$0	\$0	\$1,317,255
Total Revenue	\$1,330,395	\$229,628	\$0	\$1,880,943

Explanation of Revenues

This program generates \$188,225 in indirect revenues.

The Clinical Directors Office is funded with State grants and patient revenue (under the HRSA 330 Primary Care grant).

\$ 87,588 - Federal and State family Planning

\$ 1,317,255 - FQHC Medicaid Wraparound

\$ 476,100 - Medicaid Quality and Incentives

Significant Program Changes

Last Year this program was: FY 2022: 40030 Medical Director

During the calendar year 2021, ICS faced significant challenges due to the ongoing effects of COVID-19. The Clinical Directors Office will continue to lead ICS in focusing on eliminating health disparities. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. In FY23, the Medical Director's Office will add two new positions to support program sustainability and program compliance: Program Specialist (1.00 FTE) helps to ensure compliance with HRSA standards with registrations of clinical staff and help with credentialing. Program Specialist (1.00 FTE) Assists with talent development, retention recruitment, and provides introductory orientation to all potential provider staff. Positions from FY22 associated with the medical director's office were moved to the 40034 program as they supported project management activities.

Department: Health Department **Program Contact:** Michele Koder
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The pharmacy program provides critical medication access to Health Department clients as well as emergency preparedness programs. The pharmacies dispense approximately 350,000 prescriptions per year to insured, underinsured and uninsured clients of Primary Care Clinics, Dental Clinics, Student Health Centers, HIV Health Services Center, Sexually Transmitted Disease (STD) Clinic, Communicable Disease Services and Harm Reduction clinics. The program also provides integrated clinical pharmacy services among the seven primary care clinics and HIV Health Services Center (FQHC services).

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Medications are primarily purchased through the 340B drug pricing program (a US federal government program created in 1992 that requires drug manufacturers to provide outpatient drugs to eligible covered entities at significantly reduced prices). Different contracts are used to provide medications for individuals upon release from County Corrections and to provide naloxone overdose medications to community partners and first responders.

Revenue generated by the pharmacies are used to provide discounted medications for underinsured and uninsured clients - no client is denied medication due to inability to pay. Revenue is also used to support other services within ICS, including laboratory services, medication disposal services, and the Clinical Pharmacy Program.

The Clinical Pharmacy Program currently consists of seven clinical pharmacists who are embedded in primary care clinics and the HIV Health Service Center. Clinical pharmacists offer essential services that go beyond dispensing medication: they assist clients and providers with medication management and adherence support, conduct medication reconciliation upon hospital discharge, and manage chronic conditions such as diabetes under collaborative practice agreements with primary care providers.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Prescription Volume	360,414	372,000	365,000	368,000
Outcome	Average Prescription Cost	34	32.62	33	38
Outcome	Capture rate	60%	62%	60%	60%
Quality	Adherence Support	400	480	650	700

Performance Measures Descriptions

1. Prescription Volume (prescriptions filled) reflects the number of prescriptions filled during the fiscal year.
2. Average Prescription Cost reflects the costs associated with filling a prescription minus the actual cost of the medication.
3. Capture Rate is the percentage of prescriptions filled by primary care providers that are filled at County pharmacies.
4. Adherence Support refers to the number of clients enrolled in appointment-based refills and medication synchronization services or who receive specialized packaging to assist in the proper use of medications.

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 Care 330 Grant and those services must be in compliance with the HRSA Community Health Center Program operational and fiscal requirements. In addition, pharmacies must comply with all Oregon Board of Pharmacy and DEA regulations and are accredited by The Joint Commission. All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$9,097,700	\$0	\$10,633,173
Contractual Services	\$0	\$128,453	\$0	\$114,464
Materials & Supplies	\$0	\$20,633,491	\$0	\$21,940,418
Internal Services	\$0	\$3,940,777	\$0	\$3,617,083
Capital Outlay	\$0	\$150,000	\$0	\$200,000
Total GF/non-GF	\$0	\$33,950,421	\$0	\$36,505,138
Program Total:	\$33,950,421		\$36,505,138	
Program FTE	0.00	55.33	0.00	63.53

Program Revenues				
Service Charges	\$0	\$33,950,421	\$0	\$36,505,138
Total Revenue	\$0	\$33,950,421	\$0	\$36,505,138

Explanation of Revenues

This program generates \$1,429,098 in indirect revenues.

Pharmacy is funded exclusively through prescription fees (third party reimbursements) and patient fees.

\$ 36,307,170 - Prescription Fees

\$ 197,968 - Patient Fees

Significant Program Changes

Last Year this program was: FY 2022: 40031 Pharmacy

Increased expenditures on drugs; Implementation of Contract Pharmacy to capture additional revenue for clients using an external pharmacy; Exploration of feasibility for expansion of prescription mail order options to clients across the health center; Expansion of the clinical pharmacy program to increase access and the services provided, in addition to quality incentive dollars for the health center. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. Added 3 new cost centers for FY23 (418205, 418215, 418250). Extra Medicaid/Medicare revenue identified to cover increased cost of drugs and staffing.

Department: Health Department **Program Contact:** Michele Koder
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The Central Lab and the Health Information Management program support the delivery of care to clients of Health Department services including Primary Care, Student Health Centers, Sexually Transmitted Disease Clinic, Communicable Diseases Services, Dental, and Corrections Health. Medical Records helps to ensure comprehensive clinical documentation and compliance with all applicable licensing, regulatory and accreditation standards as well as serving as the Privacy Manager for the Health Department.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

The Central Lab and the Health Information Management program support the delivery of care to clients of Health Department services including Primary Care, Student Health Centers, Sexually Transmitted Disease Clinic, Communicable Diseases Services, Dental, and Corrections Health. The lab handles approximately 250,000 specimens per year. Medical Records fulfills approximately 13,000 medical records requests per year. Performs laboratory tests on client and environmental specimens, manages external laboratory contracts, prepares for emergencies (including bioterrorism), and assists with the surveillance of emerging infections. Access to laboratory testing assists in the diagnosis, treatment, and monitoring of clients receiving healthcare in Health Department facilities.

Health Information Management program manages health (medical/dental) records systems to ensure comprehensive clinical documentation and compliance with all applicable licensing, regulatory and accreditation standards. The manager of Health Information fulfills the role of the Health Department's Privacy Official as required by HIPAA (Health Insurance Portability and Accountability Act). Health Information Management ensures proper documentation of health care services and provides direction, monitoring, and reporting of federally required HIPAA compliance activities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of records requests completed	9,733	13,000	13,000	13,000
Outcome	Number of laboratory specimens handled by the Central Lab	245,000	245,000	245,000	245,000
Quality	Lab proficiency/competency assessments completed	95	95	95	95

Performance Measures Descriptions

Output: Number of records requests completed is an indicator of work performance of Medical Records program; Outcome: Number of lab specimens handled by Central Lab is an indicator of performance and volume of work for the Lab program; Quality: Proficiency and Competency assessments completed are an indicator of appropriate skills and training of Lab staff.

Legal / Contractual Obligation

Federal and state mandates in addition to the Bureau of Primary Health Care 330 Grant require maintenance of health records, including medical, dental, and pharmacy, as well as the provision of laboratory services. The electronic health record (EHR) and practice management contractual obligations are per the contractual agreement with the Health Department and OCHIN. The laboratory program is accredited by the Joint Commission. All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,026,300	\$2,185,552	\$0	\$3,635,018
Contractual Services	\$1,000	\$49,000	\$0	\$86,500
Materials & Supplies	\$18,978	\$191,803	\$0	\$139,818
Internal Services	\$312,540	\$665,822	\$0	\$1,122,931
Capital Outlay	\$0	\$200,000	\$0	\$150,000
Total GF/non-GF	\$1,358,818	\$3,292,177	\$0	\$5,134,267
Program Total:	\$4,650,995		\$5,134,267	
Program FTE	9.60	18.80	0.00	31.60

Program Revenues				
Other / Miscellaneous	\$872,800	\$0	\$0	\$0
Beginning Working Capital	\$450,000	\$0	\$0	\$500,000
Service Charges	\$36,018	\$3,292,177	\$0	\$4,634,267
Total Revenue	\$1,358,818	\$3,292,177	\$0	\$5,134,267

Explanation of Revenues

This program generates \$488,544 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 clients.

Lab

\$ 1,817,592 - Fee for Services (FFS) - Medicaid - CareOregon

\$ 1,815,449 - Fee for Services (FFS) - Medicare

Medical Records

\$ 500,000 - Other - Medicaid Quality and Incentives

\$ 1,001,226 - FQHC Medicaid Wraparound

Significant Program Changes

Last Year this program was: FY 2022: 40032 Lab and Medical Records

The Central Laboratory has provided considerable support to primary care, public health, and corrections health on the implementation of multiple COVID-19 and influenza rapid point-of-care tests including procurement of supplies, training, validation, CLIA license maintenance, and reporting.

Additional lab support will be expanded as part of increased need in Corrections Health and Public Health services (see PO40096 Public Health In/Out of Scope Services and PO40050D Corrections Health In/Out of Scope Services). Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. Three additional support roles were added to the FY23 program offer to further support the community health center lab services as well, including medical assistants.

Department: Health Department **Program Contact:** Tony Gaines
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The Patient Access Center (PAC) is the gateway for existing patients and all new community members seeking to establish care with Multnomah County Health Department's (MCHD) Primary Care and Dental programs. PAC also provides written translation, oral and sign language interpretation throughout the department's programs and services.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

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 80 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of calls answered	310,000	320,000	320,000	320,000
Outcome	Average telephone abandonment rate (goal: at or below 15%)	37%	15%	20%	15%

Performance Measures Descriptions

Output: Number of calls answered by PAC during the fiscal year. This number is an indicator of performance and demand for services.

Outcome: Average percent of calls that are disconnected before a PAC representative can answer. This is an indicator of performance and patient experience.

Legal / Contractual Obligation

PAC is in the scope of the Primary Care 330 Grant must follow the HRSA Community Health Center Program operational and fiscal compliance requirements.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,951,377	\$581,209	\$0	\$2,728,817
Contractual Services	\$110,000	\$0	\$0	\$45,660
Materials & Supplies	\$14,202	\$0	\$0	\$12,401
Internal Services	\$766,621	\$77,417	\$0	\$888,235
Total GF/non-GF	\$2,842,200	\$658,626	\$0	\$3,675,113
Program Total:	\$3,500,826		\$3,675,113	
Program FTE	20.50	6.50	0.00	27.00

Program Revenues				
Intergovernmental	\$0	\$658,626	\$0	\$758,626
Other / Miscellaneous	\$640,000	\$0	\$0	\$640,000
Beginning Working Capital	\$605,786	\$0	\$0	\$605,000
Service Charges	\$1,596,414	\$0	\$0	\$1,671,487
Total Revenue	\$2,842,200	\$658,626	\$0	\$3,675,113

Explanation of Revenues

This program generates \$366,753 in indirect revenues.

The Patient Access Center (PAC) is funded with Medicaid revenue, HRSA/Bureau of Primary Care grant revenue and medical fees. ARPA funds were approved in order to support the addition of Limited Duration (LD) PAC positions.

\$ 1,671,487 - Medical Fees FQHC Medicaid Wraparound

\$ 1,245,000 - Medicaid Quality and Incentive

\$ 758,626 - Federal Primary Care (330) grant

Significant Program Changes

Last Year this program was: FY 2022: 40033 Primary Care and Dental Access and Referral

Staff began telework rotations April 2021 due to the COVID-19 pandemic. In the upcoming year, this program will continue support for patient outreach and engagement by overseeing in-person interpretation coordination, and clinical triage services. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Adrienne Daniels
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The Administration and Operations Program provides pivotal administrative, operational, and financial oversight of the Health Center program by developing and implementing fiscal accountability programs and access to health care. This includes teams and staff who help implement workflows, quality evaluations, financial reporting, patient engagement strategies, and workforce support.

Program Summary

This program supports services within the project scope of the BPHC grant. BPHC funding requires strict adherence to federal laws mandating which services must be provided by FQHCs, which results in additional Medicaid revenue.

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Activities supported in this program include developing and implementing fiscal accountability and monitoring infrastructure, management of revenue cycle activities, implementation of strategic projects, support for operational workflows to increase patient access to care, and projects designed to improve health outcomes. Examples of this type of work include support for transitioning and training clinical teams to expand virtual care, designing patient communication campaigns for managing chronic diseases, and designing reporting materials to reflect operational needs in fiscal and value based pay systems.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Medical Coding Accuracy: % of claims accepted by insurance partners	N/A	N/A	N/A	95%
Outcome	% of patient communication materials are developed in the top five patient languages	N/A	100%	100%	100%
Outcome	Completion of annual strategic planning activities and three year plan in alignment with CHC Board's vision.	100%	100%	100%	100%

Performance Measures Descriptions

Medical Coding Accuracy: improves insurance billing and payment rates, which supports fiscal sustainability.

Patient Communication: providing accessible materials in prevalent languages improves patient experience, health promotion, and effective disease management.

Strategic planning: All FQHCs are required to complete strategic planning every three years, which should include both operational, fiscal, and facilities planning in partnership with the Community Health Center Board.

Legal / Contractual Obligation

Quality services are a requirement of the Bureau of Primary Health Care's 330 Grant. Services in the scope of the grant and health center program must follow the HRSA Community Health Center Program's operational, fiscal, and governance requirements. The program is also accredited under The Joint Commission and follows TJC accreditation guidelines. All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$5,006,123	\$1,117,419	\$0	\$7,272,998
Contractual Services	\$118,000	\$0	\$0	\$224,500
Materials & Supplies	\$148,462	\$2,492	\$0	\$123,125
Internal Services	\$1,833,509	\$148,754	\$0	\$1,953,711
Total GF/non-GF	\$7,106,094	\$1,268,665	\$0	\$9,574,334
Program Total:	\$8,374,759		\$9,574,334	
Program FTE	31.45	9.35	0.00	46.40

Program Revenues				
Intergovernmental	\$0	\$1,051,965	\$0	\$1,120,963
Other / Miscellaneous	\$1,433,333	\$216,700	\$0	\$1,887,481
Beginning Working Capital	\$1,450,000	\$0	\$0	\$1,450,000
Service Charges	\$4,222,761	\$0	\$0	\$5,115,890
Total Revenue	\$7,106,094	\$1,268,665	\$0	\$9,574,334

Explanation of Revenues

This program generates \$977,492 in indirect revenues.

Administration and Operations activities are funded with HRSA grant revenue, Medicaid fees, and quality incentive payments. Program leadership are working with CCO's to develop sustainable funding for quality assurance, data reporting work.

- \$ 5,373,786 - FQHC Medicaid Wraparound
- \$ 1,120,963 - Federal Primary Care (330) grant
- \$ 3,079,585 - Medicaid Quality and Incentives

Significant Program Changes

Last Year this program was: FY 2022: 40034 ICS Administration, Operations, and Quality Assurance

Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. Additional staff FTE to support project management and financial reporting were added to this program in FY23. Two roles previously included in the Medical Director program offer are also now represented in this program offer as they support project management activities (total change of +5.6 FTE between new and transferred staff roles).

Department: Health Department **Program Contact:** Tasha Wheatt-Delancy

Program Offer Type: Administration **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Multnomah County's Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Together, our eight primary care clinics, seven dental clinics, nine student health centers, seven pharmacies, and laboratory services serve more than 60,000 patients per year, with a focus on people who otherwise have limited access to health care.

The Community Health Center Board (CHCB) is the federally mandated consumer-majority governing board that oversees the County's Community Health Center (also known as a public entity Federally Qualified Health Center-FQHC).

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

The Community Health Center Board (CHCB) 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. The CHCB must have a minimum of 51% MCHD health center consumer membership to meet federally mandated program requirements for FQHCs. Meeting the federal mandated program requirements allows the Health Center retain the federal grant and all benefits associated with the FQHC status. The CHCB works closely with the Community Health Center 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 CHCB 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 10 members and is a fair representation of the communities served by the Health Department's Health Center services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of CHCB Meetings	12	12	12	12
Outcome	Percentage of consumers involved on the CHCB	51%	51%	51%	51%

Performance Measures Descriptions

Output: The Community Health Center Board must meet at least monthly, as required by Bureau of Primary Care FQHC requirements to perform board responsibilities.

Outcome: The Community Health Center Board must ensure 51% patient majority per federal requirements.

Legal / Contractual Obligation

HRSA's 19 mandatory program requirements include Board Governance for the Community Health Center Board and oversight of quality assurance, health center policies, financial performance, patient satisfaction, health center executive director (ICS Director) accountability for the FQHC's compliance and operations.

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$136,242	\$0	\$0	\$311,265
Contractual Services	\$16,000	\$0	\$0	\$32,000
Materials & Supplies	\$5,028	\$0	\$0	\$5,450
Internal Services	\$43,830	\$0	\$0	\$70,617
Total GF/non-GF	\$201,100	\$0	\$0	\$419,332
Program Total:	\$201,100		\$419,332	
Program FTE	1.00	0.00	0.00	2.00

Program Revenues				
Other / Miscellaneous	\$201,100	\$0	\$0	\$419,332
Total Revenue	\$201,100	\$0	\$0	\$419,332

Explanation of Revenues

This program generates \$41,834 in indirect revenues.
\$ 419,332 - Medicaid Quality and Incentives

Significant Program Changes

Last Year this program was: FY 2022: 40036 Community Health Council and Civic Governance

Due to COVID 19, the CHCB meetings transitioned to a virtual platform. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds. Staff FTE was added to support board strategic planning and development for FY23.

Department: Health Department **Program Contact:** Andrea Hamberg
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

Environmental Health Community Programs (EHCP) impact a wide range of well-documented, upstream, and emerging environmental health issues, with the goal to eliminate environmental hazards that contribute to racial and ethnic health disparities. Program areas include community environments, toxics reduction, woodsmoke curtailment, and climate change, with an explicit focus on environmental justice and vulnerable populations, and addressing health inequities in lead poisoning, respiratory illness, cardiovascular disease, and traffic crash injury. Activities include monitoring and assessing environments, policies, and health; providing technical assistance and data expertise; reporting; communications; and direct services.

Program Summary

EHCP is a continuum of services that 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 REACH program to ensure safe and healthy neighborhoods through participation in local planning efforts, data analysis, and technical assistance to help community understand environmental risks. Toxics Reduction: identifies exposure risks to contaminated land, air, water, consumer goods, and industrial production, and makes technical information accessible to the public as part of empowering communities to advocate on their own behalf. Woodsmoke: implements County Ordinance 1253, curtailing wood burning on winter days with high air pollution. Implementation includes issuing daily air quality forecasts; fielding complaints, investigations and enforcement; conducting outreach campaigns; monitoring health burdens from air pollution; and working with governmental and community stakeholders to reduce impacts among the populations most affected. Climate Change: works to understand upstream, emerging health issues related to climate change and protect the public's health from their impacts.

With communities of color experiencing disproportionate burdens of the above environmental health issues, EHCP monitors racial disparities in exposures as well as outcomes as part of its environmental justice approach. Exposure measure examples include proximity to sources of air pollution, presence of lead, toxic fish consumption, urban heat, and access to physical activity. Outcome measures are drawn from data on deaths and illnesses linked to environmental hazards, such as cancer, asthma, heart disease, diabetes, dementia, lead poisoning, traffic crash injuries, heat illness, and vector-borne disease. These data then guide programming to focus on communities experiencing disparities through multilingual services, culturally specific education and communications, partnerships with community-based organizations and culturally specific County programs, and community engagement through coalitions, focus groups, and interagency work groups.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of community members receiving information on environmental threats	1,425,829	200,000	831,753	800,000
Outcome	Number of children with reduced EBLL as a result of environmental investigations	60	40	76	60
Outcome	Number of policies adopted that include health- and health justice-based recommendations	16	10	9	10
Outcome	Proportion of people aware of and complying with the woodsmoke curtailment ordinance	N/A	50%	50%	50%

Performance Measures Descriptions

1) Includes all program areas, counting community members receiving mailings, attending events, direct contact with staff, visiting websites/social media, and exposure to media campaigns. The high count in FY21 is due to wildfire response and heat dome. FY22 Estimate reflects better than expected reach using one-time-only advertising and outreach funding. 3) Policy recommendations are developed with an environmental justice lens. 4) To be measured by a survey, new in FY22 (no FY1 data). Compliance defined as respondents reporting burning wood only on "green days" or not at all.

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 (shared with Vector Control); 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	2022	2022	2023	2023
Personnel	\$254,622	\$372,286	\$516,974	\$1,340,459
Contractual Services	\$3,138	\$81,979	\$5,124	\$85,055
Materials & Supplies	\$3,599	\$17,654	\$13,936	\$70,633
Internal Services	\$26,243	\$72,194	\$520	\$255,016
Total GF/non-GF	\$287,602	\$544,113	\$536,554	\$1,751,163
Program Total:	\$831,715		\$2,287,717	
Program FTE	1.69	2.74	3.75	9.75

Program Revenues				
Intergovernmental	\$0	\$225,000	\$0	\$1,518,342
Service Charges	\$0	\$319,113	\$0	\$232,821
Total Revenue	\$0	\$544,113	\$0	\$1,751,163

Explanation of Revenues

This program generates \$180,158 in indirect revenues.

- \$ 218,000 - PWB City Lead Line
- \$ 232,821 - Fish Advisory Outreach funding
- \$ 1,300,342 - Modernization Local

Significant Program Changes

Last Year this program was: FY 2022: 40037 Environmental Health Community Programs

In FY22, the CDC reduced the definition of elevated blood lead level from 5ug/dL to 3.5, increasing investigations caseload, and the program added a new woodsmoke Program Specialist. In FY23, County General Fund increased by \$248,952. OHA Public Health Modernization increased by \$1,300,342. FY23 funds will support the Board's extension of the woodsmoke season from 5 months to 12 and expand the program by 9.07 FTE. New positions will focus on environmental/climate justice and encampments, coordinating with the Office of Sustainability Climate Justice Initiative, REACH, Vector, and JOHS. CDC COVID-19 Health Disparities funds (40199T) will support capacity within this program offer. COVID-19-Related: In FY21/FY22, lead screening clinics/inspections were paused; community fish safety contracts were delayed; and staff were partially deployed to COVID-19 response, decreasing communications.

Department: Health Department

Program Contact: Debi Smith

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Health Department's Human Resources provides expertise, consultation and leadership to ensure a highly skilled and diverse workforce is hired and retained while upholding the department's core values of equity and inclusion, managing the compliance of personnel rules and legal requirements and developing and maintaining partnerships with labor unions and community stakeholders. The Human Resources team is staffed with individuals of diverse educational, professional, cultural and lived backgrounds that offer a high-level of expertise and competency and also reflect our departments workforce core values.

Program Summary

The program consists of critical functions that support the Health Department's Human Resources objectives. Recruitment and staffing continue to be a critical priority in our operating goals. The staffing crisis as well as the stress of on-going emergency response actions within the Health Department, drives our need to strengthen HR staff resources, build skills and increase capacity to respond at the highest level. Other Human Resources operations areas include Workday (employee enterprise system) implementation, Leave Administration, ADA, Privacy Compliance, Class Comp, Data Management and Employee Record Maintenance. The Workforce Equity Strategic Plan (WESP) focus areas; Organizational Culture, Promotion and Professional Development, Retention and Recruitment and Workforce Development require all functional and support areas of HR operations to achieve effective and measurable outcomes.

Offering employee relations that involve working with management and staff on matters related to team development, employee and supervisor performance management and coaching, and corrective action and discipline continue to be our priority as well. This work also involves partnering with union staff representing AFSCME Local 88, Dental and Physicians, and Oregon Nurses Association collective bargaining agreements.

Other priorities are to maintain organizational effectiveness within our function areas in addition to our ability to report accurate workforce data that will inform our decisions and align with our equity lens. Our objective is to continue to provide high-quality customer service and responsiveness to all levels of our workforce including during our emergency response coordination and actions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	% increase in diversity of workforce	2.5	3	2	3
Outcome	% increase in diversity of hires through the increased focus on diversity in recruitment strategies	6	4	3	3
Output	% Completion of Annual Performance Planning and Review	71	90	90	90

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,022,683	\$0	\$3,368,015	\$0
Contractual Services	\$37,000	\$0	\$7,859	\$0
Materials & Supplies	\$33,826	\$0	\$15,029	\$0
Internal Services	\$633,334	\$0	\$688,908	\$0
Total GF/non-GF	\$3,726,843	\$0	\$4,079,811	\$0
Program Total:	\$3,726,843		\$4,079,811	
Program FTE	20.68	0.00	21.68	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40039A Human Resources

COVID-19 presented an immediate need to create, build, and hire two new, unique work units to address contact tracing and case investigation requirements as well as Community Testing and Vaccination roll out. This responsibility was tasked to the Health Department recruitment team, in addition to their regular recruitment responsibilities.

Department: Health Department **Program Contact:** Debi Smith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Health Department's Human Resources provides expertise, consultation and leadership to ensure a highly skilled and diverse workforce is hired and retained while upholding the department's core values of equity and inclusion, managing the compliance of personnel rules and legal requirements and developing and maintaining partnerships with labor unions and community stakeholders. The Human Resources team is staffed with individuals of diverse educational, professional, cultural and lived backgrounds that offer a high-level of expertise and competency and also reflect our departments workforce core values.

Program Summary

One of the key function areas that drive Human Resources operations is Recruitment and Staffing. This work includes strategic partnering with leadership on critical staffing priorities while driving diversity targets and strategies, also includes career counseling for staff seeking skill development and promotion and strategies for building networks and partnership with community organizations to foster pipelines for County employment.

Over the last several months, the Health Department has experienced staffing changes and challenges throughout the workforce including on the recruitment team. The department experienced a severe recruitment backlog and critical positions went unfilled for longer periods of time impacting services and programs across the department. To respond to this crisis, four (4) LDA positions were added to the recruitment team to meet the recruitment demands, strengthen the capacity on team and stabilize the workload to address the team turnover due to burnout. As a result of the added staff, the backlog has decreased, the time to fill has improved and strategies for the hard-to-fill positions are being planned. Converting the four (4) LDA positions to regular status is imperative to continue reducing the backlog and to continue responding efficiently and strategically to the staffing crisis that is impacting our services, programs and workforce.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Days to fill once recruitment is initiated	N/A	N/A	112	105
Outcome	% of recruitments initiated within 10 days of receipt	N/A	N/A	N/A	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$603,584	\$0
Total GF/non-GF	\$0	\$0	\$603,584	\$0
Program Total:	\$0		\$603,584	
Program FTE	0.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Debi Smith
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Health Department's Human Resources provides expertise, consultation and leadership to ensure a highly skilled and diverse workforce is hired and retained while upholding the department's core values of equity and inclusion, managing the compliance of personnel rules and legal requirements and developing and maintaining partnerships with labor unions and community stakeholders. The Human Resources team is staffed with individuals of diverse educational, professional, cultural and lived backgrounds that offer a high-level of expertise and competency and also reflect our departments workforce core values.

Program Summary

With the staffing increases and changes throughout the workforce over the last several months, the volume of class comp requests have significantly increased. In order to improve the service and response time, a work-out-of-class (WOC) HR Senior was created to help manage the class comp requests volume and workload distribution. Over 600 class comp actions were performed (a 50% increase since the added resource) including new position process, KSA requests, job profile development and position re-class requests. The added resource has also allowed more time to educate staff and managers on the class comp process and to help them better understand and navigate the steps when they are engaged in the process. Converting this position to regular status will continue our work to improve the service necessary to effectively support managers and staff with class comp needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of completed new, Limited Duration, Work out of Class, and Reclassification Requests	268	N/A	275	300
Outcome	# of special pay adjustments & adjustments identified in Countywide pay equity review requiring CHRO approval	27	N/A	18	10

Performance Measures Descriptions

Health has experienced a significant increase in requests for new positions, reclassifications, Work out of Class/Temporary Appointments, and Limited Duration requests. The addition of a Work out of Class Human Resources Analyst Sr. has given us the bandwidth to address the changing operational needs of our over 200 managers and supervisors. Outcome Measure: In a proactive effort to review pay equity at time of entry or promotion, the number of additional pay equity reviews or adjustment that have required approval by the CHRO has been drastically reduced from FY21 to FY22.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$174,948	\$0
Total GF/non-GF	\$0	\$0	\$174,948	\$0
Program Total:	\$0		\$174,948	
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:

Added a WOC HR Senior position in March 2021 to help manage the high volume of class comp request and activity. With the additional resources, response time and process quality increased significantly.

Department: Health Department **Program Contact:** Wendy Lear
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40041, 40042
Program Characteristics:

Executive Summary

This program offer supports the essential financial and business management services of the Health Department. Services include financial reporting, account balancing, cash management, accounts payable services and budget development. Equity is a core value that informs all decisions, planning and service provision in the division.

Program Summary

This program provides financial reporting and forecasting, grant accounting, fiscal compliance, budget development, cash management and accounts payable services. Teams collaborate with the County's Budget Office and Central Finance units. Teams follow the County's budget, financial and administrative procedures, policies and practices. By managing complex federal, state, county and funder requirements, these fiscal stewards help ensure the department can achieve its mission.

The Financial and Business Management division is committed to centering equity in policy and practice and in service to the Health Department's value of racial equity and mission to reduce health disparities. The division will continually invest time and resources into identifying and then dismantling internal and external structures that contribute to inequity, including the culture of white supremacy. The division employs a finance strategy to preserve critical services and support infrastructure for improved health outcomes. We strive to build trusting partnerships with community partners we depend on and we genuinely engage with communities and staff to drive positive changes, especially in the areas of business, operational and financial management. We pride ourselves on our ability to recruit, retain and promote a diverse, inclusive and high-performing workforce. The division is working to advance the objectives outlined in the Workforce Equity Strategic plan by committing resources for an equity and inclusion committee and operationalizing its policy recommendations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of invoices processed	14562	17,000	12,500	12,500
Outcome	Avg # of days from receipt to recording revenue in County's accounting system.	12	10	10	8
Quality	Number of audit findings in County's annual financial audit.	2 finding	No findings	No findings	No Findinas

Performance Measures Descriptions

'# of invoices processed' measures output for the accounts payable unit. The average number of days from receipt to recording revenue measures the cash management's unit's performance to process revenue. The division aims to avoid auditing findings for the department by prioritizing compliance and ensuring accurate and accessible documentation.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$5,466,471	\$0	\$6,027,134	\$0
Contractual Services	\$319,478	\$0	\$50,000	\$0
Materials & Supplies	\$78,090	\$0	\$81,627	\$0
Internal Services	\$2,764,133	\$0	\$2,889,724	\$0
Total GF/non-GF	\$8,628,172	\$0	\$9,048,485	\$0
Program Total:	\$8,628,172		\$9,048,485	
Program FTE	35.80	0.00	38.00	0.00

Program Revenues				
Other / Miscellaneous	\$12,548,445	\$0	\$13,730,453	\$0
Total Revenue	\$12,548,445	\$0	\$13,730,453	\$0

Explanation of Revenues

The \$13,730,453 in revenue is departmental indirect revenue. Indirect expenses are charged to personnel expenses on certain state and federal revenues. These funds are then used to cover the costs of the necessary services that support those federal and state funded programs. These services include HR, accounting, data management, and other services.

Significant Program Changes

Last Year this program was: FY 2022: 40040 Financial and Business Management Services

The last year has presented challenges related to the COVID-19 response, staffing changes, an influx of revenue with complex reporting and compliance requirements, and the development of new vendor relationships. There have been more than 20 staffing transitions throughout the division in the last 18 mths. This represents more than 25% of division positions. In addition to their regular duties, the team distributed more than 74K vaccine incentive gift cards valued at more than \$4 million. These cards incentivized thousands of Multnomah County residents to receive COVID-19 vaccines. Another \$4 million in client assistance payments to more than 8,000 clients is being issued this spring. Client assistance payments will help individuals and families meet basic needs. These efforts included trauma-informed approaches to troubleshooting and addressing participant concerns and questions.

Department: Health Department **Program Contact:** Braidy Estevez
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40082A, 40078, 40099A
Program Characteristics: One-Time-Only Request

Executive Summary

This program will support the revenue cycle processes of the Behavioral Health division. As experts in behavioral health reimbursement and billing processes, this team will optimize the use of myEvolv for accurate and timely billing.

Program Summary

This program offer supports two positions on the finance team providing targeted support to the Behavioral Health division. Behavioral Health programs use myEvolv as an electronic health record and case management tool. This program offer will improve data quality and billing processes. The team will be responsible for cleaning up the AR data to allow billing staff to reprocess all Behavioral Health Division's claims. This will allow the Behavioral Health division to maximize county revenue by independently evaluating Evolv for determination of adjusting payment, owed amount, or further pursuing payment from the payer. This team will ensure accuracy of the encounters processed.

The Financial and Business Management division is committed to centering equity in policy and practice and in service to the Health Department's value of racial equity and mission to reduce health disparities. The division will continually invest time and resources into identifying and then dismantling internal and external structures that contribute to inequity, including the culture of white supremacy. The division employs a finance strategy to preserve critical services and support infrastructure for improved health outcomes. We strive to build trusting partnerships with community partners we depend on and we genuinely engage with communities and staff to drive positive changes, especially in the areas of business, operational and financial management. We pride ourselves on our ability to recruit, retain and promote a diverse, inclusive and high-performing workforce.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Encounters processed for payment	N/A	N/A	N/A	7,000
Outcome	Ensures accuracy of Receivables for encounters processed for payment	N/A	N/A	N/A	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$242,082	\$0
Total GF/non-GF	\$0	\$0	\$242,082	\$0
Program Total:	\$0		\$242,082	
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:

Behavioral health accounts receivable responsibilities, including myEvolv billing, have transitioned to this finance team. This change leverages the relationships with the Behavioral Health Division to establish and refine billing processes.

The team collaborated with staff and billing support to prepare for the successful implementation of Good Faith Estimates, a component of the No Surprises Act.

Department: Health Department **Program Contact:** Aline Blumenauer
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40040A, 40042
Program Characteristics:

Executive Summary

Medical Accounts Receivable is responsible for providing medical billing, cash collection and patient account services for the Health Department's primary care, dental, specialty clinics, pharmacy, lab, behavioral health, and community-based health services.

Program Summary

The Medical Accounts Receivable Team is responsible for billing and collecting more than \$80 million a year in revenue. This includes billing, collection, cash handling and patient account services for clinics (primary care, school based health clinics, specialty public health and dental) as well as ancillary (lab, pharmacy), community based care (early childhood, healthy homes) and behavioral health services. The medical billing team maintains, bills and reconciles claims submitted to more than 200 different insurance carriers including Health Share of Oregon, Family Care and other Medicaid, Medicare, and commercial medical and dental insurance plans.

The Financial and Business Management division is committed to centering equity in policy and practice and in service to the Health Department's value of racial equity and mission to reduce health disparities. The division will continually invest time and resources into identifying and then dismantling internal and external structures that contribute to inequity, including the culture of white supremacy. The division employs a finance strategy to preserve critical services and support infrastructure for improved health outcomes. We strive to build trusting partnerships with community partners we depend on and we genuinely engage with communities and staff to drive positive changes, especially in the areas of business, operational and financial management. We pride ourselves on our ability to recruit, retain and promote a diverse, inclusive and high-performing workforce. The division is working to advance the objectives outlined in the Workforce Equity Strategic plan by committing resources for an equity and inclusion committee and operationalizing its policy recommendations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of encounters processed for payment	234,505	260,000	268,000	260,000
Outcome	Percent of Receivables aged older than 90 days	36%	20%	33%	35%
Quality	Average Days In Accounts Receivable	35	40	32	35

Performance Measures Descriptions

Number of encounters demonstrates volume of work. % of receivables older than 90 days should be a small and declining %, since the older a claim gets, the less likely it is to be paid. There are many reasons why a claim might not be paid (e.g. client ineligible for service, client didn't have insurance coverage on the date of service) but this should be a small and declining % of total claims. Average days in accounts receivable is an approximation for the average length of time that it takes to collect on balances.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,316,535	\$0	\$1,389,813	\$0
Contractual Services	\$13,015	\$0	\$0	\$0
Materials & Supplies	\$226,929	\$0	\$101,687	\$0
Internal Services	\$193,577	\$0	\$219,917	\$0
Total GF/non-GF	\$1,750,056	\$0	\$1,711,417	\$0
Program Total:	\$1,750,056		\$1,711,417	
Program FTE	10.00	0.00	10.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40041 Medical Accounts Receivable

Changes in federal, state and payer requirements and processes created challenges and opportunities this year. Newly available COVID-19 vaccinations and boosters introduced new codes and reimbursement processes. Payer requirements related to COVID-19 vaccinations changed several times during the year. The team collaborated with program staff to prepare for the successful implementation of Good Faith Estimates, a component of the No Surprises Act. The program has been partnering with OCHIN and our divisional partners to identify opportunities for quality and reporting improvements.

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	2022	2022	2023	2023
Personnel	\$1,787,181	\$0	\$1,945,942	\$0
Materials & Supplies	\$0	\$0	\$2,583	\$0
Internal Services	\$272,262	\$0	\$321,387	\$0
Total GF/non-GF	\$2,059,443	\$0	\$2,269,912	\$0
Program Total:	\$2,059,443		\$2,269,912	
Program FTE	12.50	0.00	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40042 Contracts & Procurement

The team continued to receive emergency procurement requests in response to the COVID-19 response. The team helped distribute more than \$69.9 Million in Cares Act and American Rescue Plan Act (ARPA) funding to community partners for COVID-19 response. Contracts were awarded to BIPOC-centered organizations. The team developed and provided new technical assistance for these contractors.

The program has implemented new quality assurance processes. The program meets monthly with division stakeholders to monitor procurement and contracting activities and proactively address issues. The team has strengthened collaboration with accounts payable to ensure the timely processing of invoices.

Department: Health Department **Program Contact:** Elizabeth O'Neill
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer includes a team of developers, analysts and project managers who provide report development and analytic services to the department. In addition, the annual cost of the EPIC practice management, and the Electronic Health Record (EHR) system used by the Health Department is budgeted here.

Program Summary

The Health Data and Analytic Team (HDAT) provides business intelligence, data development, analytics, data visualization, and data governance services for the entire department to support decision making. The team leads federal, state and local reporting processes to ensure compliance with funding requirements. They create and maintain hundreds of operational reports for on-going business intelligence needs.

A portion of costs in this program offer are the annual transactional costs, licensing fees and patient statement printing costs associated with the EPIC system hosted by OCHIN (Our Community Health Information Network). All of the medical and dental services provided by the Health department use this electronic healthcare system including: primary care, dental, student health centers, corrections health, STD and other community and home based services.

The Health Data and Analytic Team is committed to centering equity in policy and practice. The team will support the disaggregation of data and advocate for reports and dashboards that allow for a more complete and comprehensive analysis of disparities in health outcomes, recruiting, hiring and retention and help identify operational metrics that evaluate the equity impacts of department policies and practices. The department initiatives focused on IT prioritization and data governance center activities that advance racial equity and help to dismantle white supremacy.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of reports and/or requests created	125	350	406	420
Outcome	% of repeat customers for data & business intelligence	N/A	52%	52%	49%

Performance Measures Descriptions

The number of reports and requests created demonstrates workload volume for the team for department-wide development and analytic projects. The percentage of repeat customers for data and business intelligence is an indicator of the value the team provides in establishing trust and building usable products from our complex data systems. New internal customers are expected in FY23 so the repeat customer percentage is expected to dip slightly.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$847,573	\$0	\$890,138	\$0
Contractual Services	\$547,860	\$0	\$290,000	\$0
Materials & Supplies	\$1,401,235	\$0	\$1,778,506	\$0
Internal Services	\$134,429	\$0	\$147,655	\$0
Total GF/non-GF	\$2,931,097	\$0	\$3,106,299	\$0
Program Total:	\$2,931,097		\$3,106,299	
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:

The Health Department has been on the frontlines of the COVID-19 pandemic response for two years. 2021 presented our teams with new and continued challenges. Remote working, childcare and school closures, racial injustice and divisive national politics affected our personal and professional lives.

Department: Health Department **Program Contact:** Maria Lisa Johnson
Program Offer Type: Existing Operating Program **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. Services include strategic planning, executive coaching, leadership and team development, onboarding, mentorship, succession planning, equity and inclusion coaching and training, communications and marketing, and culture change.

Program Summary

The division oversees three teams:

The Equity and Inclusion team champions equity and racial justice through culture change consultation and training, leadership coaching, and the implementation of WESP recommendations. The team tracks the Health Department's progress in meeting to meet the WESP performance measures. This includes staffing the Health Department's Equity Committee.

Learning & Development invests in employees at all levels of the organization by offering workshops, online learning, onboarding, mentoring support and leadership development to further a 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 develops internal communications strategies to promote 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of managers participating in coaching/learning to integrate Racially Just core competency	95	160	160	175
Outcome	Number of people who saw any content from or about the Health Department web page including posts, stories,	1,518,337	1,000,000	1,000,000	1,000,000
Output	Number of employees completing leadership development training	85	80	80	80
Outcome	% of employees reporting they’ve applied leadership development content in their day to day work	91	75	90	75

Performance Measures Descriptions

Performance measures that report on the number of managers participating in leadership programs and coaching to integrate racial justice competencies speak to WESP commitments and culture change. Individuals reached through social media posts speak to a strong public health communications infrastructure, compelling messages, and more robust presence on social media platforms.

Legal / Contractual Obligation

n/a

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,253,723	\$0	\$2,487,120	\$0
Contractual Services	\$25,000	\$0	\$50,000	\$0
Materials & Supplies	\$226,781	\$0	\$118,865	\$0
Internal Services	\$290,867	\$0	\$301,393	\$0
Total GF/non-GF	\$2,796,371	\$0	\$2,957,378	\$0
Program Total:	\$2,796,371		\$2,957,378	
Program FTE	14.80	0.00	14.80	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2022: 40046 Organizational Development

In FY2023, the Equity Manager will report to the Health Department Director in order to align with the county-wide equity structure.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Community Epidemiology Services (CES) performs the public health foundational role of assessment and epidemiology. CES collaborates with partners to determine the magnitude of disease, disorder, and injury burden among community populations; identify the determinants of health and disease; evaluate the impact of public health interventions; and assess the status of health equity to guide decisions made by public health leaders and programs, policy makers, clinicians, and community. Key components of CES' approach are working to decolonize data processes and directly engaging with BIPOC communities to make meaning of the data.

Program Summary

Community Epidemiology Services (CES) fulfills a unique and required governmental public health role by collecting and analyzing programmatic, population health, and environmental data to prevent disease, and promote and protect health of county residents. CES works closely with the Communicable Disease Services program to provide outbreak response through data analysis support, statistical modeling, and standardized investigative guidelines. CES has been instrumental in analyzing COVID-19 data to inform interventions and policy and developing best practices for accurately and equitably assessing COVID-19 data by race/ethnicity. CES also provides assessment and epidemiological services across Public Health, including the additional areas of chronic disease, violence and injury, parent/child health, environmental exposures, social determinants of health, and health equity.

Key CES functions include: 1) Providing support in quantitative and qualitative methods; traditional epidemiological analysis; social epidemiology; and equity-focused and trauma-informed methods in research, evaluation, and data management. 2) Informing program and policy through reports on population and health system data to support program development, strategic planning, resource allocation, decision-making, and community priorities (including community-based participatory research). CES evaluates whether programs and policies are effective by collaborating with Public Health programs and partners. 3) Disseminating analytic findings through data reports; peer-reviewed scientific manuscripts; policy briefs; web-based reports and platforms, such as the interactive Regional COVID-19 Data Dashboard; and presentations to County and State leadership, programs, and community partners. 4) Providing leadership across the Public Health Division in using data to identify and assess racial/ethnic and other health disparities with an equity lens that centers community wisdom and voice. 5) Decolonizing data and working with BIPOC communities to make meaning of data.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of data-related community collaborations that involve all partners and combine data with action	9	8	9	9
Outcome	# of reports monitoring health status through surveillance, assessment, & community engagement	8	N/A	10	9
Outcome	# of analytic and reporting platforms to monitor COVID responses and health status of vulnerable populations	7	7	7	7

Performance Measures Descriptions

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) 431.413 - Powers and Duties of Local Public Health Departments: (a) Administer and enforce ORS 431.001-431.550 and 431.990. Of these required ORS-defined duties, this program administers key elements of ORS 431.132: Assessment and Epidemiology.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$1,237,170	\$221,229
Materials & Supplies	\$0	\$0	\$10,840	\$2,480
Internal Services	\$0	\$0	\$111,468	\$42,301
Total GF/non-GF	\$0	\$0	\$1,359,478	\$266,010
Program Total:	\$0		\$1,625,488	
Program FTE	0.00	0.00	7.17	1.48

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$266,010
Total Revenue	\$0	\$0	\$0	\$266,010

Explanation of Revenues

This program generates \$29,733 in indirect revenues.
\$266,010 - OHA Public Health Modernization

Significant Program Changes

Last Year this program was:

In FY23, 5.78 FTE was moved from 40096A Public Health Office of the Director to this program offer. In FY23, the program has an increase in revenue via Oregon Health Authority Public Health Modernization grant funds (\$266,010) and County General Fund (\$220,609), resulting in an additional 2.87 FTE.

Department: Health Department **Program Contact:** Myque Obiero
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 45 detained youth at any one time (+2,000 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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated in the adult detention facilities or the Donald E. Long Detention Center. That care is delivered to a BIPOC population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

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 45 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. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of client visits conducted by a CH nurse per year	2,000	2,000	2,000	2,000
Outcome	% of detained youth receiving mental health medications monthly	45%	50%	50%	50%

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 medication 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	2022	2022	2023	2023
Personnel	\$881,200	\$0	\$1,080,939	\$0
Contractual Services	\$7,502	\$0	\$121,455	\$0
Materials & Supplies	\$34,643	\$0	\$74,504	\$0
Internal Services	\$285,042	\$0	\$340,120	\$0
Total GF/non-GF	\$1,208,387	\$0	\$1,617,018	\$0
Program Total:	\$1,208,387		\$1,617,018	
Program FTE	4.40	0.00	5.60	0.00

Program Revenues				
Service Charges	\$0	\$0	\$102,198	\$0
Total Revenue	\$0	\$0	\$102,198	\$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. Corrections Health receives \$102,198 in revenue that does not represent any direct client billing for services provided, rather payment to DCJ from Washington and Clackamas counties for housing youth and medical services that are provided while they are housed at Donald E. Long.

Significant Program Changes

Last Year this program was: FY 2022: 40049 Corrections Health Juvenile Detention

1.2 FTE increase in FY23 affecting 40049 (nursing supervisor and community health nurse)

Department: Health Department **Program Contact:** Myque Obiero

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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care. That care is delivered to a BIPOC population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

This offer represents Corrections Health MCDC basic administration, support, booking and mental health care delivery programs. MCDC averages 40+ 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 are appropriately addressed in a hospital setting before booking. Suicide and self harm symptom identification is an essential mental health function. The mental health team is composed of PMHNPs, mental health consultants and mental health nurses for evaluation, monitoring and treatment for the many mentally ill clients booked into jail.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # of Reception Screening ("EPF"--Entry Progress Form) completed in one month	1,000	1,000	1,000	1,000
Outcome	% of positive screenings resulting in a referral to the mental health team per year	35%	35%	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	2022	2022	2023	2023
Personnel	\$4,516,279	\$0	\$3,651,253	\$0
Contractual Services	\$180,000	\$0	\$15,000	\$0
Materials & Supplies	\$31,453	\$0	\$45,770	\$0
Internal Services	\$305,779	\$0	\$345,568	\$0
Total GF/non-GF	\$5,033,511	\$0	\$4,057,591	\$0
Program Total:	\$5,033,511		\$4,057,591	
Program FTE	24.20	0.00	17.70	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. Corrections Health no longer receives revenue through a co-pay system. Adults in custody are not charged a fee for health care services.

Significant Program Changes

Last Year this program was: FY 2022: 40050A Corrections Health Multnomah County Detention Center (MCDC)

Department: Health Department **Program Contact:** Myque Obiero

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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated in the adult detention facilities or the Donald E. Long Detention Center. That care is delivered to a BIPOC population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

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, and post-surgical 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. The fourth floor housing unit 4D is acute mental health with 10 beds. 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 Manager and mental health consultants 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # AIC nursing assessments monthly	800	700	700	800
Outcome	Average active and constant suicide watches per month to prevent AIC injury or death	100	125	120	120

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	2022	2022	2023	2023
Personnel	\$1,504,089	\$0	\$1,846,124	\$0
Contractual Services	\$565,000	\$0	\$731,748	\$0
Materials & Supplies	\$695,056	\$0	\$430,522	\$0
Internal Services	\$401,192	\$0	\$420,913	\$0
Total GF/non-GF	\$3,165,337	\$0	\$3,429,307	\$0
Program Total:	\$3,165,337		\$3,429,307	
Program FTE	9.40	0.00	10.30	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40050B Corrections Health MCDC Clinical Services and 4th Floor Housing

Department: Health Department **Program Contact:** Myque Obiero
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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated in the adult detention facilities or the Donald E. Long Detention Center. That care is delivered to a BIPOC population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

This offer represents the health services to all four housing floors at MCDC. Approximately 400 detainees are housed in classification (new jail housing), female, male, close custody and mental health housing modules. Ninety-six rooms are designated for those with mental health diagnosis and cared for by a team of mental health nurses, consultants and providers for diagnosis and treatment. Early identification, evaluation and treatment provide safety for clients, especially for suicide prevention. A variety of treatments, such as managing alcohol and drug withdrawal, evaluating chronic diseases, preventing the spread of communicable diseases, medication management and emergency response are provided efficiently by 24/7 staff. This health care is delivered effectively through providing the right care in the right setting. Expansion of the use of Medication Supported Recovery 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # AIC nursing assessments monthly	800	700	700	800
Outcome	Average active and constant suicide watches per month to prevent AIC injury or death	100	125	120	120

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	2022	2022	2023	2023
Personnel	\$2,404,987	\$0	\$2,526,513	\$0
Contractual Services	\$376,748	\$0	\$375,000	\$0
Materials & Supplies	\$7,681	\$0	\$15,906	\$0
Internal Services	\$267,461	\$0	\$280,610	\$0
Total GF/non-GF	\$3,056,877	\$0	\$3,198,029	\$0
Program Total:	\$3,056,877		\$3,198,029	
Program FTE	13.60	0.00	14.20	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40050C Corrections Health MCDC Housing Floors 5, 6, 7 & 8

Department: Health Department **Program Contact:** Myque Obiero
Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

In FY 2021, ICS received technical assistance from HRSA regarding financial and governance requirements related to FQHCs. This included clarification of how FQHC funds could be applied to services of the health center and staff roles which also supported non-health center services in Corrections Health and Public Health Programs. After review, HRSA clarified that funds from the FQHC cannot be spent on these out-of-scope programs or for staff who support out-of-scope activities. In response, Multnomah County removed County General Fund allocations from the ICS Budget and re-allocated them to Corrections Health and Public Health services to support out of scope activities. The County will use the County General Fund to support these services in FY 2022 and going forward.

Program Summary

This program offer will provide funding for Corrections Health to continue to provide essential services previously provided by Integrated Clinical Services. The program offer focuses on areas such as credentialing, laboratory management, infection control, and coordination of language services and health records.

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated. That care is delivered to a population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve.

This offer represents the services to maintain those functions previously supplied by Integrated Clinical Services. Positions added would support infection control efforts in all three facilities, managing fit testing for respirator use and training CH personnel, laboratory support at both adult facilities to support CLIA activities and administrative support for staff credentialing, organization of language services and coordination of health record transfers and requests. For the services remaining in ICS, ICS Electronic Health Record support provides day to day EPIC support for Corrections Health, supports program planning and implementation of programs and is the liaison to OCHIN. The team also performs monthly maintenance and provides updates. The Health Information Services (HIS) team provides support by responding to and processing information requests, referrals and HIPAA investigations. HIS along with the County Attorney provide privacy guidance and support, and HIS provides retention guidance as needed.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of lab tests/year	N/A	6,000	6,000	6,000
Outcome	Completed medical records request	N/A	20	20	20

Performance Measures Descriptions

Measure 1: number of lab tests performed per year
 Measure 2: number of medical records requests completed

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	2022	2022	2023	2023
Personnel	\$802,524	\$0	\$866,648	\$0
Contractual Services	\$0	\$0	\$78,137	\$0
Total GF/non-GF	\$802,524	\$0	\$944,785	\$0
Program Total:	\$802,524		\$944,785	
Program FTE	6.63	0.00	6.67	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40050D Corrections Health - In/Out of Scope Services

Department: Health Department **Program Contact:** Myque Obiero
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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care. That care is delivered to a population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the BIPOC groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

MCIJ health personnel care for all those detainees transferred from MDCDC to continue or begin treatment until disposition of their legal process is complete. 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. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # AIC nursing assessments monthly	1,200	1,200	1,200	1,400
Outcome	# of 14-Day Health Assessments completed monthly	110	100	110	120

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	2022	2022	2023	2023
Personnel	\$3,447,188	\$0	\$3,767,952	\$0
Materials & Supplies	\$4,993	\$0	\$75,342	\$0
Internal Services	\$460,172	\$0	\$473,601	\$0
Total GF/non-GF	\$3,912,353	\$0	\$4,316,895	\$0
Program Total:	\$3,912,353		\$4,316,895	
Program FTE	20.15	0.00	20.65	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40051A Corrections Health Inverness Jail (MCIJ) Clinical Services

Department: Health Department **Program Contact:** Myque Obiero
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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated in the adult detention facilities or the Donald E. Long Detention Center. That care is delivered to a BIPOC population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

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 allowing 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # AIC nursing assessments monthly	1,200	1,200	1,200	1,400
Outcome	# of 14-Day Health Assessments completed monthly	110	100	110	120

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	2022	2022	2023	2023
Personnel	\$1,261,369	\$0	\$1,250,055	\$0
Contractual Services	\$1,121,748	\$0	\$1,121,748	\$0
Materials & Supplies	\$615,989	\$0	\$391,905	\$0
Internal Services	\$135,079	\$0	\$133,558	\$0
Total GF/non-GF	\$3,134,185	\$0	\$2,897,266	\$0
Program Total:	\$3,134,185		\$2,897,266	
Program FTE	7.70	0.00	7.50	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40051B Corrections Health MCIJ General Housing Dorms 4 - 11

Department: Health Department **Program Contact:** Myque Obiero
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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated in the adult detention facilities or the Donald E. Long Detention Center. That care is delivered to a population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the BIPOC groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

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. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # AIC nursing assessments monthly	1,200	1,200	1,200	1,400
Outcome	# of 14-Day Health Assessments completed monthly	110	100	110	120

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	2022	2022	2023	2023
Personnel	\$2,123,130	\$0	\$2,102,260	\$0
Materials & Supplies	\$87,195	\$0	\$95,406	\$0
Total GF/non-GF	\$2,210,325	\$0	\$2,197,666	\$0
Program Total:	\$2,210,325		\$2,197,666	
Program FTE	8.50	0.00	8.50	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40051C Corrections Health MCIJ Dorms 12 - 18 and Infirmary

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 (MEO) investigates and determines the cause and manner of deaths which occur under specific circumstances in Multnomah County. Approximately 3,200 of the County's 6,500 yearly deaths fall into this category. MEO activities are highly visible to the public when a questionable death occurs in the community. MEO 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 MEO operates 24/7/365.

Program Summary

The Medical Examiner's Office (MEO) is involved in all deaths, with the exception of natural deaths occurring directly under physician care greater than 24 hours in a hospital or hospice setting. 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. Medical Examiner staff work directly with community/family members to investigate deaths that fall under our jurisdiction to provide support and crucial information regarding the cause and manner of death. The Medical Examiner's Office strives to provide in-person investigations, to minimize the number of scenes in which law enforcement is the sole agency present. This provides increased public service, often to those most underserved. The MEO works diligently with the community and external partners to provide equitable services to the LGBTQ community and those facing mental health crisis and addiction. Investigations conducted by our office provide critical information to inform and shape programs for those experiencing homelessness, addiction and mental health crisis.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of deaths requiring investigation	3,108	2750	2,700	3,700
Outcome	Deputy Medical Examiner arrives on-scene within one hour for 90% of calls	84%	75%	80%	85%
Outcome	Increase the number of in-person scene responses with a death investigator on scene	1,009	1,200	1,182	1,400

Performance Measures Descriptions

Output: Number of deaths in the County that require investigations. Census data regarding deaths is 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 to support public safety, law enforcement, and affected members of the public. Optional Outcome: A death investigator will respond in-person to scene calls to investigate deaths (versus investigation via phone). Provides support to community. ensures deaths are investigated. reduces involvement of law enforcement.

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	2022	2022	2023	2023
Personnel	\$1,632,361	\$0	\$1,727,626	\$0
Contractual Services	\$96,814	\$0	\$108,856	\$0
Materials & Supplies	\$31,466	\$0	\$27,627	\$0
Internal Services	\$238,284	\$0	\$279,859	\$0
Total GF/non-GF	\$1,998,925	\$0	\$2,143,968	\$0
Program Total:	\$1,998,925		\$2,143,968	
Program FTE	12.50	0.00	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40052A Medical Examiner

Addition of 1.0 FTE death investigator and administrative support approved last fiscal year.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$133,301	\$0
Total GF/non-GF	\$0	\$0	\$133,301	\$0
Program Total:	\$0		\$133,301	
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:

From FY18-FY22, the ME program has had a 76% increase in cases requiring an in-person investigation and a 40% increase in total cases investigated, with a 30% increase in caseload over the last two years alone. In 2020, cases requiring an in-person investigation experienced a 36% increase and in 2021, an additional 17%, for an overall increase of 53% in the last two years. Historically, low staffing levels limit the number of cases where an investigator is able to respond in-person to the scene, resulting in investigations being conducted via telephone. In 2021, we did not respond to 1,933 cases, up from 1,631 last year. With a steady increase in Medical Examiner caseload, population and cases requiring ME investigations (homicides, overdoses, accidents), this added position will 1)bring the office to acceptable staffing levels and 2)provide immediate support to alleviate the high caseload per investigator.

Department: Health Department **Program Contact:** Jennifer Vines
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The County Medical Examiner's Office (MEO) investigates and determines the cause and manner of deaths which occur under specific circumstances in Multnomah County. Approximately 3,200 of the County's 6,500 yearly deaths fall into this category. MEO activities are highly visible to the public when a questionable death occurs in the community. MEO 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 MEO operates 24/7/365.

Program Summary

The Medical Examiner's Office (MEO) is involved in all deaths, with the exception of natural deaths occurring directly under physician care greater than 24 hours in a hospital or hospice setting. 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. Medical Examiner staff work directly with community/family members to investigate deaths that fall under our jurisdiction to provide support and crucial information regarding the cause and manner of death. The Medical Examiner's Office strives to provide in-person investigations, to minimize the number of scenes in which law enforcement is the sole agency present. This provides increased public service, often to those most underserved. The MEO works diligently with the community and external partners to provide equitable services to the LGBTQ community and those facing mental health crisis and addiction. Investigations conducted by our office provide critical information to inform and shape programs for those experiencing homelessness, addiction and mental health crisis. For FY18-FY22, the ME program had a 76% increase in cases requiring an in-person investigation and a 40% increase in total cases investigated, with a 30% increase in caseload over the last two years alone. In 2020, cases requiring an in-person investigation experienced a 36% increase and in 2021, an additional 17%, for an overall increase of 53% in the last two years. The ME currently has three vehicles for scene response. ME investigators are forced to wait for a vehicle to return to the office prior to departing to scene calls, causing delays for our office, law enforcement, EMS/Fire, and families. A fourth vehicle will allow investigators to depart to scene calls without delay, awaiting the return of an available vehicle. The objectives of this proposal are to: 1) Increase scene response time 2) Decrease LE/Fire/EMS time on scene 3) Decrease delays to families awaiting ME response 4) Decreased ME dispatch delays waiting for vehicles to return from other calls.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	decrease overtime by having addition vehicle available for back to back field investigations	20%	10%	20%	15%
Outcome	purchase additional new vehicle	N/A	N/A	N/A	N/A

Performance Measures Descriptions

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	2022	2022	2023	2023
Internal Services	\$0	\$0	\$27,000	\$0
Total GF/non-GF	\$0	\$0	\$27,000	\$0
Program Total:	\$0		\$27,000	
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:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199T, 40199U
Program Characteristics:

Executive Summary

Racial and Ethnic Approaches to Community Health (REACH) aims to end chronic disease and related racial/ethnic health disparities within the Black/African American/African immigrant and refugee communities by ensuring opportunities to realize optimal health potential. REACH programming values a culture- and strength-based approach, relying on community wisdom to implement culturally tailored interventions that address root causes of health inequities and 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 combine the community-identified priorities and CDC-funded communication, policy, systems, and environmental change strategies focused on reducing chronic disease in local African American/Black communities, including African immigrants and refugees. REACH continues to be a foundational component to the Public Health Division'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. REACH has three current areas of focus: nutrition, physical activity, and community-clinical linkages. Nutrition programming increases the number of community settings offering healthy food, retail access to healthy food through innovative procurement practices, and community support for breastfeeding. Physical activity programming increases the number of safe, desirable locations for physical activity, including active transportation, and increases the number of people with access to them. Community-clinical linkage programming increases the use of health and community programs, including referrals to these resources; expands the use of health professionals, such as community health workers; and improves quality of service delivery and experience of care. Together, these program areas work to redress social determinants of health challenges and barriers and improve the overall health of neighborhoods throughout Multnomah County.

REACH uses social determinants, health behavior, disease prevalence, mortality, and a variety of other data to monitor the well-documented chronic disease health disparities experienced by Black/African American/African communities and plans responsive strategies. Community-voiced data on lived experience is especially valued and incorporated into planning, given the limitations of institutional data, such as not disaggregating data for Black immigrants/refugees. REACH is steered by its multi-sectoral community advisory committee, the ACHIEVE Coalition. REACH and its partners regularly hold focus groups, community webinars, and events to gather community concerns.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of policy, systems, and environment strategies implemented	25	25	25	25
Outcome	# of Black/African American/African Immigrants reached through policy, systems, and environment changes	5,214	4,000	14,054	5,000
Output	# of settings implementing policy, systems and environment strategies	11	20	67	50

Performance Measures Descriptions

Performance Measures 1 and 3 are for settings that are occupied by Black/African American/African Immigrant communities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$304,671	\$425,010	\$41,256	\$921,222
Contractual Services	\$140,000	\$347,195	\$320,510	\$0
Materials & Supplies	\$0	\$1,162	\$18,744	\$0
Internal Services	\$83,746	\$94,968	\$129,262	\$123,247
Total GF/non-GF	\$528,417	\$868,335	\$509,772	\$1,044,469
Program Total:	\$1,396,752		\$1,554,241	
Program FTE	2.10	3.40	0.32	7.33

Program Revenues				
Intergovernmental	\$0	\$868,335	\$0	\$1,044,469
Total Revenue	\$0	\$868,335	\$0	\$1,044,469

Explanation of Revenues

This program generates \$123,247 in indirect revenues.
 \$ 975,000 - REACH Federal fund
 \$ 69,469 - Community Chronic Disease Prevention

Significant Program Changes

Last Year this program was: FY 2022: 40053 Racial and Ethnic Approaches to Community Health

In FY23, County General Fund for this program is reduced by \$18,645 but program revenue is \$176,134 higher than in FY22. CDC COVID-19 Health Disparities funding (40199T) is also supporting capacity within this program in FY22. This combination results in a 2.15 FTE increase in this program offer (40199T includes 1.0 FTE, communications, and contracts). The REACH vaccine supplement (40199U) also supports this offer. COVID-19-Related Impacts: In FY22, community partners (both formal and informal) were delayed or unable to complete original deliverables and activities due to supporting COVID-19 response and/or COVID-19 restrictions. Some original scopes of work were redirected to provide COVID-19 support, response, and recovery.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Public Health's Parent Child Family Health (PCFH) 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 pregnant people with a home visiting Community Health Nurse to achieve the care and support they need to have a healthy pregnancy. This partnership and the tools pregnant people receive, enable families to build confidence and work towards a life of stability and success for both parents and child.

Program Summary

NFP is a nurse home visiting program offered to first-time, low-income pregnant people through two Multnomah County teams located in Northeast Portland and East County. The goals of NFP are to improve pregnancy outcomes by promoting health-related behaviors; and improve child health, development, and safety by promoting competent care-giving. 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.

PCFH 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 child welfare and juvenile justice; and over the long-term, families less affected by chronic disease. PCFH has connected the NFP model with the Healthy Birth Initiative (HBI). This partnership provides African American first-time pregnant people who are enrolled in NFP with all of the wraparound, culturally specific services and leadership development of the HBI program. African American families receiving NFP services through HBI are reflected in the HBI Program Offer (40058).

PCFH programs review and monitor local and national maternal and infant health data, as well as program specific data, including maternal mortality and morbidity, preterm birth, low birth weight, breastfeeding, income, and safe sleep indicators. PCHF programs reach populations most disparately impacted by perinatal disparities through targeted marketing and outreach to BIPOC and low-income communities and providers serving these communities, culturally reflective staff and practices, and client engagement and feedback through boards/collaboratives. NFP's Community Advisory Board enables clients to influence and guide how they engage in PCFH services and provide input in other collaborative settings to influence program design and/or implementation.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of families served	191	200	183	270
Outcome	Percent of mothers enrolled in NFP services who are breastfeeding at 6 months	66%	65%	65%	65%
Quality	Participants who remain in program until child is two years old	N/A	80%	70%	70%
Quality	Percent of participants who express satisfaction with program's cultural responsiveness	N/A	95%	95%	95%

Performance Measures Descriptions

Legal / Contractual Obligation

Nurse Family Partnership (NFP) complies with contractual program guidelines set forth by the NFP National Service Office to assure fidelity to the model. Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, 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	2022	2022	2023	2023
Personnel	\$153,893	\$1,073,763	\$89,611	\$1,580,995
Contractual Services	\$430,423	\$0	\$462,147	\$2,000
Materials & Supplies	\$38,140	\$4,666	\$37,906	\$23,976
Internal Services	\$169,461	\$143,025	\$147,257	\$254,842
Total GF/non-GF	\$791,917	\$1,221,454	\$736,921	\$1,861,813
Program Total:	\$2,013,371		\$2,598,734	
Program FTE	0.81	5.89	0.44	8.56

Program Revenues				
Intergovernmental	\$0	\$88,802	\$0	\$88,802
Other / Miscellaneous	\$0	\$33,312	\$0	\$46,556
Beginning Working Capital	\$0	\$0	\$0	\$566,348
Service Charges	\$0	\$1,099,340	\$0	\$1,160,107
Total Revenue	\$0	\$1,221,454	\$0	\$1,861,813

Explanation of Revenues

This program generates \$212,486 in indirect revenues.

- \$ 46,556 - Miscellaneous Revenues
- \$ 88,802 - State MCH Babies first grant
- \$ 1,160,107 - NFP Medicaid Babies First
- \$ 566,348 - Medicaid BWC

Significant Program Changes

Last Year this program was: FY 2022: 40054A Nurse Family Partnership

In FY22, there was a reduction in required County General Fund Target Case Management match due to reduced visit revenue for the first six months of the fiscal year. In FY22, PCFH programs had a reduction in referrals and services; staff were reassigned into COVID-19 response activities; and in-home services were primarily telehealth services, all of which impacted visit numbers. FY23 projects a return to some in-person services and an associated increase in number of families served. Staff will also continue to support COVID-19 response for PCFH clients. This program offer includes beginning working capital to support the transition to a hybrid of in-person and telehealth services. The beginning working capital is adding 2.8 existing FTE to this offer.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This Parent Child Family Health (PCFH) 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. Services include health assessments in the home; care coordination; technical assistance for providers who serve children with special healthcare needs; advocacy for children and families in the health care, social service, and education systems; building a family's capacity to work with health/social services systems; reducing environmental toxins in the home; 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. Healthy Homes goals are to improve adherence to the child's asthma action plan and the livability of the home environment while reducing asthma triggers for children and families. 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 (OCDC), and Multnomah Early Childhood Program (MECP).

PCFH Consulting services utilize demographic data from Mt. Hood Head Start, OCDC, and MECP programming to tailor services to address racial health inequities and reach families most disparately impacted. MECP, Mt Hood, and OCDC have advisory boards with parents and community members on them to influence programming. Healthy Homes uses data on housing conditions, demographics, and health indicators to inform services. Referrals are received from parents, teachers, providers, and other community agencies to reach families most disparately impacted.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of families receiving an environmental home inspection	14	30	15	30
Outcome	% completion of final Asthma Home assessments	100%	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

FY21 Actual for Measure 1 were via telehealth.

Legal / Contractual Obligation

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	2022	2022	2023	2023
Personnel	\$216,395	\$680,326	\$293,673	\$609,325
Contractual Services	\$102,844	\$3,000	\$59,899	\$2,000
Materials & Supplies	\$12,466	\$19,016	\$12,903	\$16,290
Internal Services	\$120,970	\$90,622	\$135,696	\$81,894
Total GF/non-GF	\$452,675	\$792,964	\$502,171	\$709,509
Program Total:	\$1,245,639		\$1,211,680	
Program FTE	1.20	5.60	1.90	5.10

Program Revenues				
Intergovernmental	\$0	\$34,000	\$0	\$34,000
Other / Miscellaneous	\$0	\$515,605	\$0	\$550,762
Service Charges	\$0	\$243,359	\$0	\$124,747
Total Revenue	\$0	\$792,964	\$0	\$709,509

Explanation of Revenues

This program generates \$81,894 in indirect revenues.

\$ 550,762 - DDSD CHN

\$ 17,000 - MHCC Head Start CHN

\$ 17,000 - OCDC CHN

\$ 124,747 - Healthy Homes TCM

Significant Program Changes

Last Year this program was: FY 2022: 40055 Home and Community Based Consulting

FY23 program revenue is decreased by \$83,455 due to a reduction in the Healthy Homes per visit rate. County General Fund is increased by \$49,496 to help offset the reduction. COVID-19-Related Impacts: In FY22, PCFH programs had a reduction in referrals and services; staff were deployed into COVID-19 response activities; and in-home services were transitioned to telehealth services, all of which impacted visit numbers and assessments. FY23 projects a return to some in-person services and an associated increase in performance. Staff will continue to support COVID-19 response for PCFH clients.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Healthy Families of Multnomah County (HFMC) is a nationally accredited, culturally adapted, evidence-based early childhood home visiting (ECHV) program, part of the state-wide HF Oregon network. HFMC serves children and families where screening has detected high parent stress, with the goal to improve infant bonding and early development. 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.

Program Summary

The goal of HFMC is to promote child and family wellbeing and prevent the abuse and neglect of children through family-centered, culturally responsive, and strengths-based support. Families who qualify for services are offered voluntary home (and/or tele) 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, which are critical to kindergarten readiness.

HFMC has 2 components: 1) Welcome Baby Screening for eligibility to link families to services based on choice and fit. 2) HFMC home visiting (currently televisiting), which delivers the accredited, culturally adapted, evidence-based Healthy Families America model via four community-based organizations. These contractors deliver culturally and/or population-specific focus, including African American, Immigrant/Refugee, Latinx, teens, and parents with significant substance abuse or trauma histories. Supportive services, including mental health and housing/utility assistance, system advocacy, and navigation are also provided. Approximately 89% of HFMC families are BIPOC and 95% are low income.

HFMC takes a data-driven approach to program outreach and screening to prioritize program availability for BIPOC families. Annual births by race, OHP status, and place of birth identify hospitals for outreach. Screening collects race/ethnicity and language. A regular CQI process examines rates of engagement and retention by race/ethnicity and language. HFMC also reviews community data to determine if there are service gaps or the need to add new culturally specific teams. HFMC has an advisory group with consumer and BIPOC majority membership to evaluate data and guide program practices. In addition, HFMC, along with Parent Child Family Health programs, co-convenes the Family Partnership Collaborative, a community-based advisory group focused on racial equity and service improvements. HFMC evaluates programming annually through both staff and family satisfaction surveys/measures, which include cultural sensitivity measures.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of families served with home visiting	420	480	420	450
Outcome	% of participating parents who report reading to/with a child at least 3 times/week	93%	95%	95%	95%
Outcome	% of families remaining in intensive services for 12 months or longer	72%	70%	75%	75%
Outcome	% of families served are BIPOC and/or low income	95%	95%	95%	95%

Performance Measures Descriptions

Performance Measure 1: Number of families enrolled in long-term home visiting; total individuals served is much larger.

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	2022	2022	2023	2023
Personnel	\$135,506	\$619,963	\$87,344	\$689,800
Contractual Services	\$584,362	\$1,561,869	\$628,931	\$1,878,908
Materials & Supplies	\$0	\$30,516	\$0	\$30,606
Internal Services	\$118,986	\$82,579	\$114,068	\$92,709
Total GF/non-GF	\$838,854	\$2,294,927	\$830,343	\$2,692,023
Program Total:	\$3,133,781		\$3,522,366	
Program FTE	0.87	5.00	0.50	5.33

Program Revenues				
Intergovernmental	\$0	\$2,294,927	\$0	\$2,612,023
Other / Miscellaneous	\$0	\$0	\$0	\$80,000
Total Revenue	\$0	\$2,294,927	\$0	\$2,692,023

Explanation of Revenues

This program generates \$92,709 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 a 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.

\$ 2,266,003 - Healthy Families Grant

\$ 346,020 - Federal Medicaid Admin

\$ 80,000 - HSO Help Me Grow Program

Significant Program Changes

Last Year this program was: FY 2022: 40056 Healthy Families

FY23 revenue is increased by \$397,096 due to carryover, an increase in HFO grant funds, and a portion CDC COVID-19 Health Disparities funding. Funds will pay for increased payment to contracted CBOs, plus a COLA. CDC funds will support contractors in providing direct client assistance not allowed by HFO grant funding. COVID-19-Related Impacts - Since March FY20, HFMC has stopped hospital screening and in-person services, and has received most referrals via MCFH central referral. HFMC and its contractors will continue primarily telehealth visits in FY23. Family stress has measurably increased due to the pandemic, impacting both staff and families, disproportionately for BIPOC families. Families require more intensive services. Mental Health supports have been added to all teams. Reductions in # of families served are the result of reduced referrals and staffing challenges.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

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 25 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. HBI also focuses on the importance of father involvement in achieving better outcomes.

Program Summary

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. HBI's core goal is to eliminate these disparities. Long-term benefits of the program include healthy children who are ready to learn; a healthier workforce; increased parent advocacy skills; decreased costs across health and social service systems; and gains in equity for the county's Black/African American community.

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 Partnership (NFP) program as a key component of home visiting services, as well as numerous other evidence-based models. HBI promotes care coordination between internal Health Department programs, external health and social service providers, nursing schools, and larger health systems. HBI nurses also participate on committees to help NFP gain a better understanding of leading with race and implementing racial equity change throughout their system.

HBI uses program data, as well as local, state, and national data to guide programmatic focus. HBI reaches the Black/African American community through targeted marketing and outreach both to community members and providers who serve the community, as well as by engaging clients in a Community Action Network (CAN). The CAN is led by parents and comprises a number of healthcare, social service, and culturally specific agencies working together to implement community-identified strategies. The CAN offers a venue for client engagement and feedback, including the opportunity for clients to hold leadership roles to influence program design and implementation. HBI staff also present to a variety of health systems to educate providers on ways to provide better care to HBI clients.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of families served	312	350	350	370
Outcome	Percent of mothers initiating breastfeeding after delivery	92%	95%	95%	95%
Quality	Percent of participants who remain in program until child is two years old	50%	80%	80%	80%
Quality	Percent of participants who express satisfaction with cultural specificity of program	0%	95%	95%	95%

Performance Measures Descriptions

Due to COVID no client satisfaction surveys were conducted in FY21 (impacting Performance Measure 4).

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	2022	2022	2023	2023
Personnel	\$958,622	\$1,238,363	\$1,125,069	\$1,188,333
Contractual Services	\$235,684	\$103,072	\$133,940	\$196,221
Materials & Supplies	\$39,251	\$42,585	\$73,184	\$0
Internal Services	\$163,373	\$286,440	\$288,554	\$159,712
Total GF/non-GF	\$1,396,930	\$1,670,460	\$1,620,747	\$1,544,266
Program Total:	\$3,067,390		\$3,165,013	
Program FTE	7.05	8.75	8.00	7.80

Program Revenues				
Intergovernmental	\$0	\$980,000	\$0	\$980,000
Other / Miscellaneous	\$0	\$16,493	\$0	\$25,092
Service Charges	\$0	\$673,967	\$0	\$539,174
Total Revenue	\$0	\$1,670,460	\$0	\$1,544,266

Explanation of Revenues

This program generates \$159,712 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
- \$ 539,174 - Targeted Case Management
- \$ 25,092 - HBI recoveries

Significant Program Changes

Last Year this program was: FY 2022: 40058 Healthy Birth Initiative

COVID-19-Related Impacts - In FY22, MCFH programs had a reduction in referrals and services; staff were deployed into COVID-19 response activities; and in-home services were transitioned to telehealth services, all of which impacted visit numbers. Due to COVID, no client satisfaction surveys were conducted in FY21. HBI is on track to resume satisfaction surveys in FY22, and FY23 projects a return to some in-person services and an associated increase in the number of families served. Staff will continue to support COVID-19 response for HBI clients. A request for 0.75 FTE in General Fund is being requested to backfill projected reductions in Medicaid revenue once HBI returns to pre-pandemic levels.

Department: Health Department **Program Contact:** Myque Obiero
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
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 over 30% having mental health and behavioral issues. Over 2,500+ 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

The core responsibility of Corrections Health is to provide a constitutional and community level of health care (medical, mental health and dental) to the individuals entrusted to our care while incarcerated in the adult detention facilities or the Donald E. Long Detention Center. That care is delivered to a BIPOC population disproportionately involved in the justice system. As health risk and diseases rarely impact all communities equally, the work of Corrections Health addresses the groups disparately impacted. Recruitment and hiring practices have been refined to promote a workforce that more closely resembles the demographics of the population we serve. Further efforts will be made in FY23 to evaluate policies, procedures and practices to ensure that an equity approach is used whenever possible while maintaining appropriate access to essential care.

This offer represents the mental health and transition 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. 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 40 youth daily in 7 individual housing units from three counties. In addition to the services provided by mental health professionals, transition service staff is available to provide a bridge for releasing AICs and YICs who are on SUD and need additional follow up in the community. The staff includes community health workers, CHN, MHCs and eligibility specialists.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average # mental health evaluations for suicide watch per month	250	250	250	250
Outcome	Average of total number of active and constant suicide watches per month to prevent AIC injury or death	100	125	100	100
Output	Average # of evaluations performed by Mental Health Consultants for all CH sites per month	1,000	1,000	1,000	1,000
Outcome	Monthly average of AICs on SUD being tracked by the Transition Program that come back to custody	0	5	5	5

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 medication 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	2022	2022	2023	2023
Personnel	\$3,687,250	\$0	\$4,776,723	\$0
Contractual Services	\$40,000	\$0	\$80,000	\$0
Materials & Supplies	\$407,117	\$0	\$366,328	\$0
Internal Services	\$457,642	\$0	\$413,062	\$0
Total GF/non-GF	\$4,592,009	\$0	\$5,636,113	\$0
Program Total:	\$4,592,009		\$5,636,113	
Program FTE	23.25	0.00	31.45	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. Provider assessments, treatments, screenings, diagnostic tests and communicable diseases tests are performed at no charge. Medications are provided 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 2022: 40059 Corrections Health Mental Health Services

The transition services program is a new program in Corrections Health that will sit within the Mental Health program offer for FY2023. This program offers additional support to adults and youth upon release from custody and who need help with follow up services regardless of whether they are on supervision or not. The transition team will be critical in SUD support services and community coordination. The FTE increase to the Mental Health Services Program is due to the additional 8.2 FTE from the transition services program that were previously distributed within different program offers.

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics: Measure 5 Education

Executive Summary

Community & Adolescent Health (CAH) programs aim to reduce the leading preventable causes of death, namely chronic disease (e.g., heart disease, stroke, diabetes) and injuries (e.g., drug overdose, traffic accidents, homicide, suicide). CAH employs place-based strategies that address the shared risk factors for chronic disease and injury and a focus on the particularly formative adolescent stage of the life course, including laying the groundwork for sexual and relationship health. CAH programs focus on the social determinants, neighborhood conditions, trauma, and toxic stress at the root of these adverse health outcomes. CAH leads with the goal of eliminating racial and ethnic health disparities by addressing systemic racism’s role in driving socioeconomic and other inequities.

Program Summary

Research shows zip code is a key determinant of health. 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). These geographic patterns also align with racial demographic distribution, highlighting the impact of systemic racism and de facto segregation. CAH works alongside community and school partners to prevent and improve these inequities through community-informed planning; training and technical assistance to build partner capacity; community health worker initiatives; communications; and policy, systems, and environmental improvements.

Programs include: Violence prevention – a public health approach including community-led projects to improve neighborhood livability, youth employment programs, and health education and teen dating violence prevention education in school and community settings. Sexual/relationship health - supporting schools to meet Oregon statutory requirements for comprehensive sexuality and healthy relationship education, child sexual abuse prevention programs, access to preventive reproductive health services, and technical support to culturally specific partners. Chronic diseases prevention - complementing other public health strategies by leveraging shared risk and protective factors for sexual health outcomes and violence that also increase access to healthy eating, active living, and smoke/nicotine-free environments.

CAH analyzes and maps local data on the leading causes of death, sexual health outcomes, incidents and exposure to violence, and other related indicators to identify the subpopulations and neighborhoods experiencing disparities. Analysis reveals stark racial disparities, informing CAH’s strategic prioritization of racism’s role in chronic disease, sexual health, and violence inequities. CAH centers community involvement and voice through cultivated partnerships, focus groups, needs assessments, and feedback loops to inform and guide program design.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of youth and community members engaged in health promotion and prevention activities	8,638	5,500	9,587	8,500
Outcome	# of policies, practices, health education, and technical assistance activities	161	85	180	100
Outcome	# of community and school sites involved in health promotion and prevention activities	101	55	96	75
Quality	% of trained adults who feel confident leading comprehensive sexuality/violence prevention education	96%	85%	95%	85%

Performance Measures Descriptions

Measures 1 & 2 include school district and community-based settings. Measure 4 for is based on feedback from participants in school districts or community based settings who have participated in training(s).

Legal / Contractual Obligation

OAR Rule 581-022-1440 State of Oregon's Human Sexuality Education Administrative Rule: support school districts who are legally obligated to meet this statute. Contractual obligation(s) include those outlined by our Grantor, Federal Office of Population Affairs (OPA) for our Teen Pregnancy Prevention (TPP) funding. Since CAH works to build capacity in community settings, the program follows COVID-19 precautions related to in-person gatherings, service closures/limitations, etc.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,487,573	\$711,127	\$1,597,050	\$1,011,004
Contractual Services	\$154,473	\$954,316	\$135,000	\$1,041,072
Materials & Supplies	\$3,445	\$46,815	\$91,333	\$85,016
Internal Services	\$235,605	\$138,970	\$287,946	\$207,419
Total GF/non-GF	\$1,881,096	\$1,851,228	\$2,111,329	\$2,344,511
Program Total:	\$3,732,324		\$4,455,840	
Program FTE	11.18	5.27	11.45	6.80

Program Revenues				
Intergovernmental	\$0	\$1,851,228	\$0	\$2,344,511
Total Revenue	\$0	\$1,851,228	\$0	\$2,344,511

Explanation of Revenues

This program generates \$135,879 in indirect revenues.

- \$ 250,000 - 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
- \$ 116,906 - Public Health Modernization Local (HPCDP)
- \$ 361,109 - Federal STOP Preventing School Violence
- \$ 1,616,496 - Adolescents and Communities

Significant Program Changes

Last Year this program was: FY 2022: 40060 Community & Adolescent Health

In FY22, CAH received new violence prevention funding from the Centers for Disease Control and Prevention (CDC) and the federal Department of Justice's Bureau of Justice Assistance (BJA). CAH also had carryover funds for OPA TPP. In total, FY23 program revenue is \$493,283 higher than that of FY22. CAH FY23 County General Fund is also increased by \$230,233. FY23 staffing represents an increase of 1.8 FTE from FY22. CDC COVID-19 Health Disparities funds (40199T) are also supporting capacity for work within this program offer.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Harm Reduction provides access to sterile injection supplies to reduce transmission of HIV, HCV, and bacterial infections. The opioid epidemic, rising methamphetamine use, and COVID-19 have led to increased injection drug use and, in turn, the need for sterile syringe access and harm reduction services. The program provides syringe access and disposal, naloxone distribution, resources and linkage to culturally specific services, and health education. It also provides technical assistance to counties throughout Oregon to improve service availability outside of the Portland metro area.

Program Summary

Harm Reduction serves people who may not be ready to stop substance use, offering strategies to mitigate negative outcomes from injection drug use for individuals and the larger community. Services use trauma-informed risk reduction counseling and culturally appropriate referrals based on client readiness. Strategies include education, engagement, and promoting one-time use of injection supplies, which is critical to reducing HCV, HIV, and bacterial transmission. The program offers services at field-based and clinical sites in targeted locations. The Harm Reduction Clinic provides low barrier wound/abscess care and sexual health services for people not typically engaged in health care. The program optimizes ability to engage clients in HCV and HIV testing, including field-based testing, and linkage to treatment. Opioid overdose (OD) prevention and naloxone and fentanyl test strip distribution help clients, first responders, and community members reduce fatal OD occurrence, which was a 47% increase in 2021 compared to the same period during 2020. The program continues to expand naloxone distribution at sites and trains community partners to carry and distribute naloxone. Staff provide statewide technical assistance and capacity building, allowing local organizations to buy naloxone through the program.

Health Equity: Across services, staff build trusting relationships with clients to overcome barriers to care associated with multiple intersecting experiences of marginalization. Most clients face the stigma of drug use. 69% of clients report homelessness/unstable housing and rely on low barrier services and supplies offered through this program. With several populations of color disproportionately impacted by homelessness in Multnomah County, as well as racialized perceptions of drug use in the country, a leading-with-race equity approach to Harm Reduction's work amplifies the program's impact on systems-level changes that reduce health disparities. The program collects race/ethnicity data and conducts comprehensive bi-annual surveys on demographics and drug use behaviors to inform policy and service delivery. The program provides technical assistance to organizations who deliver culturally specific services to support integration of harm reduction activities, including syringe distribution and overdose prevention.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique clients served	6,104	7,028	7,000	7,500
Outcome	Number of overdose rescues reported	940	1,517	800	950
Outcome	Percentage of clients served that identify as BIPOC	20%	23%	20%	23%
Output	Number of syringes distributed	12,715,358	11,775,446	10,007,190	11,000,000

Performance Measures Descriptions

All measures include services at Multnomah County and Outside In sites. 2) The FY22 estimate and FY23 offer are lower than FY22 budgeted due to people accessing services via secondary exchange and not presenting in person to report naloxone use. 4) FY22 estimate and FY23 offer for number of syringes distributed are based on previous distribution reports and the requested supply budget.

Legal / Contractual Obligation

Federal funds cannot be used to purchase syringes. Overdose prevention technical assistance is required by SAMHSA SOR grant. HIV outreach, education and testing is required under HIV Prevention Block Grant funding. The program is responsible for sub-contracting and monitoring HIV Prevention Block grant funds to community partners in Multnomah County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$217,954	\$814,740	\$126,513	\$1,052,511
Contractual Services	\$313,034	\$96,280	\$71,534	\$352,371
Materials & Supplies	\$1,392,173	\$238,482	\$1,550,018	\$104,409
Internal Services	\$0	\$375,969	\$313,556	\$124,118
Total GF/non-GF	\$1,923,161	\$1,525,471	\$2,061,621	\$1,633,409
Program Total:	\$3,448,632		\$3,695,030	
Program FTE	1.99	7.13	0.98	8.12

Program Revenues				
Intergovernmental	\$0	\$1,119,618	\$0	\$1,257,986
Other / Miscellaneous	\$0	\$375,423	\$0	\$375,423
Service Charges	\$0	\$30,430	\$0	\$0
Total Revenue	\$0	\$1,525,471	\$0	\$1,633,409

Explanation of Revenues

This program generates \$124,118 in indirect revenues.
 \$ 374,577 - HIV Prevention Block Grant
 \$ 15,216 - Medicaid Harm Reduction Clinic FFS
 \$ 379,275 - OHA HIV Harm Reduction
 \$ 327,974 - SAMHSA Naloxone Project (SOR)
 \$ 375,423 - Harm Reduction Charges and Recoveries
 \$ 160,944 - Public Health Modernization

Significant Program Changes

Last Year this program was: FY 2022: 40061 Harm Reduction

In FY20 the program replaced the 1-for-1 syringe exchange policy with a need-based model to reduce COVID-19 transmission risk. This model continues both due to the ongoing pandemic and because it has been accepted as a best practice. As a result, supply expenses have increased, along with reliance on County General Fund (increased by \$138,460 in FY23). Supply chain shortages due to COVID have complicated purchasing options. Needs-based syringe distribution has decreased the number of unique clients presenting at service sites, meaning naloxone overdose reversals may be underreported (people who have administered naloxone may not present in person to report the usage). The Harm Reduction Center (HRC) continues to utilize telemedicine; clients can access telemedicine offsite or use a computer at HRC. The Peer Advisory Group continues to not meet due to COVID, but plans to reconvene in FY23.

Department: Health Department **Program Contact:** Julie Dodge
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 40067, 40068
Program Characteristics:

Executive Summary

Multnomah County's Behavioral Health Division (BHD) Administration manages a recovery-focused, comprehensive system of care to prevent, intervene in, and treat mental illness and addiction in children and adults. The Division is grounded in values of racial and social equity, consumer driven services and trauma informed principles. Through culturally responsive and evidence-based practices, BHD 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. BHD provides a continuum of services directly and through a provider network. These programs serve approximately 53,000 individuals annually.

Program Summary

The Board of County Commissioners is the Local Mental Health Authority. Through that authority, BHD Administration oversees and manages all publicly-funded behavioral health programs in the system of care, whether provided directly or through contracted agencies. BHD is organized into 6 units: 1) The Community Mental Health Program (CMHP) which provides safety net and basic services to the adult population of the entire county. 2) Direct Clinical Services (DCS), which encompasses programs for children, youth, and families delivered directly by DCS 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 the Providing Access to Hope (PATH) team, prevention, and contract management funded through the CCO, grants, and the state. 5) Quality Management which includes compliance, quality improvement, reporting, billing and Evolv, the Electronic Health Record for direct services by the BHD. 6) Office of Consumer Engagement (OCE).

BHD 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, frequent provider feedback, adult system and child system advisory meetings, focus groups and ad hoc meetings. BHD Administration is also responsible for ensuring contracted providers deliver evidence-based and culturally responsive services to consumers. BHD monitors contracts with providers for regulatory and clinical compliance. To ensure good stewardship, BHD business and clinical decisions ensure that finite resources are targeted to serve the most vulnerable populations. BHD management participates in planning at the state level to influence the policy decisions that affect the community we serve. BHD values our community partners, with whom we work collaboratively to create a system of care responsive to the needs of our community. BHD has focused its energies throughout the pandemic to stabilize or expand services for persons experiencing significant Covid impacts, prioritizing BIPOC communities, and key behavioral health concerns including increased acuity of mental health concerns, substance use increase, and violence.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total Behavioral Health Advisory Meetings ¹	23	23	19	23
Outcome	Advisors agree with the statement, "Overall, BHD does its job well"	77	80	94.4	80

Performance Measures Descriptions

¹Includes BHAC Council Meetings and the BHAC Community Workgroup Meetings, This performance measure was impacted by COVID due to initial challenges with consumer access to technology.

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$867,862	\$1,031,879	\$937,264	\$1,069,243
Contractual Services	\$24,609	\$57,774	\$0	\$103,317
Materials & Supplies	\$41,056	\$3,036	\$11,730	\$3,159
Internal Services	\$30,766	\$282,269	\$81,904	\$381,446
Total GF/non-GF	\$964,293	\$1,374,958	\$1,030,898	\$1,557,165
Program Total:	\$2,339,251		\$2,588,063	
Program FTE	5.99	5.49	5.99	5.49

Program Revenues				
Intergovernmental	\$0	\$790,163	\$0	\$734,627
Beginning Working Capital	\$0	\$584,795	\$0	\$822,538
Total Revenue	\$0	\$1,374,958	\$0	\$1,557,165

Explanation of Revenues

This program generates \$99,305 in indirect revenues.

\$ 404,153 - Behavioral Health Managed Care Fund Beginning Working Capital

\$ 343,442 - State Mental Health Grant Local Admin

\$ 418,385 - Beginning Working Capital

\$ 391,185 - Unrestricted Medicaid fund through CareOregon

Significant Program Changes

Last Year this program was: FY 2022: 40065 Behavioral Health Division Administration

The pandemic has continued to have a significant impact on behavioral health services. BHD leadership has monitored temporary and permanent closures of programs across the continuum, from community-based to outpatient to residential services, primarily due to losses in the workforce. BHD leadership initiated advocacy and collaboration with leaders from across the state to address the workforce crisis, and convened gatherings with local providers to stimulate greater collaboration and innovation to mitigate the impact of workforce loss and service reductions. BHD has increased its influence in the Emergency Operations Center, adding behavioral health specific positions in all shelter/emergency events. BHD continues to address deficits in funding and impact on program activities resulting from the shift to CCO 2.0 in 2020. Some of these essential programs have been funded using BWC and remain as deficit programs.

Department: Health Department **Program Contact:** Julie Dodge
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40067, 40068, 40085
Program Characteristics:

Executive Summary

The Behavioral Health Division Director’s office houses the Office of Consumer Engagement (OCE), which leads the Division’s value of being consumer driven and informs its peer support work. Community and consumer advocates report significant benefit from peer support services, especially for those early in their behavioral health wellness journeys. Peer support services that are matched to consumer racial, ethnic, language and other identities are also valued. This program offer expands the OCE by 1.5 FTE to foster more effective communication and connection across the peer service community, invest in BIPOC and other population specific peer recovery support services, and develop integrated peer support services for persons with mental health and substance use concerns.

Program Summary

There is growing awareness of the intersection between mental health and substance use. This is a particularly issue for individuals with higher acuity mental health needs. However, peer providers are not always well prepared to address these concerns concurrently. BIPOC communities are disproportionately impacted by dual diagnoses, yet consistently lack access to culturally specific peer services. Consumers regularly report the need for peer support services to assist in learning specific life skills and navigating transitions between services (housing, treatment, employment). There is strong rapport between direct service level peer providers, but there is a need for greater communication and collaboration between peer provider organizations. There is also a need for more organizational development support for small and startup, BIPOC and other specific population peer organizations.

Program Goals and Activities: 1) Increasing collaboration and effectiveness of peer recovery support services across the behavioral health (BH) continuum. This will be accomplished through expanding the Office of Consumer Engagement by 1.5 FTE (including 1 FTE Latinx KSA) to better engage the Latinx community; to convene and collaborate with peer networks and provider organizations; map out peer services across the BH continuum; facilitate peer partnerships across the BH continuum; increase consumer voice in BHD initiatives. 2) Improve the sustainability of BIPOC and other population specific small and startup peer organizations by providing technical assistance for organizational development such as budget and finance, fund development, government contracting, developing policies & procedures. 3) Increase the number of persons connected to ongoing peer recovery support services who have behavioral health recovery goals and are not currently affiliated with peer recovery support services. This will be accomplished by a) creating a new, multi-organizational peer collaboration, which prioritizes BIPOC and LGBTQI+ persons with high mental health and substance use needs that is coordinated by the Office of Consumer Engagement; and b) increasing funding for current peer recovery support substance use services, with priority for BIPOC organizations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of high acuity SUD and MH clients engaged in peer outreach and engagement services	N/A	N/A	N/A	90
Outcome	Persons engaged in peer outreach will be connected to ongoing peer support services or other resources.	N/A	N/A	N/A	70%
Output	Small and startup BIPOC and/or peer led organizations will engage in business technical assistance.	N/A	N/A	N/A	6
Outcome	Organizations receiving technical assistance will develop skills, policies and procedures that support sustainability.	N/A	N/A	N/A	100%

Performance Measures Descriptions

Note for FY24: this assumes 6 peers who carry a caseload of 10 people for an average of 6 months each, which is 120 annually. The FY23 number assumes a 3 month start up period.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$205,801	\$0
Contractual Services	\$0	\$0	\$770,000	\$0
Materials & Supplies	\$0	\$0	\$24,199	\$0
Total GF/non-GF	\$0	\$0	\$1,000,000	\$0
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	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:

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 OARs, Oregon Revised Statutes related to medical records & client confidentiality, State Archiving rules, CFR 42 Public Health, Ch. 1 Pt. 2, Public Laws 94-142 & 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	2022	2022	2023	2023
Personnel	\$200,453	\$389,735	\$133,147	\$343,814
Contractual Services	\$0	\$0	\$0	\$19,541
Materials & Supplies	\$0	\$5,000	\$4,774	\$5,000
Internal Services	\$8,910	\$137,593	\$36,614	\$106,273
Total GF/non-GF	\$209,363	\$532,328	\$174,535	\$474,628
Program Total:	\$741,691		\$649,163	
Program FTE	2.00	4.00	1.25	3.50

Program Revenues				
Intergovernmental	\$0	\$427,967	\$0	\$408,632
Beginning Working Capital	\$0	\$104,361	\$0	\$65,996
Total Revenue	\$0	\$532,328	\$0	\$474,628

Explanation of Revenues

This program generates \$33,463 in indirect revenues.

\$ 107,122 - State Mental Health Grant: LA 01 System Management and Coordination

\$ 301,510 - Unrestricted Medicaid fund through CareOregon

\$ 65,996 - State Mental Grant Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2022: 40067 Medical Records for Behavioral Health Division

FTE reductions in this program are due to moving FTE to scaled offer 40068B and partial employee funding from Preschool for All in offer 40099B. Funding changes are due to reduced use of BWC and moving partial positions onto Preschool for All funding.

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) includes the Compliance, Quality Improvement (QI), Records, Reporting, Evolv and Billing teams. The teams work collaboratively to assure the Division is able to rapidly identify, prevent and mitigate risk; provide timely and meaningful data and outcomes to demonstrate appropriate stewardship of public funds and inform program development; maintain secure electronic health records and billing; and assure compliance with licensing, Oregon Administrative Rules, and other appropriate policies. These teams advance racial equity by providing real time information and data on systems, programs and policies that perpetuate systemic barriers to opportunities and benefits for BIPOC and other underserved populations.

Program Summary

The QM, QI and Compliance teams conduct: internal and external agency audits, internal investigations and Root Cause Analysis, onboarding, policy and procedure development and review, contract reviews, timely responses to complaints and assure compliance with grievance procedures, 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.

The Reporting team uses SSRS and Tableau software to produce visuals and reports for measuring outcomes and fulfilling our contractual Reporting duties. They work closely with the Data Governance program, Information Technology (IT) and other Health Department Reporting teams to allocate and share county resources. They continue to lead in the implementation of industry best practices for the software development lifecycle, version control, user documentation, and process standardization.

The Evolv team provides oversight/administration of the Evolv EHR. They build custom forms and fields in the system for teams to collect data and work in conjunction with the Reporting team for the data entering and exiting the system. They perform ongoing upgrades and system maintenance to ensure system efficiencies. The team has representation at the National level in the roles of Board Immediate Past President and Chair of the West User Group, helping to support big improvements in Netsmart’s approach to our experience as an Evolv customer.

The Billing team implements and tracks communication procedures for provider billing set-up to prevent claim denials and reprocessing. They monitor access and use of Community Integration Manager (CIM) and Maintenance Management Information System (MMIS) data platforms, ensuring access controls. This year they optimized workflows to prevent and quickly respond to authorization related denials and monitoring of insurance coverage for BHD clients. They created new procedures and training for staff this year, effectively reducing revenue loss due to insurance and authorization issues by almost 50%. They also developed and delivered training materials to BHD staff on level of care forms, Care Oregon billing requirements, CIM usage and Fraud, Waste and Abuse.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of clinical reviews and incident reports reviewed	13,846	13,500	13,500	13,500
Outcome	Percent of incidents residential programs mitigated through immediate safety implementations	99	97	98	98
Output	Number of requests managed by Decision Support Unit	3,780	4,000	3,700	3,800

Performance Measures Descriptions

Legal / Contractual Obligation

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	2022	2022	2023	2023
Personnel	\$904,329	\$1,855,187	\$1,058,257	\$1,653,919
Contractual Services	\$0	\$236,536	\$0	\$39,451
Materials & Supplies	\$15,315	\$81,927	\$16,261	\$81,355
Internal Services	\$184,686	\$356,033	\$102,499	\$387,010
Total GF/non-GF	\$1,104,330	\$2,529,683	\$1,177,017	\$2,161,735
Program Total:	\$3,634,013		\$3,338,752	
Program FTE	5.96	12.94	6.51	10.85

Program Revenues				
Intergovernmental	\$0	\$1,518,272	\$0	\$1,501,208
Beginning Working Capital	\$0	\$1,011,411	\$0	\$660,527
Total Revenue	\$0	\$2,529,683	\$0	\$2,161,735

Explanation of Revenues

This program generates \$121,363 in indirect revenues.

- \$ 586,243 - Health Share of Oregon (Medicaid) Beginning Working Capital
- \$ 792,291 - State Mental Health Grant: LA 01 System Management and Coordination
- \$ 492,987 - Unrestricted Medicaid fund through CareOregon
- \$ 80,000 - State Mental Health Grant: A&D 66 Decision Support
- \$ 210,214 - Health Share Unrestricted Medicaid (Off the top) funding

Significant Program Changes

Last Year this program was: FY 2022: 40068 Behavioral Health Quality Management

FTE reductions in this program are due to moving FTE to scaled offer 40068B.

Legal / Contractual Obligation

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. OAR also requires all services to be documented and maintained per retention rules. We meet this requirement with Evolv, our Electronic Health Record.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$367,232
Contractual Services	\$0	\$0	\$0	\$177,403
Materials & Supplies	\$0	\$0	\$0	\$873
Internal Services	\$0	\$0	\$0	\$49,356
Total GF/non-GF	\$0	\$0	\$0	\$594,864
Program Total:	\$0		\$594,864	
Program FTE	0.00	0.00	0.00	2.46

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$594,864
Total Revenue	\$0	\$0	\$0	\$594,864

Explanation of Revenues

This program generates \$49,356 in indirect revenues.
 \$ 255,662 MH Quality Management BWC
 \$ 339,202 MH Decision Support BWC

Significant Program Changes

Last Year this program was:

Increases .80 FTE to 1.00 FTE Data Analyst to manage the Evolv/Electronic Health Record helpline to address increased demands due to program growth across BHD. The helpline manages 1,645 requests annually. Provides funding for Division Electronic Health Record. Provides funding to 2.26 FTE in QM unit.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 30407B
Program Characteristics:

Executive Summary

The Behavioral Health Division is responsible for providing oversight and coordination for behavioral health crisis services, which include a 24-hour, 365 day a year behavioral health crisis response system. This system addresses the need for immediate engagement via the call center, a 24/7 mobile crisis outreach program and a 7 day a week crisis walk-in clinic that serves all Multnomah County residents. Creating and providing equitable crisis services are prioritized both in terms of creating a diverse workforce and in addressing disparities related to access and outcomes for Black, Indigenous and People of Color (BIPOC), LGBTQ and other marginalized and/or underserved communities. These values will continue to be prioritized in FY23 and crisis system investments will be used to address needs.

Program Summary

The behavioral health crisis system consists of interconnected services that address the acute behavioral health needs of its community members regardless of age, insurance status, or other identity. The Multnomah County Call Center is the hub for behavioral health crisis services and provides crisis intervention and brief solution-focused therapy by phone (24/7/365). The center triages and deploys resources such as mobile crisis outreach and receives warm transfers from the Portland Bureau of Emergency Communications (BOEC)/911 reducing the need for law enforcement, fire, or ambulance. The Call Center manages the intake and referral process for the Mental Health Crisis and Assessment Treatment Center (CATC) and Crisis Respite. During COVID, the Call Center connected community members to financial resources and culturally specific services and operated the Voluntary Isolation Motel (VIMO) referral line 24/7. In FY23 the Call Center will work closely with the National 988 hotline to provide seamless access to care including mobile outreach services and additional care in the community. Mobile behavioral health crisis services are provided by Project Respond which is deployed by the Call Center or BOEC/911 to provide face to face crisis evaluation and triage services by clinicians and peers to those in crisis. Project Respond now partners peers and clinicians for mobile crisis response, which enables peers to build a relationship with those in crisis to support follow-up engagement. Hospital Outreach Liaisons in the Project Respond program assist in diverting individuals in Emergency Departments from acute care services to appropriate treatment services in the community. Project Respond's Family Crisis Stabilization Specialists provided assessment, skills training, linkage to services, family support, short term case management to youth and families in need during the pandemic. The Urgent Walk-In Clinic (UWIC) is a clinic based service contracted with a community-based organization that provides crisis evaluation, triage, and stabilization on a walk-in basis and is open 7 days a week. The UWIC is the only service available to indigent clients in crisis in Multnomah County with immediate access to a licensed medical professional for medication evaluation and treatment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total Crisis System Contacts ¹	78,261	80,000 ¹	85,895	80,000
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED	90%	90%	92%	90%

Performance Measures Descriptions

¹FY22 budgeted output anticipated included outgoing calls from the Call Center. This inclusion better demonstrates the care coordination aspect of Call Center services. This output will carry forward to FY23.

Crisis system contacts were slightly lower than anticipated due limitations in data collection, such as a transition to a new call system. Outgoing call data was collected starting January 1, 2021.

Legal / Contractual Obligation

The Multnomah County Community Mental Health Program contracts 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	2022	2022	2023	2023
Personnel	\$466,856	\$3,158,251	\$499,271	\$3,722,787
Contractual Services	\$1,123,832	\$6,431,313	\$1,172,981	\$6,392,589
Materials & Supplies	\$2,084	\$8,591	\$30,279	\$9,460
Internal Services	\$81,757	\$700,007	\$36,322	\$917,215
Total GF/non-GF	\$1,674,529	\$10,298,162	\$1,738,853	\$11,042,051
Program Total:	\$11,972,691		\$12,780,904	
Program FTE	3.30	19.28	3.30	19.65

Program Revenues				
Intergovernmental	\$0	\$9,988,934	\$0	\$10,838,938
Beginning Working Capital	\$0	\$309,228	\$0	\$203,113
Total Revenue	\$0	\$10,298,162	\$0	\$11,042,051

Explanation of Revenues

This program generates \$323,291 in indirect revenues.

\$ 555,157 - Washington County Crisis

\$ 6,857,783 - 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

Significant Program Changes

Last Year this program was: FY 2022: 40069 Behavioral Health Crisis Services

As of July 2021, Project Respond incorporated Peer Support Specialist staff to the mobile crisis response team to better align with national best practice standards. While Project Respond was able to add positions to increase peer response, they also experienced reduced capacity in FY22 due to critical staffing shortages, including clinical positions, while simultaneously experiencing an increase in referrals. Also due to critical staffing shortages, the Urgent Walk-In Clinic (UWIC) had reduced weekend hours for much of FY22. BHD continues to respond immediately to any challenges through partner collaboration and communication. In addition, 1.00 FTE is added in FY 2023 funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. See program 30407B for the associated costs and program information.

Department: Health Department **Program Contact:** Christa Jones

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

Related Programs:
Program Characteristics:
Executive Summary

The Behavioral Health Division has identified alternatives to inpatient hospitalization as a service gap in the system of care. The Crisis Assessment and Treatment Center (CATC) offers 16 beds of short-term mental health treatment in a secure locked environment as a lower-cost alternative to hospitalization for over 300 clients per year. Facility staffing includes physical and mental health professionals and peer support specialists. Of the 16 beds, 13 are funded and maintained by the Coordinated Care Organization (CCO), Care Oregon, and three are funded and maintained by Multnomah County.

Program Summary

CATC Sub-acute is a 24 hour, 7 day a week, short-term stabilization program for those individuals who require a secure alternative to incarceration or hospitalization due to a mental health crisis. It is a critical component in a full continuum of mental health services. Although it works with other community agencies that provide long-term care, the mission of the sub-acute facility is brief intervention when a person becomes a danger to themselves or others due to their mental illness. The program services adults, 18 years of age and older, who have been diagnosed with a serious mental illness who are residents of Multnomah County.

Multnomah County Call Center serves as the referral tracker and approver for the three beds funded by the County. These beds are prioritized for individuals that are uninsured or underinsured and are otherwise unable to access this level of care.

Although the length of stay may vary depending on a number of factors, the goal is to provide stabilization so at the point of discharge the individual is returning to lower-level community services. Services should not exceed 30 days unless the individual is on a civil commitment hold. Throughout their stays, individuals are connected to community support to decrease the likelihood of negative consequences of hospitalization (loss of housing, outpatient services, insurance, etc). As part of a best practice model for facilities of this type, the proposed treatment team includes consumer positions on staff (Peer Support Specialists) to provide mentoring and linkage to services in the community. These positions are salaried members of the treatment team.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of inpatient days for Non-HSO Multnomah Adults	9700	9700	N/A	N/A
Outcome	Percentage of individuals discharged from CATC to a lower level of care	New	New	New	95%
Outcome	Percentage of BIPOC community member access to Non Medicaid "CMHP" admissions.	New	New	New	52%
Output	Number of admissions that are Non-HSO Members (Non Medicaid members)	24	25	21	25

Performance Measures Descriptions

¹The output that measured Number of inpatient days for Non-HSO Multnomah adults does not speak to the quality of care or the goal of reducing hospitalization. It is therefore sunsetted as of 6/30/2022. ²We are reporting a new outcome that captures the percentage of individuals discharged to a lower level of care therefore not requiring additional hospitalization. ³This measure addresses the disproportionality of BIPOC communities' access to mental health benefits and services and prioritizes access to this limited service

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	2022	2022	2023	2023
Contractual Services	\$712,516	\$0	\$741,017	\$0
Total GF/non-GF	\$712,516	\$0	\$741,017	\$0
Program Total:	\$712,516		\$741,017	
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 2022: 40070 Mental Health Crisis Assessment & Treatment Center (CATC)

The referral process significantly changed in August 2021 when referrals for Care Oregon members was reverted back to Care Oregon and CATC for processing. The Multnomah County Call Center remains the referral point for accessing the non-medicaid/CMHP services.

Due to COVID and severe staffing shortages, the referral and intake process and admittance timeline has been impacted throughout the last year resulting in increased strain on community provider agencies and crisis services.

The outcome measuring percentage of clients admitted that are non-HSO Multnomah Members will also be sunsetted as of 6/30/2022 due to Care Oregon managing the referral process for HSO beds, resulting in 100% of admissions managed by Multnomah County, therefore making this an insignificant data point and already noted in the output.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Behavioral Health Division's (BHD) Adult Protective Services (APS) investigates abuse and neglect. Criteria that gives APS authority to open investigations include all of the following; individuals over age 18 who are receiving mental health services and/or that reside in a residential facility, and with a serious and persistent (SPMI) mental health diagnosis. APS offers community education/training to internal and external partners using a cultural lens to open dialogue regarding culture, race and protective services. Protective services are provided to individuals engaged in services and outreach/coordination and risk case management services to individuals not engaged in services or whose allegations do not meet authority to open a case for investigation.

Program Summary

BHD's Adult Protective Services is a mandated program, guided by state law, to protect adults with SPMI mental health disabilities 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 is assessed and protective services, including safety planning, are conducted to mitigate the risk of these vulnerable individuals. The Division's APS staff coordinate multidisciplinary teams to develop plans to reduce risk of harm, reduce vulnerability and connect victims and potential victims to services.

The program includes risk case management (RCM), which is unique to the State of Oregon Behavioral Health APS. Our risk case manager serves as an additional layer of support and connection for those who are most vulnerable due to mental health disability, substance use disorder, homelessness, and abuse. The APS program also has an African American culturally specific, KSA abuse investigator position to provide screening, investigation and training services in a culturally and trauma-informed manner by outreach to those BIPOC communities who historically under report to APS. This position is also unique across the State of Oregon and 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. The state now requires documentation through the Centralized Abuse Reporting database in addition to BHD's requirement for documentation in the official electronic health record, Evolv.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of screenings/investigations ¹	1369	1000	1228	1,000
Outcome	# protective services screening referred to Risk Case Management ²	79	80	71	80
Outcome	Number of community education presentations ³	25	25	25	25

Performance Measures Descriptions

¹Adult protective services are offered to every alleged victim either directly or through safety planning with the provider, which happens at the screening level. Not all screenings result in investigations.

²Cases referred to risk case management increased in acuity, therefore fewer cases were able to be assigned to this role (1FTE).

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	2022	2022	2023	2023
Personnel	\$820,578	\$267,961	\$906,612	\$238,592
Materials & Supplies	\$2,205	\$4	\$5,550	\$23
Internal Services	\$125,891	\$4,292	\$140,008	\$18,727
Total GF/non-GF	\$948,674	\$272,257	\$1,052,170	\$257,342
Program Total:	\$1,220,931		\$1,309,512	
Program FTE	5.90	1.90	6.21	1.59

Program Revenues				
Intergovernmental	\$0	\$272,257	\$0	\$257,342
Total Revenue	\$0	\$272,257	\$0	\$257,342

Explanation of Revenues

\$ 257,342 - State Mental Health Grant: LA 01 System Management and Coordination

Significant Program Changes

Last Year this program was: FY 2022: 40071 Behavioral Health Division Adult Protective Services

Since the onset of the pandemic, APS screening calls have increased and the demand for Risk Case Management (RCM) services has increased proportionately. The RCM team provides in-home and/or community-based services. Due to increased community violence (on transit or downtown streets), including direct threats against staff, the team is now providing these services in pairs. While this promotes staff safety when in the community, it results in more time spent providing fewer client contacts for the RCM service.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

As a function of the Local Mental Health Authority (LMHA), the County's Commitment Services are delivered to individuals who are receiving mental health treatment on an involuntary basis. This includes the investigation of Notices of Mental Illness (NMI) by the Involuntary Commitment Program (ICP), Post-Commitment and Trial Visit services, management and reduction of long term care referrals to the Oregon Health Authority (OHA), and payment for involuntary hospital stays for indigent individuals. Services apply an equity lens, utilizing culturally specific positions and culturally responsive ideals to protect the civil rights of vulnerable individuals. Staff also serve as advocates, highlighting the adverse impact of dominant culture treatment design, laws and systems on the lives of Black, Indigenous and People of Color communities.

Program Summary

Commitment Services consists of interconnected pre and post commitment services: Under pre-commitment services the ICP employs certified commitment investigators to evaluate individuals who are involuntarily detained in hospitals and are alleged to be a danger to self/others or unable to provide for their basic personal needs due to a mental disorder. ICP investigators make recommendations to the court about whether or not a person alleged to be mentally ill should be civilly committed. If a person is recommended for civil commitment, the law requires that a certified examiner conduct further evaluation of the individual during a civil commitment hearing. When a person is civilly committed they are transferred to post-commitment services so their care and treatment may be monitored by the CMHP. The commitment monitors make care recommendations, facilitate referrals to long term care, and liaise with other County programs. When a civilly committed person is discharged to the community while remaining under committed status this is called a trial visit. Trial visit staff monitor a committed person's adherence to community based care to enhance individual and community safety while reducing the need for further inpatient mental health treatment. Commitment Services programs include culturally specific roles, including roles to address and respond to the needs of Black/African American and Vietnamese and Japanese individuals.

Long Term Care Waitlist Reduction Program (WLRP) funding provides Intensive Case Management (ICM) for committed persons discharging from inpatient care. ICM and transition planning helps 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 by matching the client's culture, identify and service needs with available resources and ensuring protection of legal and civil rights. The WLRP also funds 3 Emergency Department liaisons who connect with individuals in mental health crises who are presenting to hospital emergency rooms. These liaisons connect individuals to appropriate community based services to divert them from costly inpatient care.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of NMI	2,762	2,900	2,659	2,700
Outcome	% of investigated NMI that did not go to Court hearing ²	80%	79%	80%	80%
Outcome	% of investigated NMI taken to court hearing that resulted in commitment ³	87%	90%	84%	90%
Output	# of commitments monitored annually (4)	355	390	324	350

Performance Measures Descriptions

¹This includes NMI for indigent residents and residents with insurance.²Measure staff effectiveness in applying ORS 426 and reducing burden on the system.³The decrease in FY22 is a result of new arguments for dismissal and changed rulings by the court, these are actively being managed to increase %.⁴ # reflects new & existing commitments of residents in acute care settings & secure placements.

Legal / Contractual Obligation

ORS 426 requires that all persons placed on a notice of mental illness be investigated within one judicial day, 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	2022	2022	2023	2023
Personnel	\$1,132,205	\$2,401,662	\$1,178,312	\$2,497,990
Contractual Services	\$229,710	\$155,343	\$234,285	\$255,343
Materials & Supplies	\$1,899	\$43,320	\$9,444	\$43,992
Internal Services	\$198,680	\$367,628	\$361,668	\$170,628
Total GF/non-GF	\$1,562,494	\$2,967,953	\$1,783,709	\$2,967,953
Program Total:	\$4,530,447		\$4,751,662	
Program FTE	8.00	16.10	8.00	16.10

Program Revenues				
Intergovernmental	\$0	\$2,967,953	\$0	\$2,967,953
Total Revenue	\$0	\$2,967,953	\$0	\$2,967,953

Explanation of Revenues

\$ 2,967,953 - State Mental Health Grant: MHS 24: Acute & Intermdt Psych - Commit

Significant Program Changes

Last Year this program was: FY 2022: 40072 Mental Health Commitment Services

The pandemic and various community challenges have resulted in continued increase in clinical acuity across the communities serviced through Commitment Services. This, coupled with continued isolation, increased substance abuse, community and interpersonal violence, along with service provider closures, have put immense pressure on the behavioral health system. Providers have had to prioritize essential services and responding to crises and ever-changing challenges which has, in some cases, impacted their ability to collect and report data in a timely manner.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$105,162	\$0	\$109,368	\$0
Total GF/non-GF	\$105,162	\$0	\$109,368	\$0
Program Total:	\$105,162		\$109,368	
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 2022: 40073 Peer-run Supported Employment Center

Due to COVID, in-person services were reduced, but virtual services were offered and utilized once the agency reopened following an extended FY21 closure. Average daily attendance, however, remained lower than pre-pandemic attendance due to safety precautions. Additionally, fewer members than expected were able to successfully gain paid employment due to community access issues. Best practices are for a 1:14 staff to member ratio, but due to funding and staffing limitations, the average staff to member ratio was 1:39.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Mental Health Residential Services (RS) provides health and safety oversight to residential programs that house 638 individuals housed in Multnomah County. RS programs include: Secure Residential Treatment Facilities (SRTF), Residential Treatment Homes (RTH), Adult Care Homes, and a range of supportive/supported housing programs. These units provide stability, decreasing the likelihood these individuals will need acute care services or become houseless. RS hold monthly trainings to educate residential providers about mental healthcare, ancillary supports, system navigation, and changes to, and interpretation of, Oregon Administrative Rule. RS engages providers about resident admissions/evictions to address bias, racism, and culturally responsive treatment needs.

Program Summary

The Residential Services (RS) program provides regulatory, health and safety oversight, technical assistance to designated residential mental health programs. Services are provided through the use of clinical consultations, problem-solving, participation in client interdisciplinary team meetings, reviewing the appropriateness of unplanned discharges, and monitoring and enforcement of client rights. RS staff also participate in audits and licensing reviews. The team holds monthly diversity, equity and inclusion discussions to better understand and take action against systemic racism, and how to support equitable outcomes for Black, Indigenous and People of Color (BIPOC) and other marginalized groups. RS oversees approximately 83 residential programs with approximately 638 clients, that include Secure Residential Treatment Programs, Residential Treatment Homes/Facilities, Adult Care Homes (ACH), Crisis/Respite Programs, and Supportive Housing Programs. RS provides health and safety oversight through the review and response to incident reports completed by residential programs and partners with Quality Management (QM) who hold Critical Incident Reviews with residential providers and a Root Cause Analysis is completed by QM. During FY21 RS and QM reviewed at least 13,846 incident reports. RS supports the development of new mental health ACHs and the creation of new placement opportunities. Despite developing placements in two new ACHs in 2021, nine ACHs were lost from our provider network due to retirements, billing issues and lack of work/life balance.

The primary population served are mostly Choice Model eligible (diagnosis of severe persistent mental illness, under civil commitment and/or admitted to the Oregon State Hospital, OSH). RS also serves those who are under the jurisdiction of the Psychiatric Security Review Board and those receiving community restoration services under Aid and Assist orders. The Aid and Assist population served within residential programs is small, but it is expected to grow in 2022 to support increased individual liberties in the community and outside of institutional care at the OSH. Individuals who meet admission criteria for residential placement, but are not served by either Choice Model or the PSRB can be referred to licensed residential programs through the RS program, referred to as CMHP placements. CMHP referrals have increased 270% in two years.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of placements that receive health and safety oversight by Residential Services ¹	639	N/A	635	641
Outcome	% of Non-Multnomah County Residents Placed in RTH/F and SRTF Housing	22%	N/A ²	22%	22%
Outcome	# of CMHP referrals managed by Residential Services	25 ³	NEW	34	42

Performance Measures Descriptions

¹ This is a new output, therefore an offer was not made for FY22 Current

² FY22 offer was not made as this was new to last year's offer.

³ This outcome is new to FY23, but data has been collected so it is being reported for tracking purposes.

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	2022	2022	2023	2023
Personnel	\$1,146,384	\$464,157	\$1,213,895	\$506,654
Contractual Services	\$213,791	\$9,410,324	\$0	\$8,054,214
Materials & Supplies	\$444	\$6,212	\$4,258	\$6,620
Internal Services	\$81,230	\$135,627	\$149,731	\$120,044
Total GF/non-GF	\$1,441,849	\$10,016,320	\$1,367,884	\$8,687,532
Program Total:	\$11,458,169		\$10,055,416	
Program FTE	8.15	3.65	8.15	3.65

Program Revenues				
Intergovernmental	\$0	\$9,907,877	\$0	\$8,652,716
Beginning Working Capital	\$0	\$108,443	\$0	\$34,816
Total Revenue	\$0	\$10,016,320	\$0	\$8,687,532

Explanation of Revenues

This program generates \$3,552 in indirect revenues.

\$ 8,652,716 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon

\$ 34,816 - Behavioral Health Managed Care Fund BWC

Significant Program Changes

Last Year this program was: FY 2022: 40074 Mental Health Residential Services

COVID continues to have a significant and negative impact on Residential Services. with program closures or threat of closure due to staffing shortages and inadequate state funding to support program operations. Shortage of staff at every level in residential programming from milieu staff to case managers, nurses, and management was noted. Mandatory COVID-19 vaccinations for the workforce also resulted in loss of program staff.

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 Choice Model Program consists of Care Coordination services and contracted services to work with individuals with Severe and Persistent Mental Illness (SPMI). Choice diverts individuals from Oregon State Hospital (OSH); coordinates successful discharge from OSH and acute psychiatric hospitals into appropriate community placements and services; coordinates care for individuals residing primarily in licensed residential facilities in order to move individuals into the least restrictive housing possible; and coordinates care and develop supports to maximize independent living; 721 individuals were served in fiscal year 2021, of whom 25% identified as Black, Indigenous or other People of Color (BIPOC).

Program Summary

The Behavioral Health Division's Choice Model Program works with other Division units, Acute Care Hospitals, OSH, Oregon Health Authority (OHA)/Health Systems Division, Coordinated Care Organizations (CCO), and counties to coordinate the placement and transition of individuals primarily within a statewide network of licensed housing providers. The overarching goal of Choice is to assist individuals to achieve the maximum level of independent functioning possible. This goal is achieved by diverting individuals from admission to hospital level of care to community-based resources; supporting timely, safe and appropriate discharges from hospitals into the community; and providing access to appropriate supports (skills training, case management, etc.) to help individuals achieve independent living and self-sufficiency in the least restrictive housing environment. Program includes Exceptional Needs Care Coordination, access to peer services, funding for uninsured/underinsured clients for outpatient services, housing supports, rental assistance, etc.

Services offered by Choice can include: supported housing development and rental assistance to increase housing options matched to client need; Exceptional Needs Care Coordination (ENCC) to assure access to appropriate housing placements and the development of supports to identify the least restrictive setting where the individual will maintain stability. Care Coordination provides referrals to community mental health programs; supported employment to help move clients towards greater self-sufficiency; and transition planning to assure the most efficient utilization of the licensed residential housing capacity within the community.

The program has increased financial support to community placements and works primarily with Acute Care Hospitals as OSH capacity has become minimal for the civil population for the last two years, partly due to COVID. Choice added a pilot project providing embedded services at motel sites(s) to improve client support and outcomes. Choice also participated in significant work on workflows, policies and procedures to clarify access and promote more equitable service delivery.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Clients Served in Choice	721	700	718	700
Outcome	% of clients receiving direct client assistance to meet basic needs ¹	14.44%	15%	15%	15%

Performance Measures Descriptions

¹ Direct client assistance includes housing assistance, moving fees, guardianship, secure transportation, and storage.

Legal / Contractual Obligation

Oregon Health Authority Intergovernmental Agreement for the Financing of Community Addictions and Mental Health Services.

CCO Delegation Agreements with CareOregon and Trillium.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,635,629	\$0	\$1,914,425
Contractual Services	\$0	\$2,783,019	\$0	\$1,971,628
Materials & Supplies	\$0	\$7,828	\$0	\$11,747
Internal Services	\$0	\$339,472	\$0	\$397,060
Total GF/non-GF	\$0	\$4,765,948	\$0	\$4,294,860
Program Total:	\$4,765,948		\$4,294,860	
Program FTE	0.00	11.90	0.00	13.34

Program Revenues				
Intergovernmental	\$0	\$4,054,307	\$0	\$4,294,860
Beginning Working Capital	\$0	\$711,641	\$0	\$0
Total Revenue	\$0	\$4,765,948	\$0	\$4,294,860

Explanation of Revenues

This program generates \$153,189 in indirect revenues.

\$ 1,480,773 - Unrestricted Medicaid fund through CareOregon

\$ 2,814,087 - State Mental Health Grant: CHOICE Model based on 2021 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2022: 40075 Choice Model

In FY23 we are adding 0.50 FTE OA2 to provide support to records and for reception at West Gresham Plaza.

Department: Health Department **Program Contact:** Christa Jones
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 challenges associated with severe mental illness and have been released from jail or psychiatric hospitals and/or are at risk of hospitalization or decompensation of mental health stability. MTF funds services for uninsured individuals without financial resources that are ineligible for Medicaid through Oregon Health Plan (OHP). In some cases, the program creates access for individuals who, because of their immigration status, do not qualify for many public entitlements and resources, and have limited access to behavioral health services. Contracted providers are responsible to ensure diversity training for staff, a diverse workforce, and incorporating social equity innovation into their policy development and service delivery.

Program Summary

The Behavioral Health Division provides funds to the network of providers to treat consumers who are uninsured during periods of exacerbated psychiatric symptoms in acute stages of mental illness.

The goal is to stabilize and prevent more drastic consequences including hospitalization, incarceration, loss of housing, impacts of substance use disorder and loss of custody of children. If these services are effective, the client's stability is supported so that trauma, increased vulnerability and suffering is prevented or reduced and the county preserves funds that would otherwise be lost to costly deep-end institutional responses such as hospitalization, corrections, or homelessness response/emergency services. Since these funds are limited, providers do a review during their intake process to ensure that MTF services are provided as clinically necessary and that clients' insurance status and financial eligibility meet program criteria. Services can include individual and group therapy, case management, community outreach, housing assistance, medication management, co-occurring disorder treatment, care coordination, and crisis intervention. Of the persons served by this program, 16% were from Black, Indigenous, and People of Color (BIPOC) communities. While the person is receiving services, they can be linked to other supports and acquire assistance in securing OHP benefits. The demand for services in this program has slightly decreased due to Medicaid Expansion, however limitations on Medicaid eligibility requirements and on Medicare approved services means there are still individuals who require this safety net program to receive on-going mental health case management and treatment services. For example, Medicare services are required to be provided by specifically certified/licensed professionals that are not always readily available in our community. Additionally, some services, such as intensive case management and general case management are not covered by Medicare..

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total # of adults who received county-funded outpatient services or medication	401	650	396	400
Outcome	Percentage of MTF clients that are hospitalized	5.49%	6.21%	6.06%	6.21%

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	2022	2022	2023	2023
Contractual Services	\$1,347,292	\$0	\$1,259,920	\$0
Total GF/non-GF	\$1,347,292	\$0	\$1,259,920	\$0
Program Total:	\$1,347,292		\$1,259,920	
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 2022: 40077 Mental Health Treatment & Medication for the Uninsured

Providers have experienced critical staffing shortages that have caused mental health agencies to struggle with vacant positions and increasing costs while the pandemic continued to limit the number of MTF eligible individuals who were able to be served.

Department: Health Department **Program Contact:** Yolanda Gonzalez
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 people aged 12 to 25 who demonstrate initial symptoms of psychosis or are found to be at high risk for developing psychosis. The goal of the program is to develop a long-term recovery and support plan. EASA is a two-year program that offers formal mental health treatment services, educational support, employment support, and involves the young person's family and their other supports in treatment. The program receives and screens approximately 200 referrals per year and provides services to over 100 individuals each year. In FY21, 36 percent of the population served in EASA identified as people of color, 60 percent while and 4 percent as unknown or not provided.

Program Summary

EASA is an evidence-based and fidelity-based model resulting from 14 years of research that demonstrates early intervention and immediate access to treatment can directly reduce psychiatric hospitalization rates and the long term debilitating consequences of psychosis. The EASA fidelity-based model helps young people impacted by psychosis develop long-term recovery plans.

The multidisciplinary team approach and program activities and services are designed to meet the fidelity 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. The team has been formed to include linguistically and culturally specific consultants to reflect the population served.

Treatment is community-based and consists of services tailored to meet the unique needs of each client. Clients are matched 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: medication management, case management, support for employment, psychiatric nursing services, peer support, occupational therapy assessment and intervention, multi-family group, individual and/or family psychotherapy, psychoeducation, and social skills building groups.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total individuals enrolled in the EASA program receiving ongoing services	131	132	130	130
Outcome	% reduction in hospitalization rate three months pre and 6 months post enrollment ¹	92%	85%	93%	85%
Output	Number of unduplicated individuals referred to the EASA program	214	200	215	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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$247,406	\$1,551,321	\$348,848	\$1,546,702
Contractual Services	\$0	\$169,460	\$24,498	\$175,460
Materials & Supplies	\$51	\$9,221	\$51	\$12,221
Internal Services	\$1,574	\$252,925	\$9,525	\$269,149
Total GF/non-GF	\$249,031	\$1,982,927	\$382,922	\$2,003,532
Program Total:	\$2,231,958		\$2,386,454	
Program FTE	1.15	11.70	2.10	10.75

Program Revenues				
Intergovernmental	\$0	\$1,560,812	\$0	\$1,560,812
Service Charges	\$0	\$422,115	\$0	\$442,720
Total Revenue	\$0	\$1,982,927	\$0	\$2,003,532

Explanation of Revenues

This program generates \$18,296 in indirect revenues.

- \$ 432,720 - Fee For Service Insurance Receipts
- \$ 10,000 - State Vocational Rehabilitation Award
- \$ 1,324,668 - State Mental Health Grant based on 2021 IGA with State of Oregon
- \$ 226,020 - SMHG MHS 38
- \$ 10,124 - State Community Mental Block Grant

Significant Program Changes

Last Year this program was: FY 2022: 40078 Early Assessment & Support Alliance

Department: Health Department **Program Contact:** Yolanda Gonzalez
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 and operates from an equity lens to ensure children and youth who are uninsured, underinsured, and are in need of mental health services receive culturally responsive care. Over 200 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 the community. The continuum of services for at risk youth includes: child abuse mental health services at CARES NW (Child Abuse Response and Evaluation Services North West), 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 in order to retain youth in their home with their natural support system, and to remain in school. The CATS contractor hires family partners that reflect the lived experience of families they serve as well as the cultural and linguistic needs of the community. CARES NW is a child abuse evaluation center, mental health consultants provide trauma informed support and resources to children and their families. CARES mental health consultants work with children and their families, using culturally responsive practices, to mitigate and reduce the negative impact of trauma on long-term health, including mental health. Our CARES consultants have Knowledge Skills and Abilities focused on Spanish Language and African American Culture.

Multnomah County provides support and accountability around equity to these external providers utilizing the internal Multnomah County Equity and Empowerment lens Framework. Use of this equity lens results in improved services to best meet the needs of our black and brown communities. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total Multnomah County Children who receive Mental Health or Family Support Services at CARES NW ¹	154	300	100	100
Outcome	% of children at an ED/Crisis Center that have a CATS team response in under 3 hours after referral ²	100%	95%	100%	95%

Performance Measures Descriptions

¹The program model changed twice in this reporting period, which impacted data. See program changes section for details. Currently 2 positions are funded and there is one vacancy in the program

²This measure is collected from OHSU's REDCAP CATS Report. Full measure is "% of children having a mental health crisis at an ED/Crisis Center that have a CATS team response in under 3 hours after referral"

Legal / Contractual Obligation

CATS contracts with NAMI and Catholic Community Services of Western Washington. MTF Contracts with Lifeworks and Morrison.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$117,999	\$153,303	\$255,658	\$184,982
Contractual Services	\$0	\$322,656	\$0	\$301,319
Materials & Supplies	\$649	\$837	\$17,450	\$1,556
Internal Services	\$78,156	\$71,021	\$29,699	\$68,254
Total GF/non-GF	\$196,804	\$547,817	\$302,807	\$556,111
Program Total:	\$744,621		\$858,918	
Program FTE	0.70	1.07	1.56	1.21

Program Revenues				
Intergovernmental	\$0	\$547,817	\$0	\$556,111
Total Revenue	\$0	\$547,817	\$0	\$556,111

Explanation of Revenues

- \$ 154,792 - Head Start Contracts
- \$ 100,000 - CAMI Grant
- \$ 172,656 - Federal Community Block Grant SE 08 Crisis & Acute transition Services
- \$ 128,663 - Community Block Grant SE 08 Crisis & Acute transition Services

Significant Program Changes

Last Year this program was: FY 2022: 40080 Community Based MH Services for Children & Families

There were anticipated and unanticipated changes in the CARES NW program structure this year. Between October and March 2021, the CARES Family Support team switched from their Family Support Model to a more intensive evidence-based treatment prevention model (Child and Family Stress Intervention) and parent support for fewer families rather than their old model which provided less support for more families. Starting in March the team moved back to their previous Family Support model due to clinic needs. One of the FTE is a permanent mental health consultant for the Behavioral Health Response Team for Gang Impacted Families.

Department: Health Department **Program Contact:** Yolanda Gonzalez

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

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County is seeing an increase in gang violence, shootings and homicides, which predominantly impacts African Americans. In response to this increase in violence, Multnomah County is dedicated to providing behavioral health services to those most impacted; over half of which identify as African American, while African Americans represent only 6 percent of the overall County population. Multiple community organizations and community leaders have been proactively addressing community gun violence for decades, working side by side with the communities most impacted and advocating for racial justice. This position provides additional direct mental health services to youth (age 10-18) and their families impacted by gun violence.

Program Summary

The Mental Health Consultant (MHC) provides a range of culturally relevant, evidence based mental health services for the African American community. These trauma-informed services are provided to improve the social and emotional functioning of youth and families who are impacted by community and gang violence. The MHC utilizes lived experience and community informed practices to provide culturally specific mental health prevention support, mental health services, consultation, outreach and engagement. Referrals for this program are obtained from both internal county programs and external community partners and providers.

The MHC collaborates with community providers and internal county programs to provide consultation, education, outreach, and engagement and connection to mental health services. They assist with outreach to schools, colleges, emergency rooms, community services, health and social services providers and community meetings to share referral information and general education as it relates to community gun violence and behavioral health services. They will participate in specific outreach and engagement to African American clients and families who may have barriers to accessing responsive and culturally-informed behavioral health services. This role gathers community input around community needs and is responsive to those needs through advocacy and service.

The main goals of this program are to supplement community services by centering the voices of the African American community impacted by violence and to improve mental health outcomes. In alignment with the Direct Clinical Services model, this clinician will provide low barrier access to services by being a community-based provider at client's homes and other nontraditional locations most convenient to families.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total Multnomah County Children who received Behavioral Health service through gang impacted MHC.	N/A	20	10	20
Outcome	ACORN Distribution of Patient Change reported by client/student as their perception of improvement ¹	N/A	65%	N/A	65%
Output	Total # of outreach/engagement activities attended/provided	N/A	10	8	15

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

This Position will align with the six strategies of the County's Comprehensive Gang Assessment and Intervention Plan and other initiatives outlined by our partners including Public Health programs, and the criminal legal system reinvestment efforts specific to children being sponsored by Commissioner Stegman.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$144,291	\$0	\$156,725	\$0
Materials & Supplies	\$15,709	\$0	\$0	\$0
Total GF/non-GF	\$160,000	\$0	\$156,725	\$0
Program Total:	\$160,000		\$156,725	
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 2022: 40080B Community-Based MH Services for Children and Families - Culturally

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 Care Coordination Unit was formed in 2020 in the Behavioral Health Division as a result of CCO 2.0 and provides care coordination from early childhood through adulthood, including: 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 work 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 experience. M-ITT provides short term care coordination and case management to support adults during and after a psychiatric hospitalization to connect to community-based services.

Program Summary

Wraparound, Youth & Adult ICC are funded by Oregon Health Plan via a delegation agreement with Coordinated Care Organizations(s). M-ITT is funded by HealthShare as part of the Crisis Services continuum of care. Care Coordinators partner with Primary Care Providers, Community Behavioral Health Providers, Department of Community Justice, Housing Providers, Intellectual Developmental Disabilities (IDD), Oregon Department of Human Services (ODHS), Child Welfare, School Districts, Peer Service Providers, and other stakeholders to improve care and outcomes for clients.

ICC and Wraparound Care Coordinators engage in a team planning process with adults, youth, family and community partners and 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, multidisciplinary and includes both formal and natural support. 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 and Adult ICC support individuals (and their families) with complex behavioral health needs with developing individualized care plans to: meet physical, oral, behavioral health, substance use, and psychosocial goals. ICC facilitates transitions between mental health services; ensures team communication; and connects with community services and supports. M-ITT provides rapid engagement to adults exiting psychiatric hospitals who are not connected to an outpatient behavioral health provider to provide short term intensive support and connect them to ongoing behavioral health services and other community support services including Primary Care, shelter, and other services to address client needs.

On average approximately 420 youth, adults, and families are served by Youth and Adult ICC, Wraparound, and M-ITT at any given time, of whom approximately 30% identify as BIPOC.

Programs ensure policies, procedures and services are individualized and culturally and linguistically responsive. Staff are recruited and retained to reflect the communities served with several bicultural and bilingual staff available to work with African-American, Latinx and Spanish speaking clients. Peer Services are contracted out to qualified providers.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique children served in Youth Care Coordination. ¹	382	600	381	380
Outcome	% score measuring family's satisfaction and progress in Wraparound.	87.5%	85%	85.8%	85%
Output	Referrals processed in Youth Care Coordination. ²	294	350	265	300
Output	Total number of clients served in M-ITT. ³	584	650	584	575

Performance Measures Descriptions

¹The scope of work changed significantly in 2020 with transition to CCO 2.0 which reduced the number of children served in YCC. These changes were not captured in FY22 budgeted numbers. ²Referrals decreased with CCO 2.0 transition. ³M-ITT saw increased length of enrollment due to COVID and system capacity which decreased total number served.

Legal / Contractual Obligation

Delegation Agreement with Coordinated Care Organization(s) to provide Wraparound and Intensive Care Coordination.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$295,862	\$5,908,194	\$148,401	\$7,014,367
Contractual Services	\$0	\$1,526,053	\$0	\$874,878
Materials & Supplies	\$1,352	\$53,944	\$511	\$77,679
Internal Services	\$0	\$1,655,292	\$9,200	\$1,958,797
Total GF/non-GF	\$297,214	\$9,143,483	\$158,112	\$9,925,721
Program Total:	\$9,440,697		\$10,083,833	
Program FTE	2.00	43.25	1.00	48.41

Program Revenues				
Intergovernmental	\$0	\$9,143,483	\$0	\$9,925,721
Total Revenue	\$0	\$9,143,483	\$0	\$9,925,721

Explanation of Revenues

This program generates \$941,184 in indirect revenues.

\$ 2,682,601 - Health Share Unrestricted Medicaid (Off the top) funding

\$ 7,230,202 - Unrestricted Medicaid fund through CareOregon

\$ 12,918 - State Mental Health Grant IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2022: 40081 Multnomah County Care Coordination

M-ITT length of enrollment increased due to decreased outpatient system capacity during COVID which resulted in fewer total clients being served by the MITT program. For FY23 Program is adding 2.00 FTE to MITT to increase services and fully utilize investment from HSO.

Department: Health Department **Program Contact:** Yolanda Gonzalez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

School Based Mental Health and K-3 case management are essential components of the system of care for children and families. Our 26 clinicians serve over 800 children and teens with mental health needs in 38 schools across six school districts: Centennial, David Douglas, Gresham Barlow, Reynolds, Parkrose, and Portland Public Schools. Mental health professionals provide evidence-based treatment, utilizing an anti-racist equity lens, in school and Student Health Center settings and via telehealth. Additionally, children, parents, and school staff receive consultation from Mental Health Consultants to assist with mental health needs during education planning in order to retain students in school and reduce the risk of needing higher levels of care.

Program Summary

Since 1969, Multnomah County has been a leader in the nation in providing access to mental health services in schools, which is considered a best practice. Mental health assessment and treatment services provided in schools decrease barriers such as stigma, cost, and transportation. This program reaches youth who are traditionally underserved and have barriers to accessing mental health services. Providing culturally specific mental health outreach and treatment continues to be a priority. Over 40 percent of the youth served are youth of color served by a diverse staff with six African American Knowledge Skills and Abilities (KSA), six Latinx KSA, one Asian/Immigrant KSA and 10 non KSA. Cultural alignment with students increases therapeutic alliance which can assist with addressing mental health concerns, building trust, and improving school attendance.

This culturally specific approach contributes to youth completing school, 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, clinical case management and individual, group, and family treatment. Mental Health Consultants also provide training and consultation to school staff to optimize educational planning for youth with mental health concerns. Mental Health Consultants are co-located in ten Student Health Centers to provide integrated physical and mental health services.

Multnomah County and School Districts collaborate to address the continuum of needs for students and their families. School Based Mental Health Consultants provide over 4,500 hours of treatment, prevention, education, consultation, and outreach to students, school staff, and families every school year. Additionally, K3 Case Managers provide comprehensive case management services to over 150 students and families in kindergarten through third grade with a focus on connecting families to resources to increase attendance and improve educational success.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total unduplicated youth referred to SBMH for assessment and/or treatment services	676	1,300	672	1,000
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement ¹	46%	65%	45%	65%
Output	Total unduplicated K-3 youth/families who received case management services	154	190	167	150

Performance Measures Descriptions

A Collaborative Outcomes Resource Network (ACORN): 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 Addictions and Mental Health Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,467,294	\$1,768,443	\$1,924,763	\$1,474,550
Contractual Services	\$0	\$146,226	\$0	\$8,000
Materials & Supplies	\$13,304	\$3,069	\$60,910	\$48
Internal Services	\$31,166	\$356,361	\$21,144	\$390,369
Total GF/non-GF	\$1,511,764	\$2,274,099	\$2,006,817	\$1,872,967
Program Total:	\$3,785,863		\$3,879,784	
Program FTE	9.98	12.65	13.01	9.52

Program Revenues				
Intergovernmental	\$0	\$1,400,366	\$0	\$1,457,720
Beginning Working Capital	\$0	\$412,348	\$0	\$0
Service Charges	\$0	\$461,385	\$0	\$415,247
Total Revenue	\$0	\$2,274,099	\$0	\$1,872,967

Explanation of Revenues

This program generates \$44,128 in indirect revenues.

- \$ 22,500 - Parkrose School District
- \$ 75,000 - Centennial School District
- \$ 37,500 - Reynolds School District
- \$ 415,247 - Fee for Service Insurance Receipts
- \$ 177,000 - Portland Public Schools
- \$ 14,700 - Local Clackamas County Care Coordination
- \$ 1,018,713 - State MH Grant: MHS 20 Non-Residential MH Services based on 2019-2021 IGA with the State of Oregon
- \$ 112,307 - Local Public Health Agency IGA with the State of Oregon for School-Based Clinics

Significant Program Changes

Last Year this program was: FY 2022: 40082A School Based Mental Health Services

The output for FY23 jumps to 1,000 because it aligns with historical numbers when in-person services were provided. FY21 Actuals and FY22 estimates show a decline due to virtual services. We expect to get closer to past averages of 1200+ when services are in person.

The ACORN outcome measure was expected to be low given the high mental health acuity and the many barriers caused by the pandemic for youth. When services were in-person, the clients were handed an ipad or paper to complete, but with telehealth, ACORN had to be completed virtually. The virtual process created barriers in building relationships and youth were less willing to complete it (they are able to decline). We are no longer part of the FQHC so no longer have this funding source. The General Fund was increased to cover this loss.

Department: Health Department **Program Contact:** Yolanda Gonzalez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

School Based Mental Health and K-3 case management are essential components of the system of care for children and families. Our 26 clinicians serve over 800 children and teens with mental health needs in 38 schools across six school districts: Centennial, David Douglas, Gresham Barlow, Reynolds, Parkrose, and Portland Public Schools. Mental health professionals provide evidence-based treatment, utilizing an anti-racist equity lens, in school and Student Health Center settings and via telehealth. Additionally, children, parents, and school staff receive consultation from Mental Health Consultants to assist with mental health needs during education planning in order to retain students in school and reduce the risk of needing higher levels of care.

Program Summary

This program offer is to fund 2.31 FTE Positions for the School-Based Mental Health Program. While volume of clients has reduced due to COVID there has been an increased need/acuity per client which necessitates this FTE. Clinicians are spending more intensive time with each youth due to higher levels of acuity. Schools are also requesting more mental health services for students due to the increased need.

Since 1969, Multnomah County has been a leader in the nation in providing access to mental health services in schools, which is considered a best practice. Mental health assessment and treatment services provided in schools decrease barriers such as stigma, cost, and transportation. This program reaches youth who are traditionally underserved and have barriers to accessing mental health services. Providing culturally specific mental health outreach and treatment continues to be a priority. Over 40 percent of the youth served are youth of color served by a diverse staff with six African American Knowledge Skills and Abilities (KSA), six Latinx KSA, one Asian/Immigrant KSA and 10 non KSA. Cultural alignment with students increases therapeutic alliance which can assist with addressing mental health concerns, building trust, and improving school attendance. This culturally specific approach contributes to youth completing school, 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, clinical case management and individual, group, and family treatment. Mental Health Consultants also provide training and consultation to school staff to optimize educational planning for youth with mental health concerns. Mental Health Consultants are co-located in ten Student Health Centers to provide integrated physical and mental health services.

Multnomah County and School Districts collaborate to address the continuum of needs for students and their families. School Based Mental Health Consultants provide over 4,500 hours of treatment, prevention, education, consultation, and outreach to students, school staff, and families every school year. Additionally, K3 Case Managers provide comprehensive case management services to over 150 students and families in kindergarten through third grade with a focus on connecting families to resources to increase attendance and improve educational success.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total unduplicated youth referred to SBMH for assessment and/or treatment services	676	1,300	672	1,000
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement	46%	65%	45%	65%

Performance Measures Descriptions

A Collaborative Outcomes Resource Network (ACORN): 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 Addictions and Mental Health Services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$365,957	\$0	\$368,906	\$0
Materials & Supplies	\$0	\$0	\$4,068	\$0
Internal Services	\$204,636	\$0	\$186,040	\$0
Total GF/non-GF	\$570,593	\$0	\$559,014	\$0
Program Total:	\$570,593		\$559,014	
Program FTE	2.35	0.00	2.31	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40082B School Based Mental Health Services - In/Out of Scope Services

Department: Health Department **Program Contact:** Yolanda Gonzalez
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer expands current K-3 school based mental health case management services to cover Kindergarten through 12th grade, and allows the county to offer additional culturally responsive and comprehensive assistance. These K-12 Case Managers will help students and their families meet unmet needs by connecting them to mental health services, housing, clothing, and food access. These additional case management services will also seek to reduce racial and health inequities and support increased attendance and educational success. Those outcomes are strong indicators of lifelong economic wellbeing and improved overall health.

Program Summary

This program offer will fund six case managers and support staff, with managers paired to the six school districts across Multnomah County: Centennial, David Douglas, Gresham Barlow, Reynolds, Parkrose, and Portland Public Schools. Three case managers will focus primarily on middle school students and three case managers will focus on high school.

Case managers in this program will provide specialized, short-term, intensive complex case management and prevention services to students in kindergarten through 12th grade and their families, with a focus on connection to mental health services/supports, increasing attendance and reducing barriers that interfere with educational success. This program will help mitigate risk of students having to access higher levels of mental health care, academic failure, abuse, neglect, homelessness, and placement outside the home.

Case managers will assess the needs of students and families through the use of a strengths/needs assessment to better grasp understanding the needs and develop targeted interventions. The scope of case management services includes skills training, outreach/prevention efforts, classroom consultation, home visits and linkages to a variety of resources including food, transportation, clothing, housing, legal, financial, mental health services and culturally specific/responsive services. Additionally case managers will collaborate with school staff and community partners to ensure clients have sustainable support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total unduplicated K-12 youth/families who received case management services	N/A	N/A	N/A	300
Outcome	Percentage of enrolled clients whose service plan needs were met	N/A	N/A	N/A	95%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$890,363	\$0
Contractual Services	\$0	\$0	\$107,637	\$0
Total GF/non-GF	\$0	\$0	\$998,000	\$0
Program Total:	\$0		\$998,000	
Program FTE	0.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program offer is an expansion of services for K-3 as described in program offer 40082A. The current three Case Managers will continue to focus on elementary school aged children.

Department: Health Department **Program Contact:** Jesse Benet
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer includes both Mental Health First Aid and the new suicide prevention services, which are now united under one offer name, Behavioral Health Prevention Services, a program designed to educate the community about mental health and suicide prevention. This program addresses equity through training on access and culturally relevant training topics. The program works with our community to reduce suicide, to build a stronger community safety net, to increase mental health literacy especially around challenges and interventions as well as to increase community involvement and resilience.

Program Summary

The behavioral health prevention element of the program provides the following trainings to County staff and community members: Mental Health First Aid (MHFA), Applied Suicide Intervention Skills Training (ASIST), Counseling on Access to Lethal Means (CALM), safeTALK and Question, Persuade and Refer (QPR). In FY21 approximately 489 Multnomah County employees and community members were trained in the mental health and suicide prevention training models referenced. ASIST is a 2-day evidence-based practice to provide suicide first aid and is shown to significantly reduce suicidality. SafeTALK is a 4-hour suicide prevention model that teaches lay people how to look for signs that someone is thinking about suicide, have a conversation and link them to professional help. CALM teaches people how to have conversations with people who are thinking of suicide and their loved ones about how to reduce someone's access to lethal means, namely firearms and medications, while they are experiencing a suicide crisis. The program facilitates this training several times a year. We continue to partner with the Sheriff's Office to provide access to firearm information to licensed firearm owners in Multnomah County to help them better understand suicide risk with firearms in the home, how to decrease that risk and increase safety, especially in times of crisis. QPR is a suicide awareness and prevention training, provided to churches, organizations and businesses, colleges and schools, social groups and general community members.

The suicide prevention element of this program focuses on understanding the scope and depth of completed suicides in the County by tracking and understanding trends that inform prevention, intervention, and postvention efforts. Psychological autopsies are performed to better understand the stressors/factors that contribute to a completed suicide. The program has developed a tool to perform the psychological autopsies based on Washington County's nationally recognized tool, best practices around psychological autopsies and subject matter expertise of suicide in Multnomah County. The program works in partnership with the Trauma Intervention Program and the Medical Examiner's office to connect with families and significant friends to perform the autopsies, provide support and service linkage. Feedback will be provided to give insight into where systems have not met the needs for individuals who have completed suicide, and help identify and address some of these issues.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of individuals trained in Mental Health First Aid, ASIST, QPR and/or CALM and safeTalk.	489	800	450*	450*
Outcome	% of individuals who report greater understanding of mental illness and/or suicide prevention.	96%	85%	85%	85%
Output	Perform 25-30 psychological autopsies (if full time, 50-60 psychological autopsies).	N/A	25	25	45
Outcome	Improve MC understanding of completed suicide trends for FY20 through a deep analysis and report.	100%	100%	100%	100%

Performance Measures Descriptions

Measure 3 and 4 were added in FY2021 when the suicide prevention program was added to the Behavioral Health Division.

Legal / Contractual Obligation

OAR 309-019-0150 Community Mental Health Programs
2019-2021 Intergovernmental Agreement for the Financing of Community Mental Health,
Addiction Treatment, Recovery & Prevention, and Problem Gambling Services

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$190,221	\$158,290	\$226,703	\$172,252
Contractual Services	\$51,392	\$0	\$43,400	\$0
Materials & Supplies	\$26,200	\$7,367	\$3,028	\$2,076
Internal Services	\$8,244	\$38,548	\$31,713	\$41,438
Total GF/non-GF	\$276,057	\$204,205	\$304,844	\$215,766
Program Total:	\$480,262		\$520,610	
Program FTE	1.50	1.30	1.58	1.22

Program Revenues				
Intergovernmental	\$0	\$204,205	\$0	\$215,766
Total Revenue	\$0	\$204,205	\$0	\$215,766

Explanation of Revenues

This program generates \$23,151 in indirect revenues.
\$ 80,000 - OHA Suicide Prevention
\$ 124,205 - Federal PE 60 Suicide Prevention
\$ 11,561 - Family & Youth Local 2145 Beer and Wine Tax

Significant Program Changes

Last Year this program was: FY 2022: 40083 Behavioral Health Prevention Services

*Due to COVID-19 and the impact on in-person training, our actual trained number of people decreased due to the training models requiring smaller classes and more staff to facilitate training. Although we are hosting just as many trainings, we aren't training as many people due to the need for increased safety and support during training.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Behavioral health is fundamental to the overall health and well-being of an individual and is the basis for positive impacts to family, community, and society. In 2003, Multnomah County affirmed a strong commitment to embracing a multicultural approach to behavioral health in mobilizing the talents, cultures, and assets of the County’s diverse populations to improve the quality of our behavioral health system at the community level. The County identified African American/ Black; Asian/ Pacific Islander; Latino/ Hispanic; Native American/ Alaska Native; and Slavic/ Eastern European/ Russian-Speaking as cultural communities with significant disparities in access to both treatment services and education/prevention opportunities. This was reaffirmed in Spring 2021, when the County declared racism a public health crisis.

Program Summary

Behavioral health services have historically not been designed to reflect the specific culture, values, and shared identities of Black, Indigenous and other People of Color (BIPOC). To address this gap, Multnomah County funds culturally specific services for BIPOC persons that are better able to address and decrease identified disparities, and develop culturally specific models to build and sustain healthy families and communities. The County recognizes that expanding access to and improving the quality of behavioral health treatment and prevention/education opportunities for the specific communities is imperative.

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, the county contracts for mental health services for individuals from communities with significant disparities in access to both treatment services and education/prevention opportunities. Multnomah County mental health prevalence data suggest 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. Additionally, African Americans are overrepresented in correctional facilities and the criminal justice system. Culturally-specific services address mental health concerns and the intersectionality with the criminal legal system through access to culturally and linguistically appropriate treatment including culturally appropriate outreach, engagement, and treatment services. Culturally responsive interventions can mitigate the need for expensive hospital, residential levels of care, or crisis services. Contractors provide comprehensive psychiatric, mental health, and substance use disorder assessments/evaluations that are culturally and linguistically appropriate focused on early-identification/crisis-prevention, and are part of a comprehensive health care system. They also provide case management, medication evaluation and management, and/ or monitoring, treatment services and support, individual, group, and/ or family therapy, benefits assistance, basic needs assessment, wraparound support, and comprehensive referral services, individual and group psychosocial skill development, crisis intervention services, services designed to improve family relationships and community support systems, and education and awareness-building opportunities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total culturally diverse individuals receiving services ¹	1414	900	892	900
Outcome	Culturally specific persons served per 1,000 culturally diverse in population ²	5.4	3.6	3.4	3.6

Performance Measures Descriptions

¹This total includes all persons served under this contract and does not include those culturally-diverse persons served by Multnomah MH or in other programs.

²Service Rate Per 1,000 Calculation-Numerator: Total unduplicated culturally-diverse individuals served.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$1,829,433	\$0	\$1,897,008	\$0
Total GF/non-GF	\$1,829,433	\$0	\$1,897,008	\$0
Program Total:	\$1,829,433		\$1,897,008	
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 2022: 40084 Culturally Specific Mental Health Services

The COVID-19 pandemic has had a devastating impact on all community members of Multnomah County. BIPOC Communities have had a disproportionate impact from COVID-19, such as increased rates of infection, higher mortality rates, and further limitations on access to health and behavioral health services. Culturally specific providers have been disproportionately tapped to develop interventions and responses to the need and at times needing to pivot toward COVID-19 specific response programming. Further, prior to the pandemic, there were gaps in growing a diverse workforce, that was further exacerbated by the pandemic. This has resulted in some providers needing to pause some services due to insufficient staffing

Department: Health Department **Program Contact:** Christa Jones
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). The Black/African American community has encountered difficulty finding behavioral health treatment that incorporates their culture, tradition, and values. It is well documented and known that Black/African Americans are over-represented in the criminal justice system and have very limited culturally specific support to address their needs. This offer is an enhancement to create African American culturally-specific capacity for the community.

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. Black/African Americans are overrepresented in correctional facilities and the criminal justice system. Black/African Americans continue to face stigma and discrimination. These negative experiences, combined with a lack of access to culturally-affirming and informed care, result in multiple health disparities for the population. Thus, there is an urgent need to provide inclusive, high-quality behavioral health services so that they can achieve the highest possible level of health. Culturally-specific services address mental health concerns through early access to culturally appropriate treatment including promising practices, culturally appropriate outreach, engagement, and treatment services.

This funding will create capacity for a Black/African American Mobile Behavioral Health team to serve justice involved individuals re-entering the community from incarceration. The team will consist of a master's level mental health provider, a certified addictions counselor and a peer support specialist. The scope of services will include outreach and engagement, home visits, mental health or substance use screening/assessments, individual therapy/counseling, care coordination, and peer support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of individuals served	N/A	50	50	50
Outcome	% of referrals accepted into the program	N/A	90%	90%	90%
Outcome	Individuals placed in or retained in residential services, transitional and/or permanent housing or higher care.	N/A	NEW	90%	90%

Performance Measures Descriptions

This pilot program is still in development and measures will be reviewed and updated throughout this pilot program. Measures will be updated on Program Offers annually.

Measure 2 full description: Percentage of referrals that are accepted into the program which demonstrates that the referral process is effective and well-communicated. Measure 3 full description: Individuals placed into or retained in residential services. transitional and/or permanent housing or connected to higher levels of care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$727,000	\$0	\$738,800	\$0
Total GF/non-GF	\$727,000	\$0	\$738,800	\$0
Program Total:	\$727,000		\$738,800	
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:

When a service contract was set up, it was placed in two cost centers, with two Program Offers. The STP portion was under 40088B and the mobile outreach was under 40084B. Yet together, the funding, narrative and performance measures make up one culturally specific pilot program (Culturally Specific Mobile and STP). Having the services in one program offer, 40084B will assist us with monitoring the contract and ensuring the services are provided.

Department: Health Department **Program Contact:** Jesse Benet
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Adult Addiction Treatment Continuum serves over 3,000 individuals per year and includes adult Substance Use Disorder (SUD) treatment and recovery support services for adult Multnomah County residents living at or below 200% poverty who are uninsured or underinsured (high copays or deductibles that create a fiscal burden to access) for the services. 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).

Program Summary

The overarching goal of Substance Use Disorder treatment and recovery support services is to establish a path to recovery and well-being for those experiencing SUD. SUD treatment and recovery supports also have broader impact across County systems and services, including in criminal justice, child welfare, and healthcare. Positive impacts are experienced at the interpersonal, family, and community levels, such as: reduced jail recidivism rates, reduced infectious disease transmission rates, reduced crisis system utilization, and strengthening of family bonds and reunification.

Our adult continuum supports treatment engagement, recovery, and a return to a healthy lifestyle. Treatment and recovery services address the negative consequences of problematic alcohol and other drug use; target specific barriers to recovery; and teach prosocial/drug-free alternatives to addictive behaviors through clinical therapy (individual and group), skill building, and peer-delivered services. Treatment and recovery 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 the County by a network of state-licensed community providers and peer-run agencies. The continuum of treatment and recovery support includes culturally responsive programming for specific populations, including: communities of color, people living with HIV, LGBTQIA2S+ individuals, women, and parents whose children live with them while they are in residential treatment. As part of the Behavioral Health Department's commitment to equity, the Addiction Unit strives to identify, develop, and increase funding to providers who work to provide culturally responsive or culturally specific treatment and recovery services facilitated by individuals with lived experience, who speak the same language, and reflect the diverse populations being served. In the last year Addictions has prioritized establishing new contracts to expand funding for peer run organizations and culturally specific service providers.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number served in treatment and recovery support services (1)	3,133	3,800	2,967	3,500
Outcome	Percentage of clients who successfully complete outpatient treatment (2)	46	42	48	42%

Performance Measures Descriptions

1) Data reflects the continuation towards more intensive services for a smaller number of individuals with higher-level needs and an increase in the necessity of recovery support services in addition to treatment. Due to COVID, currently not all data has been reported that is used to compile the Output measure (see, note under Significant program changes).

2) "Successful completion of treatment" is defined as the successful completion of at least two thirds of an individual's treatment plan goals and demonstrating 30 days of abstinence.

Legal / Contractual Obligation

Funding is a combination of Federal substance abuse prevention/treatment, Ryan White federal grant funds, state general funds and state-federal pass through funds through the State Oregon Health Authority, and Local 2145 Beer and Wine tax and Marijuana tax revenue. 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 and spends these funds 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	2022	2022	2023	2023
Personnel	\$677,711	\$382,847	\$543,646	\$326,464
Contractual Services	\$1,593,150	\$8,783,158	\$1,579,331	\$9,811,845
Materials & Supplies	\$20,295	\$2,715	\$23,323	\$2,719
Internal Services	\$87,042	\$278,272	\$133,078	\$36,408
Total GF/non-GF	\$2,378,198	\$9,446,992	\$2,279,378	\$10,177,436
Program Total:	\$11,825,190		\$12,456,814	
Program FTE	4.55	2.62	3.35	2.20

Program Revenues				
Intergovernmental	\$0	\$10,153,808	\$0	\$10,177,436
Total Revenue	\$0	\$10,153,808	\$0	\$10,177,436

Explanation of Revenues

This program generates \$1,476 in indirect revenues.

- \$ 602,272 - Local 2145 Beer and Wine Tax
- \$ 3,828,258 - SAPT Block Grant
- \$ 305,813 - TANF A&D67 Award
- \$ 249,999 - OHA Peer Delivered Services
- \$ 4,947,676 - State Mental Health Grant based on 2021 IGA with State of Oregon
- \$ 178,100 - OHA Ryan White Mental Health;
- \$ 65,318 - Peer-driven Approach to Opioid Use Disorder

Significant Program Changes

Last Year this program was: FY 2022: 40085A Adult Addictions Treatment Continuum

Pandemic impacts across SUD providers: staff shortages; quarantines; service/program disruption & staffing gaps; operating at reduced censuses due to social distancing; pauses of client intakes due to COVID cases among staff/clients; transitions between in-person/telehealth/hybrid services as the pandemic shifts; changes to operational workflows, policies, and protocols; etc. Hence, providers need to prioritize essential services and respond to evolving crises and challenges, impacting their ability to collect and report data in a timely manner. Data availability for this offer's performance measures was impacted by OHA's pause on many reporting requirements and encountering in the MOTS system. MOTS provides the outcomes data for this offer. Due to these factors, the output measures for FY21/FY22 may represent an undercount. Budget balancing shifted 1.0 FTE to the PATH program - PO 40101 and .5 FTE to PO 40089.

Department: Health Department **Program Contact:** Jesse Benet
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. Problem gambling prevention programming applies evidence-based strategies to increase awareness among County residents that gambling is an activity that carries risk and that treatment and prevention resources are available.

Program Summary

Multnomah County's Problem Gambling (PG) services are guided by a public health approach that considers biological, behavioral, and economic issues. Current Oregon prevalence rates show approximately 2.6% of adult Oregonians could have a gambling disorder - over 100,000 Oregonians and 20,000 Multnomah County residents. In FY20, less than 300 individuals engaged in PG treatment in Multnomah County. 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. Family participation throughout the process is vital to recovery success so family members are engaged and also receive services. PG treatment services focus 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. Treatment assists the gambler and family in managing money/finances, rebuilding trust within the family, and maintaining recovery. The Multnomah County provider network includes Lewis & Clark College, Volunteers of America, and Voices of Problem Gambling Recovery. In FY21, services expanded to include a Problem Gambling Program Coordinator (PGCC). This role was created with the goal to: increase provider awareness of PG and screening options, to provide training and technical assistance to current and future Problem Gambling Treatment Providers, to be a hub for all external referrals (from the Multnomah County Crisis Line, Oregon Problem Gambling Hotline and community SUD treatment providers), and to ensure referral procedures meet the individual's motivation to engage in treatment and recovery support services. The PGCC will also focus on developing culturally specific gambling treatment services for the African American and Latinx populations. Currently, there is only one African American trained clinician in the state. Targeting historically marginalized communities with health disparities will help to decrease stigma and ensure individuals know how to access treatment resources and support. PG prevention programming focuses on increasing awareness of PG as an issue and develops strategies for the prevention of PG disorders. Prevention messaging focuses on the risks of PG, tips for responsible gambling, and highlights resources that help individuals with gambling issues. The prevention program works with a subcontractor, and local coalitions to develop and disseminate prevention messaging for the community as well as culturally specific groups. In FY23, the program will focus on African American, Latinx, Older adult and College-aged populations with specific messaging and education.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	1. Number of gamblers and family members accessing treatment annually	50	350	200	200
Outcome	2. Gambler successful treatment completion rate	45.3%	42%	42%	30%
Outcome	3. Percent of clients receiving Care Coordination services. successfully placed in gambling treatment or re	N/A	N/A	71%	60%
Output	4. Number of problem gambling prevention activities delivered*	N/A	N/A	N/A	20

Performance Measures Descriptions

1. The number of persons completing the enrollment process and entering treatment. 2. The number of gamblers and family members who successfully completed treatment during the year. 3. New outcome added in FY23: The number of referred clients who enrolled in Gambling Care Coordination services and were successfully placed in Gambling Treatment and/or Recovery Support services. 4. New output added in FY23: tracked via Problem Gambling quarterly prevention reports.

Legal / Contractual Obligation

Multnomah County accepts the State Mental Health Grant, and spends 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	2022	2022	2023	2023
Personnel	\$0	\$121,702	\$0	\$203,409
Contractual Services	\$0	\$740,000	\$0	\$707,672
Materials & Supplies	\$0	\$5,048	\$0	\$7,751
Internal Services	\$0	\$8,250	\$0	\$16,698
Total GF/non-GF	\$0	\$875,000	\$0	\$935,530
Program Total:	\$875,000		\$935,530	
Program FTE	0.00	1.00	0.00	1.50

Program Revenues				
Intergovernmental	\$0	\$875,000	\$0	\$935,530
Total Revenue	\$0	\$875,000	\$0	\$935,530

Explanation of Revenues

\$ 775,000 - State Mental Health Grant: Problem Gambling Treatment Services based on IGA with State of Oregon
 \$ 160,530 - State Mental Health Grant: Problem Gambling Prevention Services based on IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2022: 40086 Addiction Services Gambling Treatment & Prevention

There has been a drop in the penetration and successful treatment completion rates in FY22 compared to previous years. Several drivers: (1) as of March 2021, State-directed changes to the data collection/reporting system limited data access. Thus the last quarter of FY21 is not included in the data for Output 1 and Outcome 2. This undercount will be updated in the next PO. (2) Service providers have indicated the stress of the pandemic has impacted overall treatment completion and access. Two gambling providers closed programs in FY22. Throughout the pandemic our service providers have experienced temporary pauses and closures, service provision fluctuations, and a staffing crisis. This delayed efforts to establish new partnerships, create culturally specific resources, and work to solidify referral pathways for problem gambling treatment.

Department: Health Department **Program Contact:** Jesse Benet
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) addresses risk and protective factors for youth substance use that can lead to alcohol, tobacco, and other drug addiction. These State funded efforts include media campaigns, prevention education, youth leadership activities, and support for schools and parents. In recent years, an emphasis on tobacco prevention and environmental strategies, such as media campaigns and policy development has been introduced.

Program Summary

Multnomah County’s substance abuse prevention program offers services to schools, community organizations, parents, youth, and other community groups. Programming is developed using evidence-based prevention models that are driven by community assessments. This program continuously strengthens its commitment to advancing diversity, equity and inclusion through using frameworks that center sustainability and cultural competency when developing and selecting prevention activities and strategies. The key focus of this program is to address alcohol and marijuana use among youth and young adults. Priorities include increasing capacity for prevention in schools, convening stakeholders to assess community needs, and offering prevention activities at school sites and organizations serving youth and parents. Core activities include a current focus on partnering with local community coalitions and culturally-specific organizations to develop and implement awareness building campaigns and offering prevention activities and classes that will promote health equity for our African American/Black, Latinx and LGBTQI+ populations.

The Multnomah County 2021-2023 Biennial ADPEP Local plan prioritizes: decreasing access of alcohol and marijuana to youth, supporting and educating our parents and community members over the age of 21 on the harmful effects of youth substance use, and working with the County Public Health Tobacco Prevention Education Program (TPEP) to address flavors in tobacco, alcohol, and cannabis (edibles) and the industry tactics that promote flavored products, through the establishment of policies and or regulations that will decrease access and availability of these products within our County. In FY23, subcontractors will be working to share the FY22’s Community Readiness Assessment results and work with our county coordinator to develop strategies on reducing heavy and binge drinking among adults in Multnomah County. In addition, their focus will be on increasing community voice in our prevention offerings within East Multnomah County, including the development of new youth prevention programming.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	1. Adults and youth served by prevention services and programming	2,004	475	1,000	1,000
Outcome	2. Prevention activity participants with improved awareness and/or educational outcomes	90%	75%	75%	80%

Performance Measures Descriptions

1. Number of adults and youth directly served by all county SUD prevention programs (both internal and subcontracted programming). This is an unduplicated number, and doesn't include reach data from any media campaigns conducted.
2. Performance measures are determined by data collection including, but not limited to; pre-and post-tests, surveys, and interviews in collaboration with participating schools, community organizations and other partners. Also, the Community Readiness Assessment will provide us with baseline data we can utilize for future evaluation measures.

Legal / 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	2022	2022	2023	2023
Personnel	\$0	\$210,101	\$0	\$151,644
Contractual Services	\$0	\$196,016	\$0	\$270,597
Materials & Supplies	\$0	\$9,917	\$0	\$37,863
Internal Services	\$0	\$33,217	\$0	\$18,217
Total GF/non-GF	\$0	\$449,251	\$0	\$478,321
Program Total:	\$449,251		\$478,321	
Program FTE	0.00	1.75	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$449,251	\$0	\$478,321
Total Revenue	\$0	\$449,251	\$0	\$478,321

Explanation of Revenues

This program generates \$13,460 in indirect revenues.

\$ 41,667 - Oregon Alcohol and Drug Prevention Education Program (ADPEP)

\$ 154,070 - SNAP Drug Free Community Grant

\$ 282,584 - Oregon Alcohol and Drug Prevention Education Program (ADPEP) SAPT block grant and State general funds.

The SAPT block grant is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), Department of Health and Human Services.

Significant Program Changes

Last Year this program was: FY 2022: 40087 Addiction Services Alcohol & Drug Prevention

A portion of SUD prevention work that is funded through the Drug-Free Communities Grant lives within the program offer 40085A. Total output and outcome data does not include these numbers. In the future we will advocate for rolling all of our prevention funding into the same program offer. The FY23 program anticipates serving a similar number of individuals as FY22. Pandemic-related policies in schools and community based programs continue to impact our subcontractors ability to serve individual schools. SUD prevention activities were previously provided in-person and in this past year have shifted to virtual pathways, relying on our school communities and social media strategies. With schools starting in-person this fall, one of our subcontractors was welcomed back in person. However, with variants shifting school/organizational responses, we are unsure how this will impact the numbers served for FY22 and FY23.

Legal / Contractual Obligation

Oregon Health Authority, Intergovernmental Agreement for the Financing of Community Addictions 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	2022	2022	2023	2023
Personnel	\$460,864	\$1,549,196	\$528,723	\$1,630,152
Contractual Services	\$592,701	\$969,669	\$611,538	\$885,300
Materials & Supplies	\$3,992	\$5,887	\$2,611	\$1,726
Internal Services	\$239,792	\$143,727	\$204,046	\$151,301
Total GF/non-GF	\$1,297,349	\$2,668,479	\$1,346,918	\$2,668,479
Program Total:	\$3,965,828		\$4,015,397	
Program FTE	3.80	11.70	3.80	10.70

Program Revenues				
Intergovernmental	\$0	\$2,668,479	\$0	\$2,668,479
Total Revenue	\$0	\$2,668,479	\$0	\$2,668,479

Explanation of Revenues

This program generates \$39,527 in indirect revenues.

\$ 1,080,000 - Oregon Health Authority: Aid & Assist Grant

\$ 1,588,479 - State Mental Health Grant: MHS Special Projects based on 2019-2021 IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2022: 40088A Coordinated Diversion for Justice Involved Individuals

The impact of COVID-19 on the Forensic Diversion program is that jail capacity was reduced to manage the physical distancing requirements to limit exposure to COVID-19, impacting custody discharges and also arrest rates. This impacted referral numbers into the program. However, due to a reduction in community resources, as a result of COVID-19 and the workforce shortage, connections to community resources and supports took longer to achieve and clients required more ongoing support. This was very pronounced with housing resources as shelter space was limited. Despite these challenges, the Coordination Diversion teams consistently responded to client and system partner needs and maximized funding to support services.

Department: Health Department **Program Contact:** Jesse Benet
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Withdrawal management is a critical level of treatment care in the Substance Use Disorder (SUD) continuum of services, as it medically stabilizes a highly vulnerable and diverse client population preparing individuals for residential, outpatient, and recovery support services. There are about 2,400 admissions to withdrawal management services annually. Funding for these SUD treatment services prioritizes individuals at/below 200% poverty who are uninsured or under-insured (high deductibles or copays that create a burden to accessing care). Supportive Housing and Care Coordination services target individuals who are houseless or without safe housing conducive to recovery and provide additional engagement and stability throughout the transition from this level of care to continued treatment and recovery support.

Program Summary

This program provides clinical care to assist an individual in their initial withdrawal from substance use and continuing supportive services to encourage sustained recovery. Withdrawal management services are provided 24 hours/day, 7 days/week with medical oversight. Clients may receive prescribed medication to safely manage withdrawal symptoms and other supportive services based on individualized needs. Services are provided by medical professionals and clinical staff that address: SUD, physical health, and co-occurring disorders. Withdrawal management also includes: counseling, case management, referrals to supportive housing units, food, transportation, job training, employment opportunities, benefits eligibility screening, and discharge linkage to continuing treatment and recovery support services.

Withdrawal Management services are enhanced by two specific types of recovery support services to better serve this population: Supportive Housing and Care Coordination. Supportive Housing greatly increases treatment engagement rates post discharge from withdrawal management treatment. For people who are houseless, chemically dependent, and early in recovery it can be a vital resource in the work towards long-term recovery. Without housing, clients lack the stability necessary to address their substance use disorder. Supportive Housing Specialists work with individuals to ensure they do not return to houselessness or unstable/unsafe living conditions that are often barriers to recovery. Care Coordinators ensure clients exiting withdrawal management treatment are successfully transitioned to another level of care and connect them to recovery support services to continue their individual recovery paths. Additionally, Care Coordinators assist clients in accessing a myriad of supportive services that promote health, recovery, stability, and self-sufficiency.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique indigent individuals receiving Withdrawal Management services annually*	80	2400	76	80
Outcome	% of individuals served in Care Coord., exiting withdrawal mgmt & transitioning to another level of care	97%	N/A	94%	94%
Output	Number of clients served in Care Coordination transition services**	2,158	N/A	2,260	2,000
Output	Number of individuals receiving supportive housing***	372	400	373	370

Performance Measures Descriptions

Measure changed in FY23 and for FY22 Estimate: We are no longer counting admissions, but unique indigent clients who may receive multiple admissions in a year. Of the 80 clients served in FY21, there were a total of 430 days of services provided. Care Coord: Includes both indigent clients and clients with OHP or other health insurance. In the past, this group of clients was reported in the Output. Average length of stay in supportive housing is 14-15 weeks. The metric corresponds to the estimated annual number of individuals housed in these dedicated supportive housing beds.

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) 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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$84,568
Contractual Services	\$1,534,668	\$783,692	\$1,552,807	\$695,026
Internal Services	\$0	\$0	\$0	\$4,097
Total GF/non-GF	\$1,534,668	\$783,692	\$1,552,807	\$783,691
Program Total:	\$2,318,360		\$2,336,498	
Program FTE	0.00	0.00	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$783,692	\$0	\$783,691
Total Revenue	\$0	\$783,692	\$0	\$783,691

Explanation of Revenues

- \$ 274,292 - State Mental Health Grant: A&D Detoxification Housing Block Grant based on IGA with State of Oregon.
- \$ 509,399 - State Mental Health Grant SE 66: A&D Detoxification Treatment based on IGA with State of Oregon.

Significant Program Changes

Last Year this program was: FY 2022: 40089 Addictions Detoxification & Post Detoxification Housing

Through the pandemic SUD providers have grappled with staff shortages; quarantines resulting in facility closures; operating at reduced capacity due to social distancing requirements; intake pauses due to COVID positive staff; etc. This impacted providers' ability to collect/report data on time. OHA paused many reporting requirements for FY22. Hence, the performance measures for FY21 & FY22 are likely not true indicators of need/ utilization. In FY21, the output related to the number of individuals served in withdrawal management services changed to only indigent client admissions, not those with Medicaid or insurance. Medicaid enrollment has increased and indigent clients served has decreased, allowing for reinvestment in Care Coordination & Supported Housing which are key to continued recovery and remain open to all persons exiting withdrawal management. .5 FTE moved to this program from PO 40085A as a result of budget balancing.

Department: Health Department **Program Contact:** Jesse Benet
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, early recovery, and culturally-specific services including outpatient addiction treatment services and culturally specific African American and Latino outreach/engagement services. Additionally, through December 2021, this program provides approximately 100 families annually with alcohol and drug-free supportive housing resources for families with adult parent(s) who are in Substance Use Disorder (SUD) treatment.

Program Summary

The Oregon Health Authority reports that most substance use disorders (SUD) begin before age 25. Studies show that for adolescents (ages 12-17) and young adults (ages 18-25), frequent marijuana use is associated with opioid misuse, heavy alcohol use, and depression. Our youth treatment continuum is a 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 long-term transitional and scattered site 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. Effective January 1, 2022, OHA began contracting directly with the provider. This brief description remains to allow inclusion of output and Outcome measures for FY22, but there will be no county funded FAN activities in FY23.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households that received rent assistance	131	102	127	102
Outcome	Exiting families that move into long-term permanent housing	81	75	75	75
Output	Number of families that received housing coordination services	131	104	125	104
Output	Unique indigent youth served in outpatient services (un-insured or underinsured & at/below 200% poverty level)	52*	77	53*	50

Performance Measures Descriptions

Measures 1-3 note: FY22 estimates are based on 6 months data. Due to OHA contracting directly with FAN providers as of January 1, 2022, these measures will be removed in future program offers. Measure 4 note: There are two primary data sources for this output: 1) encounter data for fee-for-service treatment services and 2) outreach/ engagement reports. The outreach/engagements data was only included this year if there was a specific individual client name included.

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	2022	2022	2023	2023
Contractual Services	\$111,287	\$750,806	\$114,396	\$153,456
Materials & Supplies	\$0	\$0	\$0	\$2,151
Total GF/non-GF	\$111,287	\$750,806	\$114,396	\$155,607
Program Total:	\$862,093		\$270,003	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$750,806	\$0	\$155,607
Total Revenue	\$0	\$750,806	\$0	\$155,607

Explanation of Revenues

- \$ 62,520 - Local 2145 Beer & Wine Tax
- \$ 93,087 - State Mental Health Grant SE66 Family and Youth Services IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2022: 40090 Family & Youth Addictions Treatment Continuum

Effective 1/1/22, OHA contracts directly with the provider of FAN services. FAN was included in this program offer through FY22 and will not continue in FY23. A downward trend in service numbers has been noted in recent years as the majority of youth now have insurance coverage under the Oregon Health Plan. As such, our priority has shifted from funding treatment to outreach and engagement services as well as supportive services to fill existing service system gaps that are not covered by insurance, yet vital to youth treatment and recovery success. Pandemic impacts to SUD providers: staff shortages; quarantines; service/program disruption & staffing gaps; operating at reduced censuses due to social distancing; pauses of client intakes due to COVID cases among staff/clients; transitions between in-person/telehealth/hybrid services as the pandemic shifts; changes to operational workflows, policies, and protocols; etc.

Department: Health Department **Program Contact:** Jesse Benet
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: Backfill State/Federal/Grant

Executive Summary

The Family Involvement Team (FIT) for Recovery program is a collaboration with the Oregon Department of Human Services (DHS) Child Welfare, Substance Use Disorder (SUD) treatment and recovery support providers, social service agencies, and the Multnomah County Family Dependency Court. Each year, the FIT for Recovery program connects over 500 unique parents who have had their parental rights taken away due to substance use issues with treatment and recovery support services, specialized case management services, and peer supports with lived experience with Child Welfare involvement. Culturally specific peer support and outreach services were newly added in FY22 to ensure prioritization of BIPOC individuals.

Program Summary

The FIT for Recovery Core Team, housed at the Family Dependency Court, works with parents involved with DHS Child Welfare who have a substance use disorder and are in need of treatment and recovery support services. Culturally specific peer support and outreach workers with lived experience meet parents directly at court hearings where parental rights are terminated to provide immediate support at a critical time. These staff work to establish a connection with parents, screen for SUD and other needs, and make referrals to treatment and support services. Warm handoffs ensure individuals have support navigating any access barriers to getting into treatment. Once in treatment, FIT case managers with lived experience and specialized knowledge of navigating the Child Welfare and family court systems at partnering SUD 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 Case Managers and provide 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. Parenting Support groups are also provided by peers with lived experience. FIT partners include: DHS Child Welfare, Family Dependency Court, Multnomah County Health Department, Cascadia Behavioral Healthcare, CODA, Lifeworks NW, Central City Concern, Volunteers of America (VOA), NARA, Bridges to Change, Raphael House, Morrison Child and Family Services, Iron Tribe, and Holistic Healing. FIT partnered with the County Office of Diversity and Equity (ODE) to complete an equity lens assessment in FY21. A significant outcome of this work was partners surfaced an underrepresentation of BIPOC, specifically African American, parents becoming FIT clients though they were overrepresented in the larger Child Welfare System. Partners developed a goal of increasing FIT services to BIPOC families in FY22, launched new Culturally Specific Peer Support and Outreach Services provided by culturally specific agencies and staff. As this work continues, new outcomes/outputs may be developed and added to this program offer to better reflect this current focus.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	1) Number of FIT referrals per year	770	700	972	770
Outcome	2) % of FIT clients referred who enter treatment	12%	72%	27%	27%

Performance Measures Descriptions

1) Measure changed in FY22, see significant program changes for details. However, the data remains based on referrals so still aligns across fiscal years. FIT referrals are the number of individuals referred from DHS to FIT Outreach Workers.
2) FY21: 75% of clients had an unknown Treatment status therefore only 12% that were documented as having entered treatment are reported. FY22: 47% of clients had an unknown Treatment status. It is likely an undercount that reflects issues with the outdated database previously used for tracking this data point.

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	2022	2022	2023	2023
Contractual Services	\$0	\$401,527	\$32,380	\$328,062
Total GF/non-GF	\$0	\$401,527	\$32,380	\$328,062
Program Total:	\$401,527		\$360,442	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$401,527	\$0	\$328,062
Total Revenue	\$0	\$401,527	\$0	\$328,062

Explanation of Revenues

\$ 328,062 - State Mental Health Grant SE 66Family Involvement Team (FIT) based on IGA with the State.

Significant Program Changes

Last Year this program was: FY 2022: 40091 Family Involvement Team

Pandemic impacts across SUD providers: staff shortages (especially compounding the historic need for BIPOC staff with BH certification); quarantines; service/program disruption & staffing gaps; operating at reduced censuses due to social distancing; pauses of client intakes due to COVID cases among staff/clients; transitions between in-person/telehealth/hybrid services as the pandemic shifts; changes to operational workflows, policies, and protocols; etc. These impacts have decreased the availability and capacity of critical SUD treatment and recovery support services, further exacerbating the access issues that previously existed before the pandemic. Through budget balancing, the increase in GF comes from the Health Department budget to cover internal service rate increases not covered by the existing grant.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics:

Executive Summary

The Public Health Office of the Director provides leadership for the local public health authority. Public Health, in partnership with the Multnomah County Board of Health (BOH), plays a unique, mandated governmental role. This program is 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 within the Office of the Director include policy interventions; public education and communications; community partnerships; planning; capacity building; and research, evaluation, and assessment.

Program Summary

The Office of the Director supports the BOH to set health policy for Multnomah County. The main goal is to reduce disparities experienced by BIPOC communities, especially chronic disease and injury disparities, to lower rates of the leading causes of preventable death. Activities include:

Leadership and Policy - assessment and implementation of public health system reform; leadership on coalitions/boards; convening the Multnomah County Public Health Advisory Board (MC-PHAB); and implementing public health education and communication campaigns.

Community Partnerships and Capacity Building (CPCB) - coordination/implementation of division-level, culturally specific and cross-cultural community engagement and partnership strategies to address community and public health priorities. Culturally specific staff engage and build capacity with community leaders, Community Health Workers, and organizations/groups; support collaboration in serving diverse communities; develop networks with internal staff and culturally specific serving programs; and support/advise various Public Health programs and priorities. Activities also include implementation of the Community Health Improvement Plan (CHIP) and supporting the Future Generations Collaborative, a collective impact partnership between Native and Native-serving organizations, institutions, systems, governments, and people. CPCB has been supporting COVID-19 response by working with community-based organization partners (both funded and unfunded).

Racial Equity - analysis of various data to analyze racial disparities. The Office works closely with BIPOC community members, partners, and coalitions to determine best approaches to address health inequities. MC-PHAB advises Public Health with a focus on ethics in public health practice and developing long-term approaches that address the leading causes of death. Board members represent various community groups to provide a diversity of perspectives, with a focus on recruiting BIPOC. The Office also uses community-based organizations' feedback to develop policy and system change.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of Multnomah County Public Health Advisory Board meetings	14	12	12	12
Outcome	# of presentations to BOH about strategies that address disparities within BIPOC communities	5	6	25	7
Output	# of cultural specific and multicultural community partners and events that promote health equity	N/A	50	85	85

Performance Measures Descriptions

Performance Measure 2: strategies are defined as policy and/or systems improvements and disparities are focused on leading causes of preventable death and disease. FY21 Actual and FY22 Budgeted do not include COVID-19-related briefings. FY22 Estimate and FY23 Offer do include COVID-19-related briefings.

Legal / Contractual Obligation

Oregon Revised Statute Chapter 431 State and Local Administration and Enforcement of Public Health Laws

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,947,834	\$1,470,661	\$2,021,816	\$2,717,336
Contractual Services	\$395,384	\$777,419	\$303,208	\$947,129
Materials & Supplies	\$213,551	\$62,094	\$241,936	\$201,299
Internal Services	\$450,467	\$195,893	\$455,332	\$382,115
Total GF/non-GF	\$4,007,236	\$2,506,067	\$3,022,292	\$4,247,879
Program Total:	\$6,513,303		\$7,270,171	
Program FTE	18.03	9.17	12.15	18.09

Program Revenues				
Intergovernmental	\$0	\$2,306,067	\$0	\$4,247,879
Other / Miscellaneous	\$0	\$200,000	\$0	\$0
Total Revenue	\$0	\$2,506,067	\$0	\$4,247,879

Explanation of Revenues

This program generates \$365,210 in indirect revenues.

\$ 735,000 - State grant: MCH Child and Adoles, PDES Morbidity Monitoring Project and BRFS

\$ 343,520 - Alaska Tobacco Prevention; \$120,000 - Alaska Obesity EAP; \$45,000 - Alaska Chronic Disease-Cancer Programs; \$100,000 - Alaska Marijuana Program Evaluation

\$ 455,250 - NIH Marijuana Legalization

\$ 1,199,609 - Public Health Modernization Local

\$ 200,000 - HSO County Based Services

\$ 161,500 - PDES Public Health Modernization Support

\$ 32,000 - PDES Core State Injury Prevention Program

\$ 274,000 - State PE19-35 Evaluation of Aid & Assist Population

\$ 582,000 - New LPHA Project (NHBS)

Significant Program Changes

Last Year this program was: FY 2022: 40096A Public Health Office of the Director

In FY23, Community Epidemiology Services is being moved from this offer to its own offer (40048). County General Fund for this program increased by \$374,516.00. FY23 program revenue is increased by \$2,007,822 due to OHA Public Health Modernization and multiple federal, state, and other evaluation contracts. There is a 3.04 FTE increase, including 1.0 FTE to work with the Asian/Pacific Islander community. CDC COVID-19 Health Disparities funds (40199T) will support capacity within this program. COVID-19-Related Impacts: The Office of the Director has continued supporting key COVID-19 response activities through leadership as the local public health authority, partnering with the Board of Health, supporting community partnerships that are part of COVID-19 response. In FY23, the Office will start moving to support COVID-19 Community Recovery work in both internal programs and external partnerships.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

In FY 2021, ICS received technical assistance from the Health Resources and Services Administration (HRSA) regarding financial and governance requirements related to Federally Qualified Health Centers (FQHCs). This included clarification of how FQHC funds could be applied to services of the health center and staff roles that also supported non-health center services. After review, HRSA clarified that funds from the FQHC cannot be spent on these out-of-scope programs or for staff who support out-of scope activities. In response, in FY22, Multnomah County removed County General Fund allocations from the ICS Budget and re-allocated them to Corrections Health and Public Health services. Multnomah County will continue using the County General Fund to support these services.

Program Summary

Public Health's Parent Child Family Health (PCFH), Communicable Disease (CD) Clinical and Community Services, and Harm Reduction programs provide home visiting and clinical services. These services require infrastructure support for Epic electronic health record (EHR), laboratory tests, pharmacy, managing medical records, and managing protected health information.

Clinical Systems Information supports PCFH and the CD and Harm Reduction clinics with all Epic operations. Main functions include: day-to-day requests, staff passwords, label printing, face sheets, and system problem-solving; monthly maintenance and other updates as needed; program planning and implementation, including building programs and form development; and acting as the liaison to OCHIN, the Department's EHR vendor.

Central Lab supports the CD and Harm Reduction clinics. Main functions include performing a variety of lab tests for TB, STDs, and HIV; assisting with blood draws; and acting as a liaison between the lab and the clinics.

Pharmacy supports the CD and Harm Reduction clinics. The main function is filling prescriptions for clients.

Health Information Management supports PCFH and the CD and Harm Reduction clinics. Main functions include: responding to court system records requests; creating copies containing appropriate information and sending them to the courts; providing protected health information (PHI) consultation; acting as a liaison between programs and the County Attorney related to PHI; and providing record retention guidance.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of lab tests per year	7,436	6,000	8,034	6,000
Outcome	# of prescriptions filled	N/A	N/A	N/A	2,368

Performance Measures Descriptions

All performance measures are only for Parent Child Family Health, Communicable Disease (CD) Clinical and Community Services, and Harm Reduction programs and clients.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$461,588	\$0	\$575,891	\$0
Materials & Supplies	\$0	\$0	\$79,617	\$0
Total GF/non-GF	\$461,588	\$0	\$655,508	\$0
Program Total:	\$461,588		\$655,508	
Program FTE	3.67	0.00	4.27	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY23, pharmacy was added to the scope of this program offer. FY23 County General Fund for this program increased by \$193,920.

Department: Health Department **Program Contact:** Jessica Guernsey

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Future Generations Collaborative (FGC) is a collective impact partnership between Native and Native-serving organizations, institutions, systems, governments, and people that centers traditional values in the prevention of Fetal Alcohol Spectrum Disorder (FASD); promotes health and healing across the lifecycle and for the collective Indigenous community; and serves as a key convener for the Portland Native community. The FGC is a program in Public Health's Office of the Director, Community Partnerships and Capacity Building Unit. This program offer will enhance contracts to build community-based organization (CBO) partners' capacity to continue and expand this important work.

Program Summary

The FGC supports the Health Department's dedication to leading with race and uplifting racism as a public health crisis by addressing health disparities experienced by Native American and Alaska Native peoples in tandem with the historical and ongoing trauma at their root. The FGC's main goal is to reduce health disparities in the Native community, especially substance-impacted pregnancies and the lifelong impacts of Fetal Alcohol Spectrum Disorder (FASD). This includes programming that builds connection and healthy relationships within families and the community. The FGC is also a key convening entity for the Portland Native community for building collective, culturally congruent, trauma-informed community responses to public health issues like COVID-19. This out-of-target program offer will enhance work across all the below domains through contracts with community partners.

The FGC works in four domains: Policy - providing opportunities for Native community members to participate in the systems that govern their lives—including technical support on writing or giving testimony, following the legislative process, developing legislative agenda items, and connecting with lawmakers. The FGC also coordinates with other Native organizations and advocacy groups to build cohesion around policy priorities. Education - working with healthcare, justice, social service, legal, and education systems to provide culturally congruent, trauma-informed FASD and neuro/environmental trauma training, technical assistance, and hands-on case management and parental support. Community Engagement - creating opportunities for connection and leadership in the Native community through Community Health Worker certification, community events and classes, etc. This mode also supports connection with other BIPOC communities, FGC's Elders and Natural Helpers, and Native Community Health Workers providing COVID-19 support. Research & Evaluation - working with community members and Native researchers to design and implement decolonized, reindigenized research and evaluation techniques so that Native people control the narrative of their own lives and experiences. This decolonial narrative shift supports systemic and institutional restitution work needed to interrupt and begin to heal the ongoing impacts of continued colonization.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of community members served	N/A	N/A	N/A	150
Outcome	# of Native American-supporting policies identified	N/A	N/A	N/A	4
Output	# of providers provided technical support on FASD	N/A	N/A	N/A	35

Performance Measures Descriptions

These primary measures are quantifiable aspects of the FGC's preferred decolonized and indigenized qualitative measures of success, such as community members feeling more connected, engagement in ongoing programming, relationships with policy and lawmakers, and systems that take on shifting their interaction with Native community members.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$154,762	\$0
Materials & Supplies	\$0	\$0	\$15,000	\$0
Total GF/non-GF	\$0	\$0	\$169,762	\$0
Program Total:	\$0		\$169,762	
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:

COVID-19-Related Impacts: FY21 and FY22 saw an increase in the need for the FGC services inside systems and in the community. The FGC has increased support to community members and partners during the pandemic, even with being understaffed, and also expanded advocacy/policy work and partnerships with key public health entities to accurately represent the Native community in the pandemic data. This program offer reflects new and expanded projects to meet community needs through increased staffing and resources provided to community partners via contract; decolonized data and reporting support; and \$15,000 one-time-only funds for a decolonizing conference series.

Department: Health Department **Program Contact:** Jessica Guernsey

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

As part of the Office of the Public Health Director, the Community Partnerships and Capacity Building (CPCB) unit coordinates and implements culturally specific and cross-cultural community engagement and partnership strategies to address community and public health priorities. The COVID-19 pandemic exposed a need for greater administrative capacity and ongoing programming in community based organizations (CBOs) that provide culturally specific services for the Pacific Islander community. This program offer will enhance contracts to build CBO partners' capacity to continue and expand this important work.

Program Summary

The CPCB unit within the Office of the Public Health Director has culturally specific staff who engage and build capacity with community leaders, Community Health Workers, and organizations/groups; support collaboration in serving diverse communities; develop networks with internal staff and culturally specific serving programs; and support/advise various Public Health programs and priorities. Part of this work includes the Pacific Islander Coalition.

The Pacific Islander Coalition supports the Health Department's dedication to leading with race and uplifting racism as a public health crisis by addressing health disparities experienced by Pacific Islander community members. In the Pacific Islander Health, Equity, and Liberation Assessment (PI HEAL), conducted by the Pacific Islander community during the COVID-19 pandemic, three priorities were identified: health, housing, and education.

This program offer will expand capacity within Pacific Islander CBOs by adding three new positions to the Pacific Islander Coalition and enhancing programming related to health and education. By increasing administrative capacity within the Coalition, Pacific Islander CBOs will be better equipped to track and apply for additional funding sources to continue expanding their programming to meet the needs outlined in the PI HEAL report.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of community engagement opportunities	N/A	N/A	N/A	12
Outcome	# of organizations receiving technical support	N/A	N/A	N/A	8
Output	Partner endorsed framework to build Coalition capacity	N/A	N/A	N/A	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$350,000	\$0
Total GF/non-GF	\$0	\$0	\$350,000	\$0
Program Total:	\$0		\$350,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This Program Offer expands on work currently being funded in Program Offer 40096A. The goals of this ongoing funding include: 1) Developing and strengthening operational and administrative capacity for Pacific Islander community organizations. 2) Increasing access to culturally specific programs and community engagement opportunities for youth, adults and seniors in the Pacific Islander community. 3) Improving access to health equity programming for the Pacific Islander community.

Department: Health Department **Program Contact:** LaRisha Baker
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 40199T
Program Characteristics:

Executive Summary

Parent, Child, and Family Health (PCFH) Administration provides leadership, compliance, quality, and program data oversight and support to PCFH programs within the Public Health Division. PCFH Administration is committed to addressing health equity, and providing culturally responsive home visiting and other perinatal, parental, and family programming. Administration assures compliance to program and fiscal standards.

Program Summary

PCFH Administration supports the following programs: Healthy Birth Initiatives; Nurse Family Partnership; Healthy Families, Healthy Homes Asthma Home Visiting, and Community Based Health Consulting. It ensures that service delivery effectively improves health outcomes and reduces racial/ethnic disparities in perinatal and birth outcomes, with the ultimate goal of eliminating inequitable perinatal disparities and creating foundations that improve the health and wellbeing of generations to come.

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 data systems, 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 and enhance program staff, program leadership, clients, community-based service-delivery partners, and other County programs to set the strategic direction for PCFH programs. Examples include working to shift the PCFH workforce culture toward the elimination of racial/ethnic disparities by implementing culturally reflective and responsive programs and meaningful community partnership engagement.

PCFH monitors local and national maternal and infant health data, as well as program-level data, including maternal mortality and morbidity, preterm birth, low birth weight, breastfeeding, income, and safe sleep indicators. PCFH programs reach populations most impacted by perinatal disparities through targeted marketing and outreach to BIPOC and low-income communities and providers serving these communities, culturally reflective staff and practices, and client engagement and feedback through advisory boards. Clients influence and guide how they engage in PCFH services, hold leadership roles in the advisory boards, and provide input to influence program design and/or implementation.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of billable visits that meet targeted case management (TCM) requirements	5,288	3,624	5,268	3,955
Outcome	Percent of contracts granted to BIPOC vendors	56%	60%	56%	56%
Quality	Number of monthly chart audits completed	257	432	468	432

Performance Measures Descriptions

Legal / Contractual Obligation

PCFH Administration ensures that all PCFH programs comply with a number of legal/contractual guidelines related to model fidelity, Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook 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	2022	2022	2023	2023
Personnel	\$1,033,005	\$21,456	\$1,116,902	\$22,021
Contractual Services	\$74,798	\$100,000	\$61,000	\$100,000
Materials & Supplies	\$95,108	\$54,651	\$36,599	\$53,984
Internal Services	\$189,241	\$2,858	\$156,365	\$2,960
Total GF/non-GF	\$1,392,152	\$178,965	\$1,370,866	\$178,965
Program Total:	\$1,571,117		\$1,549,831	
Program FTE	8.00	0.13	9.00	0.17

Program Revenues				
Intergovernmental	\$0	\$178,965	\$0	\$178,965
Total Revenue	\$0	\$178,965	\$0	\$178,965

Explanation of Revenues

This program generates \$2,960 in indirect revenues.
 \$ 153,965 - State: MCH Child and Adoles Grant
 \$ 25,000 - Early Home Visit Grant

Significant Program Changes

Last Year this program was: FY 2022: 40097 Maternal Child Family Health Management

In FY23, 1.00 FTE is being added to support Medicaid billing and other activities. Also, CDC Health Disparities funds (40199T) will build capacity for this program through contracts. COVID-19-Related Impacts - In FY22, COVID-related changes to County and partner workflows reduced referrals to and services provided by PCFH programs. Staff were reassigned to COVID-19 response activities, and in-home services were transitioned to telehealth services, all of which reduced visit numbers and targeted case management revenue. FY23 budget and performance numbers project a return to some in-person services and an associated increase in number of families served. Staff will continue to support COVID-19 response for PCFH clients.

Department: Health Department **Program Contact:** Yolanda Gonzalez
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. The Early Childhood program works collaboratively with partners, using an anti-racist equity lens, to ensure the success of children and to decrease school suspension and expulsion rates. The program provides evidence-based services which include: child mental health consultation, child and family mental health treatment services, parent groups, and care coordination services with culturally specific 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 relevant mental health services to over 4,700 children County-wide and their families in all Head Start Programs to promote social/emotional development and school readiness. The consultant's use the Pyramid Model framework, which includes evidence-based practices for promoting young children's healthy social and emotional development. Services include early childhood classroom consultation with educators, child mental health assessment, family centered treatment, case management services, crisis triage, referral to community supports, 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 staff and availability of African American culturally specific counseling and parent support services provided to families at Albina Head Start, Portland Public Schools Head Start, Migrant Seasonal Head Start, Neighborhood House 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 suspension or 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 and have a greater impact on families. A critical goal of this program is to ensure children are ready to learn once they enter Kindergarten.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total children receiving prevention services.	4,741 ¹	3,600	4,700	4,700
Outcome	Overall social/emotional supports in place in Head Start classrooms based on TPOT data ²	N/A	75%	N/A	75%
Output	Total children receiving culturally specific treatment services ³	29	48	26	30

Performance Measures Descriptions

¹ See Specific Program Changes for a full explanation of increase

² Teaching Pyramid Observation Tool (TPOT): an evidence-based tool to measure teacher implementation of the 3-tiered Pyramid Model

³ Treatment=Clients provided services

Legal / Contractual Obligation

Head Start Revenue Contracts

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,375,367	\$346,433	\$1,413,264	\$353,229
Contractual Services	\$39,000	\$55,095	\$40,560	\$613
Materials & Supplies	\$4,102	\$67	\$7,807	\$456
Internal Services	\$46,325	\$164,933	\$49,453	\$174,336
Total GF/non-GF	\$1,464,794	\$566,528	\$1,511,084	\$528,634
Program Total:	\$2,031,322		\$2,039,718	
Program FTE	9.43	2.46	9.43	2.46

Program Revenues				
Intergovernmental	\$0	\$401,528	\$0	\$401,528
Service Charges	\$0	\$165,000	\$0	\$127,106
Total Revenue	\$0	\$566,528	\$0	\$528,634

Explanation of Revenues

\$ 127,106 - Fee For Services Insurance Receipt

\$ 401,528 - State Mental Health Grant: MHS 20 Non-Residential Mental Health Services based on IGA with State of Oregon

Significant Program Changes

Last Year this program was: FY 2022: 40099 Early Childhood Mental Health Program

Services were virtual this year due to the COVID-19 pandemic. The TPOT outcomes tool (an in-person observation tool) was unable to be administered due to school closures.

The performance measure output of the total number of youth served appears to have increased markedly, however it did not, this is due to a discrepancy in how we previously tracked the data. Historically, MECP was being undercounted and this year we shifted to track services consistently across the entire program.

Department: Health Department **Program Contact:** Yolanda Gonzalez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25200-25206, 72052, 72052B, 78301B
Program Characteristics:

Executive Summary

Passed by voters in November 2020, Preschool For All has a goal to provide access to high-quality, inclusive, culturally responsive preschool for all three and four-year olds in Multnomah County. Children who currently have the least access to high quality preschool will be prioritized, including Black, Indigenous and children of color, children who speak languages other than English at home, children with disabilities and developmental delays, and other intersecting identities.

In partnership with the Behavioral Health Division, the Department of County Human Services is investing in our Early Childhood Prevention and Treatment team by adding members to our team to support Preschool for All implementation.

Program Summary

Early Childhood Mental Health Consultants provide a comprehensive continuum of culturally relevant mental health services to children and their families in preschool programs to promote social/emotional development and school readiness. Preschool for All services expand and draw from on our highly effective existing early childhood programming based on the Pyramid Model framework, which includes evidence-based practices for promoting young children’s healthy social and emotional development. Services include early childhood classroom consultation with educators, child mental health assessment and family-centered treatment, case management services, crisis triage, referral to community supports, and parent support and education. A hallmark of this program is Spanish-speaking staff and African American culturally specific counseling and parent support services provided to families throughout Multnomah County.

Community-based treatment services are provided for children to increase success at home and reduce the likelihood of suspension or expulsion from preschool, including culturally specific services for Latinx and African American families. Multnomah County population estimates completed by Portland State University as part of the planning for Preschool for All suggest that there are over 7,000 children aged 3-4 living at or below 200% of the federal poverty level, and of these, approximately 46% are Black, Indigenous and other children of color.

The Preschool for All investments will dramatically increase the size of the Early Childhood Mental Health team and create the need for additional supervision and program administrative support. This program offer includes funding for a supervisor, policy and program planning position, and administrative support. In total, this program offer provides funding for 10.98 FTE which will include 1 Supervisor, 1 Program Specialist Senior, 1 Office Assistant, 7 Mental Health Clinicians. The COVID-19 pandemic has dramatically impacted our entire community, including young children, making this investment incredibly urgent. The prevention, treatment and early intervention services provided to young children and their families address mental health and developmental needs before they become acute and require more intensive and costly care and increase the negative impact on marginalized families and children.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total children receiving prevention services.	N/A	N/A	N/A	675
Outcome	% of Preschool for All coaches who report that they had a positive and supportive consultation experience.	N/A	N/A	N/A	85%
Output	Total children receiving culturally specific treatment services.	N/A	N/A	N/A	30

Performance Measures Descriptions

*Youth will not begin enrollment until Fall of 2022 and therefore we will have more fully formed measures based on baseline data during FY24.

For Output 3 (30): Each Mental Consultant holds a caseload of about 10 families a year due to intensive home based treatment model.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$260,470	\$0	\$1,497,465
Contractual Services	\$0	\$0	\$0	\$20,000
Materials & Supplies	\$0	\$6,350	\$0	\$4,299
Internal Services	\$0	\$100,375	\$0	\$99,984
Total GF/non-GF	\$0	\$367,195	\$0	\$1,621,748
Program Total:	\$367,195		\$1,621,748	
Program FTE	0.00	2.00	0.00	10.98

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

Explanation of Revenues

This program generates \$53,759 in indirect revenues.

\$ 1,621,748 - Preschool For All Program Fund. Although this program is funded by the Preschool for All Program Fund, the associated revenue is budgeted in the Department of County Human Services (program 25200).

Significant Program Changes

Last Year this program was: FY 2022: 40099B Preschool For All Early Childhood

An additional 0.25 FTE was added to help support additional supervision, policy and program leadership as a result of increased programming added to School-based Mental Health, Preschool for All and last year's new investments in Gun Violence reduction. The other FTE increase is due to the program expanding in FY 2023.

Department: Health Department **Program Contact:** Yolanda Gonzalez

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. The Early Childhood program works collaboratively with partners, using an anti-racist equity lens, to ensure the success of children and to decrease school suspension and expulsion rates. The program provides evidence-based services which include: child mental health consultation, child and family mental health treatment services, parent groups, and care coordination services with culturally specific community supports. These services have proven vital in contributing to retention of children in pre-school educational settings.

Program Summary

This culturally specific contract includes an extension of this service array and team. Early Childhood Mental Health Consultants provide a comprehensive continuum of culturally relevant mental health services to over 4,700 children County-wide and their families in Head Start Programs to promote social/emotional development and school readiness. The consultant's use the Pyramid Model framework, which includes evidence-based practices for promoting young children's healthy social and emotional development. Services include early childhood classroom consultation with educators, child mental health assessment, family centered treatment, case management services, crisis triage, referral to community supports, 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 staff and availability of African American culturally specific counseling and parent support services provided to families at Albina Head Start, Portland Public Schools Head Start, Migrant Seasonal Head Start, Neighborhood House 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 suspension or 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 and have a greater impact on families. A critical goal of this program is to ensure children are ready to learn once they enter Kindergarten.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total children receiving prevention services.	4,741 ¹	3,600	4,700	4,700
Outcome	Overall social/emotional supports in place in Head Start classrooms based on TPOT data ²	N/A	75%	N/A	75%

Performance Measures Descriptions

¹ See Specific Program Changes for a full explanation of increase

² Teaching Pyramid Observation Tool (TPOT): an evidence-based tool to measure teacher implementation of the 3-tiered Pyramid Model

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$53,478	\$0	\$49,786	\$0
Materials & Supplies	\$12,844	\$0	\$14,551	\$0
Internal Services	\$28,445	\$0	\$33,605	\$0
Total GF/non-GF	\$94,767	\$0	\$97,942	\$0
Program Total:	\$94,767		\$97,942	
Program FTE	0.50	0.00	0.50	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 40099C Early Childhood Mental Health Program - In/Out of Scope Services

Services were virtual this year due to the COVID-19 pandemic. The TPOT outcomes tool (an in-person observation tool) was unable to be administered due to school closures.

The performance measure output of the total number of youth served appears to have increased markedly, however it did not, this is due to a discrepancy in how we previously tracked the data. Historically, MECP was being undercounted and this year we shifted to track services consistently across the entire program.

Department: Health Department **Program Contact:** Yolanda Gonzalez
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. The Early Childhood program works collaboratively with partners, using an anti-racist equity lens, to ensure the success of children and to decrease school suspension and expulsion rates. The program provides evidence-based services which include: child mental health consultation, child and family mental health treatment services, parent groups, and care coordination services with culturally specific 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 relevant mental health services to over 4,700 children County-wide and their families in all Head Start Programs to promote social/emotional development and school readiness. The consultant's use the Pyramid Model framework, which includes evidence-based practices for promoting young children's healthy social and emotional development. Services include early childhood classroom consultation with educators, child mental health assessment, family centered treatment, case management services, crisis triage, referral to community supports, 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 staff and availability of African American culturally specific counseling and parent support services provided to families at Albina Head Start, Portland Public Schools Head Start, Migrant Seasonal Head Start, Neighborhood House 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 suspension or 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 and have a greater impact on families. A critical goal of this program is to ensure children are ready to learn once they enter Kindergarten.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total children receiving prevention services.	4,741 ¹	3,600	4,700	4,700
Outcome	Overall social/emotional supports in place in Head Start classrooms based on TPOT data ²	N/A	75%	N/A	75%
Output	Total children receiving culturally specific treatment services ³	29	48	26	30

Performance Measures Descriptions

¹ See Specific Program Changes for a full explanation of increase

² Teaching Pyramid Observation Tool (TPOT): an evidence-based tool to measure teacher implementation of the 3-tiered Pyramid Model

³ Treatment=Clients provided services

Legal / Contractual Obligation

Head Start Revenue Contracts
Morrison Contract: HD-SVCSGEN- 499-2018-conv2

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$165,852
Total GF/non-GF	\$0	\$0	\$0	\$165,852
Program Total:	\$0		\$165,852	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$165,852
Total Revenue	\$0	\$0	\$0	\$165,852

Explanation of Revenues

Funded with BH BWC \$165,852

Significant Program Changes

Last Year this program was: FY 2022: 40099 Early Childhood Mental Health Program

Services were virtual this year due to the COVID-19 pandemic. The TPOT outcomes tool (an in-person observation tool) was unable to be administered due to school closures.

The performance measure output of the total number of youth served appears to have increased markedly, however it did not, this is due to a discrepancy in how we previously tracked the data. Historically, MECP was being undercounted and this year we shifted to track services consistently across the entire program.

PO 40099C is being added to this program offer for FY23

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Trauma Intervention Program (TIP) provides on-scene emotional and practical support to the victims of traumatic events and their family members. Emotional and practical support services include on-scene emotional support to community members; making necessary telephone calls, making arrangements for clean-up services, notifying family, friends and others; making referrals to follow up services; providing information and referral services; and performing one follow-up contact to verify the client's welfare.

Program Summary

TIP has an existing contract with the Multnomah County Sheriff's Office in addition to partnering with the Behavioral Health Division (BHD). BHD provides funding to TIP to ensure that TIP volunteers remain accessible to the Multnomah County community. TIP responds to school shootings and has provided emotional and practical support services to Home Forward, Portland Public Schools, the courts, hospitals, libraries, and private businesses and residences, and other organizations, including Multnomah County. TIP has over 200 volunteer staff who are able to respond 24/7, 365 days per year. From July 1, 2021 through November 30, 2021 TIP has responded to 631 requests for support in Multnomah County. They have provided over 3,975 hours of volunteer service in support of 2,008 individuals. The average response time for TIP is 20.3 minutes with 100% reliability. From February through September 2021, TIP trained and graduated 41 volunteers. TIP strives to match responder demographics, including race and language, to the impacted community and has a large and diverse group of highly trained volunteers. At the start of COVID-19, TIP implemented a new program to provide follow-up calls 30-45 days after the initial on-site contact. This program has been extremely impactful and well received. Additionally, During the heat event of June 2021, TIP provided a significant amount of support to Multnomah County residents. They experienced their busiest week ever from June 25th through July 1st 2021 they responded to 77 scenes of a tragedy with 98 volunteers supporting 297 clients with over 324 hours of service.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Respond to requests, including responders that match demographics of impacted community when requested	N/A	100	N/A	N/A
Outcome	Increase outreach, including to organizations that serve communities of color.	N/A	N/A	N/A	N/A
Output	Total number of community members served	NEW	NEW	4,800	4,800
Outcome	Percentage of community members who receive follow up contracts within 45 days	NEW	NEW	90%	90%

Performance Measures Descriptions

¹The Output and Outcome established in FY21 did not adequately reflect data reporting capabilities or demonstrate scope of services provided through TIP and was not collected by the provider for the current year. These are therefore sunsetted and replaced with new measures.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$50,000	\$0	\$52,680	\$0
Total GF/non-GF	\$50,000	\$0	\$52,680	\$0
Program Total:	\$50,000		\$52,680	
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 2022: 40100 Trauma Intervention Services

COVID and other community events increased overall acuity and challenged the behavioral health system, impacting the need for trauma intervention. TIP trained and graduated 41 new volunteers.

Department: Health Department **Program Contact:** Jesse Benet
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40085, 30407B
Program Characteristics:

Executive Summary

Promoting Access To Hope (PATH) was developed as a joint effort by the Health Department Behavioral Health Division (BHD), the Joint Office of Homeless Services, Department of Community Justice, and the Multnomah County Chair's Office. PATH conducts outreach to engage and connect eligible adults in Multnomah County who are struggling with substance use disorder (SUD), houselessness, at risk of criminal justice involvement, with priority given to BIPOC persons. Individuals may also struggle with poverty, mental health acuity, physical health challenges, etc. PATH connects to a broad network of treatment providers that offer service and support at all levels of care. PATH offers culturally-specific services by staff that reflect those served and connects them to treatment and recovery support services responsive to individual cultural needs.

Program Summary

PATH conducts outreach to persons with problematic substance use who are also houseless and at risk of justice system exposure. PATH receives referrals through a variety of sources: community treatment and support providers, justice partners, Behavioral Health Crisis Line, other county programs, family members, community members, self referrals, etc. Services begin with the completion of an individual needs assessment to develop a service plan specific to each unique individuals' needs/goals. PATH staff then work with the individual to identify and engage in appropriate level of SUD treatment services and recovery supports, which might also include housing, physical health, mental health, employment, etc. PATH services are voluntary, person directed, and low barrier. PATH staff use approaches like motivational interviewing and harm reduction to meet people where they are so they can initiate their recovery journey. Staff collaborate with each individual to establish recovery goals, eliminate/navigate barriers to basic needs, and build a recovery foundation. PATH team members assist with placement to appropriate levels of SUD treatment and recovery support services and provide ongoing support to address deficits in social determinants of health. Harm reduction approaches are utilized based on individualized needs given individuals are often at various stages of readiness for treatment or change. Abstinence from substances or other high risk behaviors are not a requirement of these services, instead PATH staff take a person-centered approach and utilize motivational interviewing skills to encourage and identify readiness for change. Services are culturally competent, focused on individual needs/readiness, and trauma informed.

The PATH program leads with race and focuses on equity through several key approaches: 1) involvement in internal county equity initiatives; 2) employing Knowledge, Skills and, Abilities (KSA) and dual language positions; 3) working with community providers to develop and enhance culturally specific and responsive SUD services; 4) participating in community initiatives that amplify community voices and perspectives to improve service quality and to address systemic racism in the service system overall; 5) working with existing culturally specific providers to ensure that individuals are placed in services that recognize and support their cultural identity as an integral part of their lifelong recovery. The PATH program employs KSA staff: African American, Latinx, and LGBTQIA2S+. PATH launched July 1, 2021, and in its first 6 months has engaged with 230 individuals, of whom 59% identify as BIPOC.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique individuals served annually in PATH outreach and care coordination services*	N/A	N/A	363	350
Outcome	Percentage of clients served annually in PATH Care Coordination that were successfully placed**	N/A	N/A	60%	60%

Performance Measures Descriptions

*The total number of unique individuals referred through successful outreach (individuals are provided basic resources and services at this referral point), as well as those enrolled. Excluded from FY22 estimate: data for the PATH position reported in offer 40085-C and the Problem Gambling Coordinator position reported in offer 40086. **Placed means clients are successfully referred and enrolled in community based SUD treatment and recovery support.

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	2022	2022	2023	2023
Personnel	\$0	\$706,816	\$515,136	\$180,148
Contractual Services	\$0	\$0	\$25,002	\$0
Materials & Supplies	\$0	\$0	\$39,306	\$29,001
Internal Services	\$0	\$0	\$33,093	\$26,315
Total GF/non-GF	\$0	\$706,816	\$612,537	\$235,464
Program Total:	\$706,816		\$848,001	
Program FTE	0.00	4.98	4.00	4.90

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$235,464
Total Revenue	\$0	\$0	\$0	\$235,464

Explanation of Revenues

This program generates \$13,285 in indirect revenues.

\$ 150,564 - Federal Ryan White Non Med Case Management

\$ 23,647 - Local 2145 Beer and Wine Tax

\$ 61,253 - State Mental Health Grant: A&D Peer Delivered Services based on IGA with State of Oregon.

Significant Program Changes

Last Year this program was:

PATH was a new program that combined the former Addictions Benefits Coordination (ABC) Team and LEAD programs (40085A/B). It revamped the ABC model with a broader scope geographically and a slightly different target population who struggle with SUD. Its emphasis is on BIPOC individuals and targets highneeds houseless with justice system involvement risk. The first half of FY22 included: setting up new internal systems, procedures and processes; hiring/onboarding new staff; transitioning/training existing staff to new roles; revamping data collection/ reporting systems to better track program performance measures; setting up referral partnerships for culturally specific services; etc. The FTE increase is a result of shifting staff from other programs to PATH as well as the budget balancing process. In addition, 1.00 FTE is added in FY 2023 funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services (see 30407B).

Department: Health Department **Program Contact:** Kevin Minor
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. ICS's Allied Health (AH) programs include Integrated Behavioral Health (AH-IBH) and Community Health Workers (AH-CHW) teams across our health center, and offers culturally responsive, goal-oriented, trauma-informed behavioral health and community outreach services, centered on race and equity. AH serves low-income, uninsured, underinsured populations, and people experiencing houselessness, mental illness and other barriers that may impact their overall health and wellness and is a critical part of our safety net services for the community.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare. The majority of our Health Centers clients represent historically underserved BIPOC (Black, Indigenous, People of Color) communities and vulnerable populations. In order to serve clients where they're at, AH teams reflect these populations, including a majority of staff who are bilingual and bicultural, and lived experience similar to our clients. Integration between AH-IBH and AH-CHW is core to our program.

AH-IBH offers mental health assessment, diagnosis and brief evidence-based psychotherapy, long term mental health support and peer support for patients experiencing complex medical, mental health, and/or substance use disorders. As part of the primary care medical team, AH-IBH provides consultation and education regarding psychosocial treatments and specific behavioral issues or barriers that arise related to a patient's health issues. Services are provided via telehealth, telemedicine, in-person visits in coordination with field services provided by our AH-CHW team.

AH-CHW serves clients who experience barriers to care that would keep them from achieving their health goals and optimal health outcomes, and are able to give clients the time needed to open up, providing more personal information and expressing their needs. Our CHWs work with clients on the Social Determinants of Health (SDoH) and Health Education/Promotion. In addition to direct client services, SDoH work includes establishing partnerships in the community. CHWs serve as bridge-builders and liaisons with case managers and other client advocates and facilitate Health Education/Promotion.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	AH-IBH Individual Patients Served	2,500	3,709	3,709	7,324
Outcome	AH-IBH Number of encounters completed	9,855	10,864	10,864	19,548
Output	AH-CHW Individual Patients Served	N/A	N/A	8,188	12,976
Outcome	AH-CHW Number of encounters completed	N/A	N/A	8,188	12,976

Performance Measures Descriptions

Output: Individual Patients Served. This measure describes the number of unique clients who received IBH and CHW services within the last 12 months.

Outcome: This is the total number of in person, teled and phone encounters completed with one of our Allied Health Providers. This includes offsite or home visits specific to the CHW providers.

Legal / Contractual Obligation

Our Community Health Centers comply with CLIA (Laboratory accreditation) requirements, CCO contractual requirements, compliance with the Bureau of Primary Health 330 Grant (HRSA), and the Patient-Centered Primary Care Home (PCPCH) program. The Health Center is accredited under the Joint Commission (TJC) and follows accreditation guidelines. All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,156,209	\$0	\$0	\$4,448,916
Contractual Services	\$1,000	\$0	\$0	\$140,500
Materials & Supplies	\$7,025	\$0	\$0	\$60,060
Internal Services	\$154,007	\$0	\$0	\$1,020,138
Total GF/non-GF	\$1,318,241	\$0	\$0	\$5,669,614
Program Total:	\$1,318,241		\$5,669,614	
Program FTE	10.30	0.00	0.00	34.47

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$299,862
Other / Miscellaneous	\$1,318,241	\$0	\$0	\$1,437,960
Service Charges	\$0	\$0	\$0	\$3,931,792
Total Revenue	\$1,318,241	\$0	\$0	\$5,669,614

Explanation of Revenues

This program generates \$597,936 in indirect revenues.
This program is support by medical fee and related Medicaid incentive and quality based incentive funds.

- \$ 3,931,792 - Medicaid Fees
- \$ 1,437,960 - Medicaid Quality and Incentives
- \$ 299,862 - Federal Primary Care grant PC 330

Significant Program Changes

Last Year this program was:

Positions in allied health were formerly included in primary care clinic program offers in FY22. The FY23 budget provides a separate program offer to assure services and performance metrics can be tracked. COVID-19 pandemic has changed the delivery of Allied Health care in terms of telehealth, telemedicine and in person care. The CHW Program remains heavily involved in Covid Wraparound Services such as food distribution and medication deliveries. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Brieshon D'Agostini
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. The Quality Assurance Program provides pivotal support and oversight critical to Health Center services, such as quality assurance and improvement, accreditation and compliance, management of our clinical systems, business intelligence reporting and analysis, and activities to improve health equity and population health.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

This program supports services within the project scope of the Bureau of Primary Health Care (BPHC) grant. BPHC funding requires strict adherence to federal laws mandating which services must be provided by FQHCs, which results in additional Medicaid revenue. This funding requires quality services, performance audits, and responsiveness to new methods of delivering safe and quality care. Maintaining FQHC accreditation assures that the County's primary care, dental, pharmacy, and all in-scope programs are eligible to continue receiving reimbursement for services. This also allows County providers to participate in loan forgiveness, qualifies the County for additional Alternative Payment Methodology reimbursements ("wrap funding"), and 340B drug program participation. This program measures clinical standards/outcomes, quality, safety and fiscal accountability with other similar health delivery systems. The BPHC, The Joint Commission (TJC), and Oregon's Patient Centered Primary Care Home (PCPCH) program are our primary external benchmarking organizations relative to performance indicators. The program works with the Community Health Center Board (consumer majority governing Board) and integrates client feedback results and collaborations with other health care delivery systems. 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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 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	HRSA Community Health Center Program Grant renewed annually	100%	100%	100%	100%

Performance Measures Descriptions

Maintain accreditation with The Joint Commission (TJC), in support of quality and safety and to bill Medicaid.
 Maintain compliance with the Bureau of Primary Health Care (BPHC) HRSA Community Health Center Program. Required to continue specific service level agreements and financial benefits for patients.
 HRSA Community Health Center Program Grant renewed annually, including reporting of services provided, staffing, and patient demographics.

Legal / Contractual Obligation

Quality services are a requirement of the Bureau of Primary Health Care's 330 Grant. Services in the scope of the grant and health center program must follow the HRSA Community Health Center Program's operational, fiscal, and governance requirements. The program is also accredited under The Joint Commission and follows TJC accreditation guidelines. All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,105,691	\$238,178	\$0	\$4,732,359
Contractual Services	\$7,000	\$0	\$0	\$203,762
Materials & Supplies	\$69,028	\$0	\$0	\$92,505
Internal Services	\$949,806	\$31,726	\$0	\$1,285,392
Total GF/non-GF	\$4,131,525	\$269,904	\$0	\$6,314,018
Program Total:	\$4,401,429		\$6,314,018	
Program FTE	19.52	1.58	0.00	23.26

Program Revenues				
Intergovernmental	\$0	\$269,904	\$0	\$269,900
Other / Miscellaneous	\$2,110,000	\$0	\$0	\$2,547,768
Beginning Working Capital	\$600,000	\$0	\$0	\$1,045,000
Service Charges	\$1,421,525	\$0	\$0	\$2,451,350
Total Revenue	\$4,131,525	\$269,904	\$0	\$6,314,018

Explanation of Revenues

This program generates \$636,029 in indirect revenues.

\$ 3,001,350 - Medicaid Fees

\$ 3,042,768 - Medicaid Quality and Incentives

\$ 269,900 - Federal Primary Care grant PC 330

Significant Program Changes

Last Year this program was: FY 2022: 40034 ICS Administration, Operations, and Quality Assurance

This program area used to be included in program 40034, which has now been split into two separate program areas to better align with the current structure of the Integrated Clinical Services Division. The functions within the programs have not significantly changed, however addition staff FTE has been added to support quality assurance and quality improvement work for FY23. Beginning in mid-FY 2022, the FQHC revenue and expenses were transferred from the General Fund into a newly created FQHC Enterprise Fund which is shown in Other Funds.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Behavioral Health Resources Center (BHRC), set to open in the Fall of 2022, will provide critical support and services to over 200 houseless individuals daily. Services will include peer-delivered social supports, trauma and equity informed shelter and bridge housing, and connections to behavioral health and long-term housing providers. The BHRC includes three distinct, yet interconnected programs focused on meeting basic needs and providing interim housing and peer support services. The three programs are the Day Center, Behavioral Health Shelter and the Bridge Housing programs.

Program Summary

The BHRC will provide an array of services, which include addressing basic needs, social connection, skill building, and services helping participants establish relationships with community providers. This offer includes the Day Center program, which was developed with input from peer providers and from those with lived experience of behavioral health challenges and houselessness. This program is open 15 hours per day and serves as an entry point for relationship building and engagement. This program provides access to peer services, provider referral, including referrals to behavioral health treatment, employment and housing support. This trauma-informed Day Center also provides access to showers, bathrooms, charging stations and calming spaces to relax and gain support and social connection, including on site skill building classes and community events. Behavioral health, housing and other providers are invited on site to meet with participants so that connections can be established in this “one-stop shop” and no wrong door approach.

Communities including Black, Indigenous and other People of Color (BIPOC) and LGBTQIA+ are disproportionately impacted by houselessness and the detrimental impacts of chronic behavioral health issues. Equity and trauma-informed principles have guided the design and program development to create a facility that provides a safer, calming space for healing. Staff will be trained on culturally responsive, culturally sustaining and trauma informed safety, engagement, and de-escalation practices as well as supportive and trauma informed supervision and professional support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals receiving peer delivered services and access to basic needs daily	NEW	NEW	NEW	150
Outcome	Percent of Individuals self report via feedback cards feeling safer in the facility.	NEW	NEW	NEW	70%
Outcome	Percent of participants will have access to onsite supports, including basic needs and social connection.	NEW	NEW	NEW	90%
Outcome	Percent of individuals served daily will use onsite connection to community supports.	NEW	NEW	NEW	50%

Performance Measures Descriptions

Measures are influenced by peer and provider stakeholder engagement and will be reviewed to identify additional program value and goal alignment as this new program develops.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$494,111
Contractual Services	\$0	\$0	\$751,095	\$1,889,479
Materials & Supplies	\$0	\$0	\$4,000	\$83,761
Internal Services	\$0	\$0	\$765,364	\$456,193
Total GF/non-GF	\$0	\$0	\$1,520,459	\$2,923,544
Program Total:	\$0		\$4,444,003	
Program FTE	0.00	0.00	0.00	2.50

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$2,423,544
Beginning Working Capital	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$0	\$0	\$2,923,544

Explanation of Revenues

This program generates \$39,857 in indirect revenues.
 \$ 500,000 HSO Medicaid funding
 \$ 500,000 Medicaid Beginning Working Capital
 \$1,446,505 Measure 110 Grant Funds
 \$ 477,039 State ARP BHRC

Significant Program Changes

Last Year this program was:

This program includes \$477,039 of American Rescue Plan funding through the State of Oregon that must be used for the BHRC. This program falls under the County's Crisis Response & Community Recovery ARP Priority area.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 30407B
Program Characteristics:

Executive Summary

The Behavioral Health Resources Center (BHRC), set to open in the Fall of 2022, will provide critical support and services to over 200 homeless individuals daily. Services will include peer delivered social supports, trauma and equity informed housing, and connections to behavioral health and housing providers. The BHRC includes three distinct, yet interconnected programs focused on meeting basic needs and providing housing and peer support services. The three programs are the Day Center, Behavioral Health Shelter and the Bridge Housing programs.

Program Summary

The BHRC will provide an array of services, including those addressing basic needs, social connection, skill building, and services helping participants establish relationships with community providers. This offer includes the Shelter and Bridge Housing programs, which are slated to open in winter 2022/2023. These programs were developed with input from peer providers and from those with lived experience of behavioral health challenges and houselessness. The Shelter and Bridge housing programs are open 24/7/365, by referral from Day Center and community providers. The Shelter program will have 42 beds of all gender housing providing a up to 30 day length of stay. The Bridge Housing Program will have 20 beds of all gender housing with up to 90 day stays. Both will be staffed by professionals with lived experience and clinical staff with connections and social services provided in the Day Center program specific staff. Behavioral health, housing and other providers are invited on site to meet with participants so that connections can be established. Funding will come from local and state sources including \$1,000,000 from Metro/Supportive Housing Services.

Shelter guests will be offered opportunities to consider housing alternatives and other behavioral health service involvement. Some of these may choose to enter the Bridge Housing and develop more concrete plans for wellness and housing. Bridge Housing participants will engage with team members to develop housing action plans and behavioral health supports with the goal of exiting Bridge Housing to longer term housing options.

Communities including Black, Indigenous and other People of Color (BIPOC), LGBTQIA+ and older adults are disproportionately impacted by houselessness and the detrimental impacts of chronic behavioral health issues. Equity and trauma-informed principles have guided the design and program development to create a facility that provides a safer, calming space for healing. Staff will be trained on culturally responsive, culturally sustaining and trauma informed safety, engagement and disengagement practices as well as supportive and trauma informed supervision and professional support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals served in Shelter and Bridge Housing programs daily	NEW	NEW	NEW	62
Outcome	Percent of participants using shelter beds will engage in service planning to address behavioral health needs.	NEW	NEW	NEW	50%
Outcome	Percent of shelter participants report feeling safer in the shelter space and program	NEW	NEW	NEW	70%
Outcome	% of bridge housing participants have individualized housing plans & behavioral health support engagement	NEW	NEW	NEW	100%

Performance Measures Descriptions

Measures are influenced by peer and provider stakeholder engagement and will be reviewed to identify additional program value and goal alignment as this new program develops. .

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,186,723
Materials & Supplies	\$0	\$0	\$0	\$30,476
Internal Services	\$0	\$0	\$653,973	\$176,296
Total GF/non-GF	\$0	\$0	\$653,973	\$1,393,495
Program Total:	\$0		\$2,047,468	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,393,495
Total Revenue	\$0	\$0	\$0	\$1,393,495

Explanation of Revenues

\$ 65,000 State Mental Health Grant: CHOICE Model based on 2021 IGA with State of Oregon
 \$1,328,495 Measure 110 Grant Funds

An additional \$1.0 million of Metro Supportive Housing Services funding for the BHRC is budgeted in the Joint Office of Homeless Services (30407B).

Significant Program Changes

Last Year this program was:

Department: Health Department **Program Contact:** Jennifer Vines
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40002
Program Characteristics:

Executive Summary

Health Officer Division portion of Integrated Clinical Services Division, Clinical Support personnel budgeted in 417020. This is the Health Officer Divisions share of the personnel who support the electronic health record system utilized by the Health Officers, Emergency Medical Services staff, and Medical Examiners staff.

Program Summary

This Program is the Health Officer Divisions portion of the personnel who support the County's electronic health care records system. This electronic health care record system is accesses to document patient care encounters, and also used to have a complete understanding of a patients health care record for care coordination, or public health related investigation including the medicolegal death investigations performed by the medical examiner staff.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	access to the Counties electronic patient care records system for appropriate Health Officer Division Staff	N/A	N/A	N/A	N/A
Outcome					

Performance Measures Descriptions

Legal / Contractual Obligation

none

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$0	\$44,492	\$0
Total GF/non-GF	\$0	\$0	\$44,492	\$0
Program Total:	\$0		\$44,492	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Fully funded by County General Funds

Significant Program Changes**Last Year this program was:**

This is a new fee being assessed beginning FY23

Department: Health Department **Program Contact:** Adrienne Daniels
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center (FQHC) in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Rockwood Community Health Clinic provided comprehensive, culturally appropriate primary care and behavioral health services to 3790 patients this year.

By acquiring and renovating the Rockwood Community Health Center, Multnomah County will maintain a presence and continue to build capacity for high quality healthcare services directly in the Rockwood community.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Over 60% of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 15% of our patients have no insurance, and 95% of our clients live below 200% of the Federal Poverty Guideline. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to healthcare.

Rockwood Community Health Clinic (RCHC) is a Patient-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. RCHC provides comprehensive, culturally appropriate services that include:

- Primary care services, including treatment of acute and chronic illnesses, behavioral health, family planning, prenatal and preventive services (well child, immunizations)
- Integrated pharmacy and lab services
- Wraparound services: Medicaid eligibility screening, medical interpretation, transportation, case management & health education.

Multnomah County currently leases the Rockwood Community Health Center site from Care Oregon. This location is a key access point for comprehensive primary care, dental, and pharmacy services. The Rockwood community also represents a culturally and linguistically diverse population, with more than 64% of patients identifying as a Black, Indigenous, and/or Person of Color. The demand for safety net and Medicaid services remains stable in this community; approximately 15,000 low income community members report not having a usual source of healthcare. Care Oregon and Multnomah County are currently working to design a transfer of the property so that the County may directly own and maintain the building space. To assure that the space may continue to provide the highest quality experience for patients, this program offer would support repairs and building improvements identified for the facility.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of identified building repairs completed	N/A	N/A	N/A	100%
Outcome	Number of visits completed	11,851	15,371	11,371	11,671

Performance Measures Descriptions

Output: This is the total % of completed repairs identified for the building

Outcome: This is the total number of in clinic visits including PCP, BHP, and Nursing Specialty Care on site. Higher visit volumes means the clinic is better able to address the complex medical needs of the community more effectively.

Legal / Contractual Obligation

All costs and revenues generated by this program must also comply with the HRSA FQHC requirements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$2,000,000	\$0
Total GF/non-GF	\$0	\$0	\$2,000,000	\$0
Program Total:	\$0		\$2,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Health Department
Program Offer Type: Innovative/New Program
Related Programs:
Program Characteristics: One-Time-Only Request

Program Contact: Wendy Lear
Program Offer Stage: As Proposed

Executive Summary

This program offer funds four Limited Duration Business Systems Analysts who will work to address a large number of COVID related IT projects so that other IT resources can be used to get up to date with non-COVID-19 needs.

Program Summary

This program offer adds IT staff capacity to Department of County Assets to address the Health Department projects, so that the current IT staff dedicated to the Health Department can address the backlog of operations IT projects. For example, excluding COVID related projects, the Health Department has 29 in scope projects for next year (out of a total of 99 proposed projects.) At current staffing levels IT is able to complete about 10 projects a year. This additional staffing will allow departmental IT resources to focus on projects that improve efficient deliver of service, improve tracking, monitoring or reporting and projects that modernize outdated systems.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of backlogged IT projects completed	N/A	N/A	N/A	80%
Outcome	Percent of IT projects complete on schedule	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	2022	2022	2023	2023
Personnel	\$0	\$0	\$690,852	\$0
Total GF/non-GF	\$0	\$0	\$690,852	\$0
Program Total:	\$0		\$690,852	
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:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

As a core component of the local public health authority (LPHA) and public health system, the communicable disease (CD) programming protects community health by responding to reportable communicable diseases with prompt disease investigation and limits the spread of these diseases through disease control interventions, which adheres to Oregon Health Authority (OHA) guidelines. Responding to COVID-19 has become and will continue to be a critical aspect of LPHA and CD activities. Providing epidemiology, facilities outreach and outbreak investigation, and contact tracing within a culturally and linguistically appropriate framework is a public health strategy that can help contain the spread of COVID-19.

Program Summary

Public Health continues to implement COVID-19 epidemiology, facilities outreach and outbreak investigation, and contact tracing for high risk populations in line with OHA's LPHA guidelines. The goal is to slow community disease transmission, particularly for BIPOC communities and other vulnerable and priority populations. Epidemiologists, community health nurses, and disease intervention specialists comprise the investigation and response teams, which are the backbone of surveillance, outbreaks investigation, and contact tracing. This infrastructure sits within the Public Health's Office of the Director and CD programs and works together with Public Health's Community Partnerships & Capacity Building team, the Department of County Human Services, and numerous culturally specific community-based organizations (CBO) to ensure that community members are connected to community health workers (CHWs) and isolation and quarantine resources.

Staff reflect the demographics of the county, providing culturally and linguistically responsive capacity to continue to meet State, OHA, and Multnomah County criteria; respond to outbreaks; and implement strategies focused on BIPOC communities and other vulnerable and priority populations. For high risk populations and congregate care settings, Public Health investigators work to identify close contacts, work sites, living quarters, health care settings and provide health education and consultation for facilities. For identified outbreaks in congregate residential settings, the program coordinates testing, PPE, infection control inspections, and quarantine/isolation planning with the facility and state partners.

Epidemiologists utilize data from the regional datamart to monitor local COVID trends, including racial or ethnic disparities related to COVID diagnoses or vaccine access. These data enable the County to focus COVID-19 response on communities most impacted by the pandemic, as evidenced by the COVID-19 BIPOC Plan. Public Health contracts with a number of culturally specific CBOs and convenes a number of culturally specific groups to engage populations most disparately impacted and ensure that community members influence the design of COVID-19 response.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of COVID-19 cases interviewed	20,586	15,000	6,485	N/A
Outcome	% of staff with a language or culturally specific KSA	52%	50%	45%	40%
Output	# of outbreaks managed	1,195	500	1,452	500
Output	# of outreach and prevention activities with facilities and high risk populations	N/A	N/A	N/A	50

Performance Measures Descriptions

In January 2022 individual case interviews were discontinued to focus capacity on more effective interventions to slow the spread of the Omicron variant. FY23 output measures reflect the changing Public Health interventions at this phase of the pandemic. The focus of the work has moved to high risk populations and settings. Individual case investigations and contact tracing will only occur in relation to a facility outbreak. An output measure has been added in FY23 to track the number of outreach and prevention interventions targeting high risk populations and settings.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$4,042,841	\$0	\$4,357,243
Contractual Services	\$0	\$752,448	\$0	\$133,585
Materials & Supplies	\$0	\$118,191	\$0	\$83,460
Internal Services	\$0	\$0	\$0	\$226,432
Total GF/non-GF	\$0	\$4,913,480	\$0	\$4,800,720
Program Total:	\$4,913,480		\$4,800,720	
Program FTE	0.00	0.00	0.00	34.80

Program Revenues				
Intergovernmental	\$0	\$4,913,480	\$0	\$4,800,720
Total Revenue	\$0	\$4,913,480	\$0	\$4,800,720

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$ 4,800,720

Significant Program Changes

Last Year this program was: FY 2022: 40199A ARP - Public Health - Contact Tracing

In FY23, this program was renamed to better reflect its scope of work. The 34.80 FTE in this program are changed from Limited Duration to permanent positions.

This program falls under the Public Health Emergency Response ARP priority area.

Department:	Health Department	Program Contact:	Kim Toevs
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	40199T, 40010C		
Program Characteristics:			

Executive Summary

The Community Immunization Program (CIP) contributes to a safe environment by supporting providers in their use of federally subsidized Vaccines for Children (VFC) and 317 (adults at high risk) programs. The program assures that schools and childcare facilities comply with state school immunization rules and supports the provision of COVID-19 vaccines and testing and annual influenza vaccinations. A portion of CIP funding and activities are also in program offer 40010C.

Program Summary

As a program within Communicable Disease Services (CDS), the goal of the Community Immunization Program (CIP) is to be a trusted community resource that protects the people of Multnomah County from vaccine-preventable communicable diseases, including COVID-19. As vaccine-preventable diseases spread from person-to-person, vaccination is important not only for individual health but also for the health of the community and places where children live, play, and go to school. CIP assures state and federally funded program components and approaches are implemented to protect community health. Key areas of work include:

Safe vaccine supply and efficient use of vaccines - CIP supports the County system of Federally Qualified Health Centers in receiving Vaccines for Children and 317 (adults at high risk) vaccine supply.

State school immunization laws - CIP issues exclusion orders as needed and assures that all children and students are complete or up-to-date on their immunizations. The program works in BIPOC and other underserved communities to address health and vaccine inequities. In FY22, CIP will assist over 600 facilities in complying with State mandates.

COVID-19 and influenza - CIP provides COVID-19 vaccination, influenza vaccination, and access to COVID-19 testing at locations throughout the county. Testing strategies also include home testing kits. The program prioritizes work within BIPOC and other underserved communities. CIP collaborates with Public Health's REACH and Community Partnerships and Capacity Building programs and community based organizations to implement vaccination and testing activities.

CIP works with other CDS programming to identify racial, ethnic, and other community groups who are either at risk of or being impacted by infectious diseases utilizing multiple data sources. CIP is committed to the values of innovation, collaboration, diversity, and accountability and works closely with community partners to reach BIPOC and other underserved communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of immunizations provided to children under 18, including COVID-19 vaccines	N/A	N/A	N/A	350
Outcome	Percent of schools and daycares successful in meeting immunization law requirements	100%	90%	100%	90%
Output	Number of schools & other facilities assisted with immunization law requirements.	N/A	600	648	480
Outcome	Percentage of COVID-19 Vaccine provided to BIPOC individuals.	60%	60%	70%	70%

Performance Measures Descriptions

Measure 2 was moved from 40010A to this program offer and program offer 40010C in FY23. Measure 3: The FY23 Offer number reflects the percentage of CIP staff budgeted in this program offer. The FY23 Offer for 40010C reflects the percentage of CIP staff budget in that offer. Combined, the two offers will assist 600 schools and other facilities in FY23.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$8,120,551	\$0	\$443,552
Contractual Services	\$0	\$1,734,704	\$0	\$0
Materials & Supplies	\$0	\$350,361	\$0	\$960
Internal Services	\$0	\$151,193	\$0	\$953,882
Capital Outlay	\$0	\$59,600	\$0	\$0
Total GF/non-GF	\$0	\$10,416,409	\$0	\$1,398,394
Program Total:	\$10,416,409		\$1,398,394	
Program FTE	0.00	0.00	0.00	4.17

Program Revenues				
Intergovernmental	\$0	\$10,416,409	\$0	\$1,398,394
Total Revenue	\$0	\$10,416,409	\$0	\$1,398,394

Explanation of Revenues

This program generates \$59,614 in indirect revenues.
 \$ 504,126 - COVID-19 Federal CARES
 \$ 894,268 - ARPA - Federal Multco- Vaccination

Significant Program Changes

Last Year this program was: FY 2022: 40199B ARP - Public Health - Community Testing, Vaccination, and Distribution

In FY 2022, this offer only focused on COVID-19 testing and vaccination. In FY23, the focus of this offer is being broadened to include additional immunization work and it is connected to 40010C. Together this program offer and 40010C represent the integration of COVID-19 vaccination and testing into broader and ongoing Communicable Diseases Services immunization work and strategies. CDC COVID-19 Health Disparities funding (40199T) is supporting 3.57 FTE to work across both program offers.

This program falls under the Public Health Emergency Response ARP priority area.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 25156, 25032
Program Characteristics: One-Time-Only Request

Executive Summary

As the local public health authority (LPHA), Public Health is responsible for assuring that vulnerable residents who test positive for COVID-19 or are a close contact of someone who tests positive have their financial and physical needs met so they can safely isolate and quarantine. Wraparound services are implemented through partnerships with other Health Department and County programs, and culturally specific community-based services are provided in a coordinated, culturally relevant manner. As the pandemic continues to shift, isolation and quarantine guidelines are changing and this program will ramp down in FY 2023.

Program Summary

Wraparound services are provided to COVID-19-positive individuals, their families, and households and their close contacts with the goal to slow community disease transmission by providing the resources needed to successfully isolate or quarantine. Services include timely, low-barrier rental, mortgage, utility, and food assistance, and other resources to minimize the financial impact of self-isolating, as well as access to a Voluntary Isolation Motel (VIMo). Individuals are also linked to behavioral health and other services as needed. With isolation and quarantine guidelines changing, this program will ramp down direct client assistance services in FY 2023 while maintaining funding for community based organizations (CBO) to support COVID-19 response and recovery efforts.

The Health Department has an agreement with Department of County Human Services (DCHS) and the Joint Office for Homeless Services and contracts with culturally specific CBOs to support wraparound services. DCHS manages the programming and staff to directly provide wraparound services while Public Health provides staffing to manage CBO contracts for CHWs who link community members to these services and implement associated strategies. CBOs provide referrals to Public Health and DCHS for services and also support aspects of contact tracing, case investigation, community testing, and vaccination strategies.

The County uses the Regional COVID-19 Dashboard to analyze racial disparities for COVID-19 response. The Dashboard includes COVID-19 cases, cumulative tests, and percentage of positive tests by race/ethnicity, as well as other important factors such as age, sex, housing status, and coexisting conditions. These data allow the County to focus COVID-19 response on communities most impacted by the pandemic, as evidenced by the COVID-19 BIPOC Plan. Public Health contracts with culturally specific CBOs and convenes a number of culturally specific groups to guide COVID-19 response. These approaches enable the County to reach populations most disparately impacted by COVID-19 and include them in the design of COVID-19 response. Additionally, DCHS is surveying clients who receive wraparound supports to monitor program quality and integrate client feedback.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of contracted partners that are culturally specific community partners	17	18	18	25
Outcome	Number of households receiving housing support to prevent eviction	N/A	N/A	3,500	1,750
Output	# of referrals for CHW support/wraparound services made by the Call Center and self-referrals to CBOs	6,492	N/A	4,500	2,250
Output	# of referrals for wraparound services made to Bienestar	3,567	N/A	3,000	1,500

Performance Measures Descriptions

FY23 Offers for Measures 2,3, and 4 are lower than FY22 estimates to represent the program offer budget being reduced to support 6 months of these services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$968,188	\$0	\$766,944
Contractual Services	\$0	\$19,343,812	\$0	\$12,956,262
Materials & Supplies	\$0	\$87,000	\$0	\$52,563
Internal Services	\$0	\$0	\$0	\$65,656
Total GF/non-GF	\$0	\$20,399,000	\$0	\$13,841,425
Program Total:	\$20,399,000		\$13,841,425	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$20,399,000	\$0	\$13,841,425
Total Revenue	\$0	\$20,399,000	\$0	\$13,841,425

Explanation of Revenues

\$ 2,500,000- COVID-19 - Federal ELC
 \$ 11,341,425 - American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was: FY 2022: 40199C ARP - Public Health - Isolation and Quarantine

In FY 2023, CBO contract amounts are being increased in this offer to cover cost of living and other cost increases. Additionally, in FY23, direct client assistance and associated implementation costs are only being funded for 6 months.

This program falls under the Public Health Emergency Response ARP priority area.

Department: Health Department **Program Contact:** Julie Dodge
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Since FY21, the Behavioral Health Division has implemented a number of initiatives to better serve Multnomah County residents struggling to navigate the Coronavirus pandemic. Older adults and Black, Indigenous and other People of Color (BIPOC) experience significant barriers to access support to address symptoms of stress, anxiety, depression, isolation, fear, and loneliness. The second full year of the pandemic further heightened disparities in social indicators of health in BIPOC communities, across the age spectrum, and impacting mental health acuity and crisis, substance use, violence and education. BHD works to proactively address these challenges while continuously adapting to meet the shifting community needs. This program offer is designed to address the current known factors and retain flexibility as the pandemic continues.

Program Summary

This program is a continuation of the Behavioral Health Division's (BHD) response to COVID-19 response initiated in FY21. It is developed with the intent to retain enough flexibility to allow services to be directed toward emerging needs while also retaining appropriate measures for accountability, as we have learned that community needs may shift rapidly as the pandemic continues. To address the behavioral health challenges brought on through the pandemic, this program offer prioritizes:

- *Brief counseling and support for culturally specific populations
- *Flexible peer support services to address access to services and other increased needs
- *Enhanced crisis response services
- *Community identified gaps/needs among BIPOC, LGBTQIA and other vulnerable populations.
- *Communications and marketing to address impacts of Covid on behavioral health, with emphasis on BIPOC and other vulnerable populations.

Personnel costs included in this program offer are associated with increased demand in crisis and safety net services and the infrastructure required to support contract monitoring, evaluation of services, increased demand in current services, as well as standing up infrastructure for new services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique individuals connected to services by peers (VIMOs and in the community).*	N/A	900	852	N/A
Outcome	Percentage of BIPOC and/or older adults served across all services.	N/A	35%	36%	35%
Outcome	Build data tracking mechanisms & reports for new programs for establishing and monitoring outcomes	N/A	100%	100%	100%
Output	Number of unique individuals connected to behavioral health services and other resources, via peers.**	N/A	N/A	N/A	900

Performance Measures Descriptions

- * Output to be discontinued because funding is no longer specific to Voluntary Isolation Motels (VIMO).
- ** This is a new output beginning FY23 and includes peers and behavioral health services across our area of service to reflect a broader scope of peer services.

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$483,901	\$0	\$706,404
Contractual Services	\$0	\$1,127,139	\$0	\$891,444
Materials & Supplies	\$0	\$0	\$0	\$13,192
Internal Services	\$0	\$0	\$0	\$14,848
Total GF/non-GF	\$0	\$1,611,040	\$0	\$1,625,888
Program Total:	\$1,611,040		\$1,625,888	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$1,611,040	\$0	\$1,625,888
Total Revenue	\$0	\$1,611,040	\$0	\$1,625,888

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,625,888

Significant Program Changes**Last Year this program was:** FY 2022: 40199D ARP - Behavioral Health - Continuing COVID Response

The progress on this program offer was impacted by a behavioral health workforce crisis which has limited capacity amongst providers across the county and impacted hiring and retention. Further, severe weather events diverted resources. The unfortunate continuation of elevated COVID levels due to the Delta and Omicron variants continues to put strain on our behavioral health systems and to exacerbate stressors on our communities, especially BIPOC and houseless communities. As noted in the program description, BHD has intentionally built in flexibility in the allocation of funds to reflect the ever shifting needs of the pandemic, particularly in BIPOC and other vulnerable communities.

BHD will continue to provide behavioral health crisis services, counseling, peer support, and connection to ongoing services/resources. This program falls under the County's Crisis Response and Community Recovery ARP Priority Area.

Department: Health Department **Program Contact:** Jennifer Vines
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40002
Program Characteristics:

Executive Summary

This ARP request supports the addition of a dedicated full time Deputy Health Officer (limited duration) to support the COVID response and recovery work.

Program Summary

This adds continued capacity to ensure ongoing physician level supervision and support to the COVID response and recovery work. Primarily COVID response and recovery has included but is not limited to immunization, vaccination, testing, and case investigation support. This position supports required Public Health responsibilities.

Performance Measures					
Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	staff additional Deputy Health Officer Position to support COVID response and recovery	N/A	N/A	N/A	N/A
Outcome	staff additional Deputy Health Officer Position to support COVID response and recovery	N/A	N/A	N/A	N/A

Performance Measures Descriptions

Legal / Contractual Obligation

Limited term duration Deputy Health Officer with primary responsibilities to COVID response and recovery.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$166,792	\$0	\$188,989
Materials & Supplies	\$0	\$24,509	\$0	\$2,011
Internal Services	\$0	\$0	\$0	\$14,848
Total GF/non-GF	\$0	\$191,301	\$0	\$205,848
Program Total:	\$191,301		\$205,848	
Program FTE	0.00	1.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$191,301	\$0	\$205,848
Total Revenue	\$0	\$191,301	\$0	\$205,848

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$205,848

Significant Program Changes

Last Year this program was:

This program falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Health Department **Program Contact:** Adrienne Daniels
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Multnomah County's Integrated Clinical Services (ICS) is the largest Federally Qualified Health Center in Oregon, providing high-quality, patient-centered health care and related services to communities across Multnomah County. Together, our eight primary care clinics, seven dental clinics, nine student health centers, seven pharmacies, and laboratory services serve more than 60,000 patients per year, with a focus on people who otherwise have limited access to health care. Considering the potential risk of COVID-19 to employees and patients, the Integrated Clinical Services COVID-19 Response is essential to ensure the safety of all that work and receive services with ICS.

Program Summary

The Health Center welcomes all county persons, regardless of insurance status, ability to pay, or documentation status. Our health center prioritizes culturally and linguistically appropriate care, supporting patients in a way that works for them. Sixty percent of our patients identify as people of color, and more than 40% are best served in a language other than English, including more than 100 different languages. Nearly 20% of our patients have no insurance, 95% of our clients live below 200% of the Federal Poverty Guideline, and nearly 2,000 of our patients report experiencing homelessness. All programs within ICS are committed to improving health outcomes, reducing health disparities and ensuring affordable, quality access to health care.

The ICS Logistics and COVID-19 Response supports safe and effective services for all ICS employees and patients by ensuring adequate infrastructure, resources, and supplies to build capacity both within and outside of normal clinical operations, such as drive-through testing and vaccination clinics. These activities are supported by funding from the American Rescue Plan Act (ARPA) for COVID-19 vaccination, response, and treatment capacity; maintaining and increasing capacity of Health Center services; recovery and stabilization of Health Center workforce and infrastructure to address pent-up demand and enhancement of service delivery. Expenditures will include staffing and infrastructure, software and IT solutions, equipment and supplies, patient and staff experience, and other innovations in support of services for our patients.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of active age-appropriate patients who have been offered a vaccine	N/A	60%	60%	60%
Outcome	COVID-19 vaccine rates for patients self-identifying as BIPOC	N/A	60%	60%	60%

Performance Measures Descriptions

Output: This measure indicates the percentage of our established patients who we have vaccinated or been offered a vaccine. **Outcome:** This measure indicates that the Health Center outreach efforts and community engagement has increased vaccine administration within communities who are experiencing higher disparities in COVID-19 infection and vaccination rates.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$7,118,540
Contractual Services	\$0	\$13,000,000	\$0	\$956,732
Total GF/non-GF	\$0	\$13,000,000	\$0	\$8,075,272
Program Total:	\$13,000,000		\$8,075,272	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$13,000,000	\$0	\$8,075,272
Total Revenue	\$0	\$13,000,000	\$0	\$8,075,272

Explanation of Revenues

\$ 8,075,272 - ARPA Federal Community Health Centers COVID Response

Significant Program Changes

Last Year this program was:

This program falls under the Public Health Emergency Response priority. Integrated Clinical Services will provide COVID-19 vaccination, response, and treatment capacity; maintaining and increasing capacity of Health Center services; recovery and stabilization of Health Center workforce and infrastructure to address pent-up demand and enhancement of service delivery. Several additional temp/LD positions will be funded under this program offer/ARPA Revenue in FY23.

Department: Health Department **Program Contact:** Wendy Lear
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds infrastructure to support the Health Department's work in its response to the COVID-19 pandemic. It includes services in finance, business management, human resources and organizational development.

Program Summary

This program offer funds multiple infrastructure positions necessary for a comprehensive and equity-based response to the COVID-19 pandemic.

Funding will support finance and business management services that directly impact our community-based partners, many of whom are culturally specific organizations who depend on expedited contracts and prompt payment of services.

Additionally, if the department continues to distribute client assistance, business relief and other large scale community support efforts, additional staff will provide prompt service and assist clients and businesses troubleshoot their applications and requests. These efforts target BIPOC community organizations and members and will directly impact the timeliness of relief efforts and experience with the County.

Funding will also support additional human resources staff focused on recruitment and hiring support related to the COVID-19 response.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of COVID-19 related recruitments	N/A	100	N/A	N/A
Outcome	Percent of COVID-19 related contracts executed by start of contract	N/A	90%	89.3%	90%
Quality	% of public information messages available in top 5 languages spoken by County residents	N/A	100%	90%	90%

Performance Measures Descriptions

Program Measure 1: Unable to easily track recruitments as specific to COVID-19 consistently across all Divisions, thus, N/A.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$1,297,410	\$0	\$1,347,379
Contractual Services	\$0	\$0	\$0	\$50,000
Materials & Supplies	\$0	\$62,540	\$0	\$9,116
Total GF/non-GF	\$0	\$1,359,950	\$0	\$1,406,495
Program Total:	\$1,359,950		\$1,406,495	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$1,359,950	\$0	\$1,406,494
Total Revenue	\$0	\$1,359,950	\$0	\$1,406,494

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,406,494

Significant Program Changes

Last Year this program was:

This program falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Health Department **Program Contact:** Jessica Guernsey

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

Related Programs:
Program Characteristics:

Executive Summary

Public Health's Community Partnerships and Capacity Building (CPCB) and Chronic Disease Prevention & Health Promotion (CDPHP) units develop, support, and maintain partnerships across BIPOC communities. This expansion will enable CPCB and CDPHP to increase capacity within Pacific Islander, Latinx, Black/African American, and African immigrant and refugee communities. Focus areas include youth violence prevention; chronic disease prevention; mentoring, training, and technical assistance across multiple content areas; and convening stakeholders to advance community priorities, including strategies focused on COVID-19 recovery.

Program Summary

Community Partnerships and Capacity Building (CPCB) and Chronic Disease Prevention & Health Promotion (CDPHP) are central to Public Health's goal to develop, implement, and advocate for policy, system, and environment changes that reduce disparities experienced by BIPOC communities to lower rates of the leading causes of preventable death. They are also hubs for developing, supporting, and maintaining partnerships across BIPOC communities. This expansion will increase capacity within these Public Health units and Asian, Pacific Islander, Latinx, Black/African American, and African immigrant and refugee communities.

Public Health programming - CDPHP houses Community & Adolescent Health (CAH) programs. Three culturally specific Community Health Specialists for CAH will be supported through this program offer. The staff will work with communities to support youth violence prevention, injury prevention, and chronic disease prevention strategies.

Community capacity - This program offer will support community capacity in the following ways. 1) Continuing to support community coalition work within the Latinx Emotional Health Collaborative, African Immigrant/Refugee Coalition, Future Generations Collaborative, and Pacific Islander Coalition. CBOs funded will convene stakeholders meetings and develop/implement community priorities. 2) Organizations and/or businesses will be funded to provide training and consultation for smaller and emerging CBOs to develop infrastructure and sustainable programming. 3) Community circles and health and healing events will be funded to support Native communities.

These increases in Public Health and community capacity will lead to collective problem solving with BIPOC communities. The results of these efforts will be policy, system, and environment change strategies that improve overall community health by addressing the impacts of racism and social determinants such as education and economic opportunities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of BIPOC partners engaged	N/A	50	33	38
Outcome	# of community meetings	N/A	40	52	72
Outcome	# of policy, systems, and environment strategies identified	N/A	15	5	10
Output	# of community support circles and community events	NA	NA	NA	100

Performance Measures Descriptions

Legal / Contractual Obligation

Contract Numbers:

Oregon Latino Health Coalition HD-SVCSGEN-13691-2022

Samoa Pacific Development Corporation HD-SVCSGEN-13696-2022

African Families Holistic Health Organization HD-SVCSGEN-13819-2022

Somali American Council of Oregon HD-SVCSGEN-13820-2022

Oregon & SW Washington African CDC HD-SVCSGEN-13821-2022

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$516,518	\$0	\$280,920
Contractual Services	\$0	\$640,000	\$0	\$688,500
Materials & Supplies	\$0	\$9,482	\$0	\$54,375
Total GF/non-GF	\$0	\$1,166,000	\$0	\$1,023,795
Program Total:	\$1,166,000		\$1,023,795	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,166,000	\$0	\$1,023,795
Total Revenue	\$0	\$1,166,000	\$0	\$1,023,795

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,023,795

Significant Program Changes

Last Year this program was: FY 2022: 40199J ARP- Public Health Community Partners and Capacity Building Expansion

This program falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Health Department **Program Contact:** Kim Toevs
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Communicable Disease (CD) is a foundational public health program that protects the health of the community by upholding State of Oregon infectious disease statutes through disease tracking and investigation, disease intervention and control, and response evaluation. The CD Services Expansion will strengthen capacity and work within CD Clinical and Community Services and CD Prevention and Control Program Offers. The scope of expansion includes increased staffing and engagement with BIPOC and other communities to support prevention strategies for vaccination, tuberculosis, hepatitis C, and emerging infectious diseases.

Program Summary

This expansion will increase CD program capacity to address disparities by identifying racial, ethnic, and other community groups who are either at risk of or being impacted by infectious diseases. The program utilizes multiple data sources, including case and contact interviews, syndromic surveillance, and immunization data. The expansion will enable the program to work more closely with communities most impacted by communicable diseases, including BIPOC and unstably housed communities. More deeply engaging community as part of the below focuses will lead to better health outcomes and better access to health and social service resources in the event of a communicable disease diagnosis.

Vaccination: The CD program has long addressed vaccine hesitancy and access to vaccines as prevention strategies. Additional staffing will allow the program to engage communities most likely to be impacted by vaccine-preventable diseases or who have a high prevalence of unvaccinated community members to reduce barriers to vaccination.

Tuberculosis (TB): COVID-19 is compounding the effects of other diseases like TB due to lack of access to care or hesitancy to receive care. For TB, long periods of time spent indoors with family members is another factor: secondary cases from the same household and the number of close household contacts have both increased. Additional staffing will support expanded contact investigations and completion of treatment for latent TB before it becomes active.

Emerging infectious diseases and changing infections: As the current pandemic has made clear, public health must be prepared to prevent, control, and investigate emerging infectious diseases. Additional staffing and the 24/7 call system will provide critical capacity in this area. Additionally, a nurse with FTE dedicated to case management of patients diagnosed with neurosyphilis will ensure adequate treatment and response for an increasing disease burden.

Foundational support: Additional staffing will support Hepatitis C prevention and other communicable disease areas through front desk clinic support, data entry, specimen processing and collection, etc.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of communicable disease-focused community engagement events	N/A	12	6	12
Outcome	% of TB contacts who start and complete latent TB treatment	N/A	75%	75%	75%
Output	# of neurosyphilis cases receiving case management	N/A	5	5	10

Performance Measures Descriptions

Measure 1: FY22 Estimate is 6 due to not having filled anticipated positions to date.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$883,823	\$0	\$698,808
Contractual Services	\$0	\$117,726	\$0	\$0
Materials & Supplies	\$0	\$36,451	\$0	\$12,400
Total GF/non-GF	\$0	\$1,038,000	\$0	\$711,208
Program Total:	\$1,038,000		\$711,208	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,038,000	\$0	\$711,208
Total Revenue	\$0	\$1,038,000	\$0	\$711,208

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$711,208

Significant Program Changes

Last Year this program was: FY 2022: 40199K ARP- Public Health Communicable Disease Services Expansion

This program falls under the County's Public Health Emergency Response ARP Priority Area.

Legal / Contractual Obligation

None

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$400,000	\$0	\$400,000
Total GF/non-GF	\$0	\$400,000	\$0	\$400,000
Program Total:	\$400,000		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$400,000	\$0	\$400,000
Total Revenue	\$0	\$400,000	\$0	\$400,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$400,000

Significant Program Changes**Last Year this program was:**

This program falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Health Department **Program Contact:** Yolanda Gonzalez
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 40080B
Program Characteristics:

Executive Summary

Gun violence, shootings, and homicides have increased in Multnomah County. Gun violence is a racial justice issue that is fueled by discrimination and structural inequities in our society. Gun violence in Multnomah County is disproportionately impacting our African American, Latinx, Asian and African Refugee communities. Multiple community organizations and community leaders have been proactively addressing community gun violence for decades, working side by side with the communities most impacted and advocating for racial justice. This program provides additional direct mental health services to youth (ages 10-18) and their families impacted by gun violence, specifically focusing on the African American, Latinx and African Refugee community.

Program Summary

The Gun Violence Behavioral Health Response team includes three mental health consultants (African American knowledge skills and abilities (KSA), Latinx KSA, and African Refugee KSA), a program specialist senior and a program supervisor to provide mental health services to those impacted by gun violence.

The team will provide a range of culturally relevant, evidence-based mental health services for the impacted community. These trauma-informed services are provided to improve the social and emotional functioning of youth and families who are impacted by community and gang violence. The MHC team will utilize lived experience and community informed practices to provide culturally specific mental health prevention support, mental health services, consultation, outreach and engagement. Referrals to this program will come from both internal county programs and external community partners and providers.

In conjunction with this staffing the county will contract with community partners to support a credible messenger/mentor, with lived experience, to directly support the most impacted communities, specifically focused on the youth population and their families. This team of mental health consultants and credible messengers/mentors will work collaboratively to address the needs of the community. Together, this team of mental health consultants and mentors will provide a range of culturally relevant, trauma-informed services, consultation, and training for impacted communities. Another partnership will be with Portland State to do a thorough evaluation of the program and collect data on the impact of the program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total # of children who received behavioral health services from this specialty team	N/A	150	15	40
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement ¹	N/A	65%	65%	65%
Output	Total # of outreach/engagement activities attended/provided in the community	N/A	30	10	30

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$848,896	\$0	\$575,859
Contractual Services	\$0	\$254,840	\$0	\$543,939
Materials & Supplies	\$0	\$110,664	\$0	\$94,602
Total GF/non-GF	\$0	\$1,214,400	\$0	\$1,214,400
Program Total:	\$1,214,400		\$1,214,400	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,214,400	\$0	\$1,214,400
Total Revenue	\$0	\$1,214,400	\$0	\$1,214,400

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,214,400

Significant Program Changes

Last Year this program was: FY 2022: 40199Q ARP - Gun Violence Impacted Families Behavioral Health Team

*Program originally aimed to serve 150 clients which would count all family members receiving services. This was changed to the specific youth being served as denoted in our Electronic Health Record which is why this # has been reduced.

This program falls under the County's Crisis Response & Community Recovery ARP Priority Area.

Department: Health Department **Program Contact:** Julie Dodge
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

As Multnomah County residents near the end of a second year of experiencing the impacts of COVID-19, behavioral health acuity continues to escalate, resulting in higher need for mental health and addiction services and resources than ever before. We're seeing increases in overdoses, suicidal ideation (especially in adolescents), violence, depression and general inability to cope as a result of the extended isolation, economic, vocational, and other stressors associated with this pandemic. In particular, Black, Indigenous, and other People of Color (BIPOC) experience greater disparities. The American Rescue Plan Act offers a unique opportunity to expand access to care and services in BIPOC communities through external program investments and direct client assistance.

Program Summary

This offer works to offset the increase in behavioral health and addiction acuity rates with access to culturally specific supports through multiple program investments.

The Trauma Healing and Recovery program pilot launched in FY22 and continues in FY23. Designed for African American women who have trauma histories such as abuse, abandonment, incarceration and addiction, the program offers weekly workshops, one-on-one support and an annual retreat. Women will have the opportunity to connect with culturally grounded, client identified spirituality, which is an important aspect of African American identity, leading to improved mental and physical health outcomes.

The pandemic has highlighted the need for culturally specific peer recovery support services. BHD is investing in new culturally specific Peer Recovery Support services. This investment is intended to expand culturally specific services and invest in infrastructure for emerging programs that will lead to sustained expanded culturally specific services.

Multiple providers have reported challenges for bilingual, immigrant and refugee populations that have limited ability to access telehealth services. To address this need, BHD is investing in organizations serving monolingual, immigrant and refugee communities to address barriers or offer safe alternatives to telehealth service, thus increasing access to behavioral health and addiction services. Finally, this program invests in life-saving supplies and other resources for BIPOC and other vulnerable communities impacted by COVID, including Naloxone kits and fentanyl test strips.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique individuals served through new program investments	N/A	350	60	284
Outcome	Percentage of participants in new program investments who are BIPOC	N/A	70%	70%	70%

Performance Measures Descriptions

Measure 2 full description: Increased access to culturally specific services as indicated by percentage of participants in new program investments who are BIPOC

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$620,000	\$0	\$625,000
Total GF/non-GF	\$0	\$620,000	\$0	\$625,000
Program Total:	\$620,000		\$625,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$620,000	\$0	\$625,000
Total Revenue	\$0	\$620,000	\$0	\$625,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$625,000

Significant Program Changes

Last Year this program was: FY 2022: 40199R ARP - Culturally Specific Behavioral Health Programs

This program falls under the County's Crisis Response & Community Recovery ARP Priority Area.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 40001, 40010B, 40010C, 40199B, 40037, 40053, 40060, 40096A, 40097
Program Characteristics:

Executive Summary

In June 2021, Public Health was awarded funding through the Centers for Disease Control and Prevention (CDC) National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved. This funding runs through May 2023 and will support nine program offers within Public Health in FY23. Activities aim to build infrastructure that both address disparities in the current COVID-19 pandemic and set the foundation to address future responses. Public Health is supporting both internal staff and community partners to focus on disparities that are impacting BIPOC and other underserved communities.

Program Summary

Public Health CDC COVID-19 Health Disparities funding supports an array of activities across nine program offers. Key activities include coordinating Public Health COVID-19 response (testing and vaccination) and recovery activities; supporting internal project management, fiscal, and administrative infrastructure; implementing communications and health literacy strategies; building community partners capacity through contracts, technical assistance, and facilitating collaboration; emergency preparedness planning both for COVID-19 and future events such as those related to climate change; and developing policy, system, and environment change strategies that work to improve health, social, and economic disparities within BIPOC and other underserved communities.

Work within the following program offers is resourced through CDC COVID-19 Health Disparities funding: 40001 (Public Health Administration and Quality Management); 40010B (Communicable Disease Clinical and Community Services); 40010C and 40199B (Communicable Disease Community Immunization Program); 40037 (Environmental Health Community Programs); 40053 (Racial and Ethnic Approaches to Community Health); 40060 (Community & Adolescent Health); 40097 (Parent, Child, and Family Health Management); 40096A (Public Health Office of the Director).

Measures within the above program offers reflect program-specific capacity provided through CDC COVID-19 Health Disparities funding. Collectively, the programs are utilizing data and community input to increase internal and external capacity to address disparities within BIPOC and other underserved communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of Public Health programs supported	N/A	N/A	1	9
Outcome	# of community partners supported	N/A	N/A	250	250

Performance Measures Descriptions

Measure 1 is defined as number of program offers with staff/activities/partners funded by CDC grant funds. Measure 2 is defined as both funded and unfunded partners.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$1,689,547
Contractual Services	\$0	\$0	\$0	\$1,559,222
Materials & Supplies	\$0	\$0	\$0	\$167,935
Internal Services	\$0	\$0	\$0	\$237,520
Total GF/non-GF	\$0	\$0	\$0	\$3,654,224
Program Total:	\$0		\$3,654,224	
Program FTE	0.00	0.00	0.00	11.77

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$3,654,224
Total Revenue	\$0	\$0	\$0	\$3,654,224

Explanation of Revenues

This program generates \$227,075 in indirect revenues.
 \$ 3,654,224 - Public Health Disparities

Significant Program Changes

Last Year this program was:

In FY 2022, Public Health utilized CDC COVID-19 Health Disparities funding to begin planning and collaboration for project implementation, limiting the scope to internal project management expenses and continued partner engagement. In FY23, funding will be spread across the division and external partnerships. The nine FY23 program offers that are supported through this offer reference the impact of the funding in the significant changes sections.

This program falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Health Department **Program Contact:** Tameka Brazile
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Public Health’s Racial and Ethnic Approaches to Community Health (REACH) program received supplemental Centers for Disease Control and Prevention (CDC) funding to support COVID-19 and flu vaccination work in March 2021. The supplemental funding ends September 29, 2022. The funding supports identifying barriers to vaccine uptake, equipping community members to support vaccination strategies, and implementing vaccine clinics. These activities are focused on the local Black/African American and African immigrant and refugee communities.

Program Summary

REACH programming centers a culture- and strength-based approach, relying on community wisdom to develop and implement culturally tailored interventions that address root causes of health inequities and preventable risk behaviors. The following supplemental activities are implemented alongside input and support from community partners.

Identifying barriers to vaccine uptake via community assessment and engagement - providing technical assistance and other wraparound support connections to community health workers (CHWs), faith ministries, and other community spokespersons to support data collection; developing social media content, videos, and messaging to raise awareness and educate in a way that resonates with Black, African American, and African immigrant and refugee families; and collaborating with state and local Public Health and Integrated Clinical Services Federally Qualified Health Center (FQHC).

Equipping community members with the knowledge and data related to vaccination strategies - identifying and training CHWs and trusted community-level spokespersons to communicate COVID-19 and flu disparities and importance of vaccination and other prevention activities through local media outlets, social media, faith-based venues, community events, and other community-based, culturally-appropriate venues.

Implementing vaccine clinics - connecting vaccination providers with places of worship, community organizations, and other trusted community settings to set up COVID-19 and flu vaccination sites.

Health Department partners include the FQHC program, local health systems, and other Public Health programs. External partners include the ACHIEVE Coalition and Healthy Birth Initiative Community Action Network; Portland Community College and nursing schools; faith-based organizations; Portland Public Schools; Schools Uniting Neighborhoods (SUN); Boys & Girls Club; Black- and African-led community and service organizations; Portland Fire and Rescue; Portland Trail Blazers, and community members, leaders, and influential voices.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of settings with COVID-19/flu vaccine clinics	N/A	N/A	29	5
Outcome	# of people receiving a COVID-19/flu vaccine	N/A	N/A	8,811	500

Performance Measures Descriptions

FY22 Estimates are based on 12 months. FY23 Offer is based on 3 Months (July 2022 through September 2022) since supplemental funding ends in September 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$105,195
Contractual Services	\$0	\$0	\$0	\$127,550
Materials & Supplies	\$0	\$0	\$0	\$7,000
Internal Services	\$0	\$0	\$0	\$14,139
Total GF/non-GF	\$0	\$0	\$0	\$253,884
Program Total:	\$0		\$253,884	
Program FTE	0.00	0.00	0.00	0.25

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$253,884
Total Revenue	\$0	\$0	\$0	\$253,884

Explanation of Revenues

This program generates \$14,139 in indirect revenues.
 \$253,884 - COVID-19 Federal REACH - Flu Vaccine

Significant Program Changes

Last Year this program was:

This program falls under the County's Public Health Emergency Response ARP Priority area.

Department: Health Department **Program Contact:** Jessica Guernsey
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Program Design and Evaluation Services (PDES) has received federal and state COVID-19 funding to provide ongoing support to the Oregon Health Authority Office of the State Public Health Director. The scope of work includes collaborating with BIPOC community partners to improve public health data systems; analyzing and reporting on COVID-19 measures; and creating COVID-19 modeling reports. Activities support both statewide and local needs.

Program Summary

Program Design and Evaluation Services (PDES) is a research and evaluation unit within both the Multnomah County Public Health Office of the Director and Oregon Health Authority Public Health Division. PDES will utilize federal and state COVID-19 funding for the following activities in FY23:

Collaborate with BIPOC community partners - PDES will work with partners to describe the impact of COVID-19 on their communities and improve data systems for response planning, recovery, and preparedness. Community based scholars and community based organizations for five BIPOC communities will be funded to lead the project for their communities.

Analyze and report on COVID-19 measures - PDES will analyze and report monthly on current statewide measures of the far-reaching impact of COVID-19 and identify new measures for inclusion. Expanded measures will provide a comprehensive picture for assessing the impact of COVID-19 both statewide and locally, alongside data on COVID-19 cases, testing, vaccinations, hospitalizations, and deaths. Data will be disseminated publicly online.

COVID-19 modeling reports - PDES will create modeling reports for Oregon that will be shared with Oregon Health Authority leadership, as well as local leadership, every two weeks until COVID-19 cases remain at a low-risk level. Modeling reports will be created as needed thereafter. Reports include both estimates over time and scenario planning.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of reports on statewide measures	N/A	N/A	12	12
Outcome	Amount of contracts/ grants with BIPOC community partners	N/A	N/A	N/A	1,050,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$193,093
Materials & Supplies	\$0	\$0	\$0	\$5,955
Internal Services	\$0	\$0	\$0	\$25,952
Total GF/non-GF	\$0	\$0	\$0	\$225,000
Program Total:	\$0		\$225,000	
Program FTE	0.00	0.00	0.00	0.84

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$225,000
Total Revenue	\$0	\$0	\$0	\$225,000

Explanation of Revenues

This program generates \$25,952 in indirect revenues.
 \$125,000 - COVID-19 Federal PE19-28 PDES Outbreak Modeling
 \$100,000 - COVID-19 State PE 19-29 Support to Oregon State PHD

Significant Program Changes

Last Year this program was:

This program falls under the County's Public Health Emergency Response ARP Priority area.

Department: Health Department **Program Contact:** Christa Jones
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

Social services providers have experienced challenges in providing support in the downtown area due to the increase in critical incidents that impact safety for those experiencing houselessness, provider teams, area businesses and other community members. These incidents interfere with service provision, such as meal services, which are vital supports for community members. The Old Town Inreach program is a partnership between the County and multiple provider agencies and provides peer support and provider coordination to decrease critical incidents and support individual's connection to behavioral health resources.

Program Summary

This program supports the Old Town Inreach which provides peer support focused on: recovery, hope, personal responsibility, self-determination, positive social connection and increasing natural support, and to improve the interconnection between service agencies. This program is a response to the escalation in behavioral health symptoms, acuity and impacts of illicit drug use observed in individuals experiencing houselessness in the downtown area who are living in an environment of great instability, inhumane living conditions, and violence. Clients, local residents, business owners, and service providers are experiencing an unprecedented risk of harm and injury to staff and property. Daily disruptions to aid delivery now requires nonprofit service providers to invest scarce resources in emergency additional staffing and security.

The goal of the program is to create a shared team of mental health and peer support specialists in collaboration with nonprofit social service agencies located in the Old Town and Pearl District neighborhoods. The team will provide rapid response intervention and services to the people experiencing homelessness and poverty that are served by these agencies.

The program has been designed by community partners and peers with an equity lens, recognizing that Black, Indigenous, and other People of Color (BIPOC) are disproportionately represented among houseless persons who are also experiencing behavioral health challenges. The impact of COVID-19 has significantly upset our community and escalated the mental health and addiction crisis among people experiencing homelessness and income insecurity in the Old Town and Pearl District neighborhoods.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of enrolled or intentionally engaged persons ¹	NEW	NEW	NEW	400/day
Outcome	% reduction in critical incidents from baseline ²	NEW	NEW	NEW	60%

Performance Measures Descriptions

¹# of enrolled or intentionally engaged clients will be tracked in the program pilot to determine a baseline

²# of critical incidents will be tracked in the program pilot to determine a baseline

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,100,000
Total GF/non-GF	\$0	\$0	\$0	\$1,100,000
Program Total:	\$0		\$1,100,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,100,000
Total Revenue	\$0	\$0	\$0	\$1,100,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,100,000

Significant Program Changes

Last Year this program was:

This program falls under the County's Crisis Response & Community Recovery ARP Priority area.

Department Overview

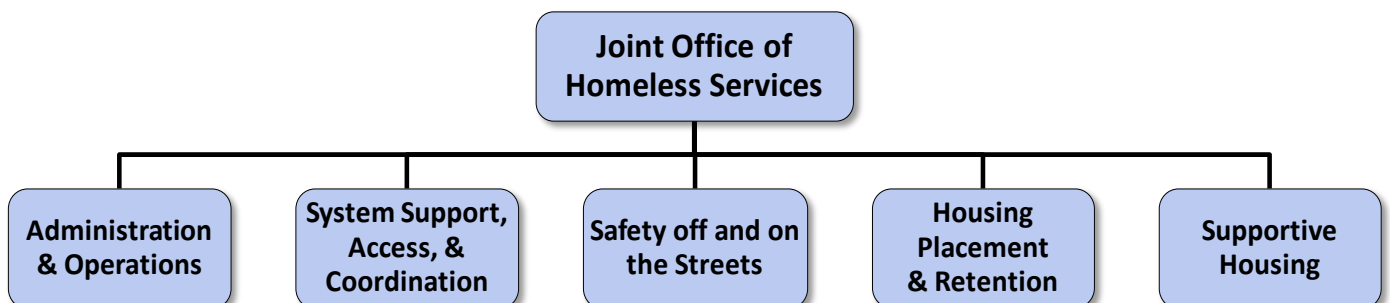
The Joint Office of Homeless Services (the Joint Office) seeks to create an equitable community in which all people have safe, affordable, and accessible housing. It does this by working with community based organizations and governmental entities to provide participant-driven, coordinated, and equitable services focused on those who are experiencing, or at risk of, homelessness. With years of participant driven planning, and the Local Implementation Plan (LIP) for the Metro Supportive Housing Services Measure (SHS Measure) adopted by the Multnomah County Board in 2021, the department has a clear road map to expanding services that reduce chronic and episodic homelessness, with priority given to strategies that eliminate racial disparities.

The Joint Office’s work aligns directly with the County’s mission and vision to serve the needs of those who are most vulnerable by providing a safety net of quality services that are developed using an equity lens and a commitment to social justice. The Joint Office is guided by these core values: prioritize those who are most vulnerable; promote racial justice and anti-racism; engage marginalized community voices - in particular those with lived experience of homelessness from Black, Indigenous and other Peoples of Color (BIPOC) communities - in identifying and implementing strategies that work; use data and hold programs accountable for outcomes; and continuously strengthen systems through alignment, coordination, and leveraging resources.

The Joint Office maintains these values in carrying out its five primary functions: supporting the involvement of community stakeholders in the development and implementation of policies and programs that help address and end homelessness; contracting local, State, and Federal funds to non-profit providers delivering a continuum of homeless and housing services to adults, youth, families with children, and survivors of domestic and sexual violence; overseeing the development and operations of the community’s emergency shelter system; serving as the U.S. Department of Housing and Urban Development (HUD) Continuum of Care “Lead Agency”; and leading Multnomah County’s planning and implementation of programming funded by the Metro Supportive Housing Services Measure.

In addition to these ongoing functions, since March of 2020, the Joint Office has been leading the County’s efforts to protect people experiencing homelessness from the potentially deadly consequence of the COVID-19 pandemic.

The Joint Office carries out its responsibilities through five divisions, which are described in more detail on the following pages: Administration & Operations; System Support, Access, & Coordination; Safety off and on the Streets; Housing Placement & Retention; and Supportive Housing.



Budget Overview

The FY 2023 Joint Office of Homeless Services budget is \$255.5 million, a \$94.5 million increase from the FY 2022 Adopted budget. The budget includes \$59.8 million of County discretionary funds. The remaining \$195.8 million of the budget comes from Other Funds that include the Metro Supportive Housing Services Measure (SHS Measure) and City of Portland funding.

Funds	FY 2022 Adopted	FY 2023 Proposed	Difference	% of FY 2023 Budget
County Discretionary Funds				
General, Tax Title, & Video Lottery Funds	\$27,793,585	\$59,753,320	\$31,959,735	23.4%
Other Funds				
Supportive Housing Fund	55,887,500	110,124,698	54,237,198	43.1%
City of Portland General Fund	37,385,277	45,425,687	8,040,410	17.8%
Other Federal/State/Local Funds	10,304,911	13,331,715	3,026,804	5.2%
ARP - Direct County	8,250,000	9,436,000	1,186,000	3.7%
COVID-19 - Other	21,408,360	17,448,497	(3,959,863)	6.8%
Total Other Funds	133,236,048	195,766,597	62,530,549	76.6%
Total All Funds	\$161,029,633	\$255,519,917	\$94,490,284	

The \$32.0 million increase in County funds is largely due to new shelter capital funding, carryover of capital funding from the mid-FY 2022 joint City/County funding rebalance involving the Business Income Tax (BIT) and other funds, and new funding for non-capital commitments made during that action.

Additionally, the increase includes \$2.2 million in new or restored ongoing funding for the following programs:

- Additional Administrative & Operational Support (30000C) \$368,505
- Homeless Management Information System (30003C) \$225,000
- Shelter & Outreach Program Support (30005E) \$1,000,000
- Winter Shelter & Severe Weather - Restoration (30206B) \$575,870

The allocation of County funds also includes \$17.7 million of new, one-time-only funding for:

- Strategic Capital Investments (30010) \$15,000,000
- Navigation & Service Coordination Expansion (30210B) \$2,675,000
- LGBTQIA2S+ Housing Forum & Engagement (30200B) \$50,000

Supportive Housing Services Measure (SHS Measure)

In FY 2023, Other Funds increase by \$62.5 million. 86% of the increase is from the \$54.0 million of additional SHS Measure funds now in their second year (almost the entire increase in the Supportive Housing Fund). For FY 2023, Metro is projecting the total revenue to be \$90.8 million. The SHS Measure budget also includes a \$16.3 million carryover balance from FY 2022. (For additional information about SHS Measure revenue, please see the [Joint Office's FY 2023 Transmittal Letter](#).)

Budget Overview (continued)

City of Portland and Federal/State/Grant Funding

City of Portland General Fund increased \$8.0 million, mainly due to mid-FY 2022 rebalance commitments of \$7.4 million, including \$5.0 million of shelter capital carryover. Additionally, the budget carries over \$4.8 million of State capital funding for the renovation of the Arbor Lodge shelter (30208A) and there are decreases of \$1.6 million from the ending of the Kaiser Permanente Metro 300 project and \$2.8 million in the COVID-19 Response Fund.

Budgeted Positions (FTE)

The FY 2023 budget funds 92.00 full time equivalent positions (FTE). The 20.00 FTE increase is largely due to the SHS Measure, including 2.00 FTE previously supported by ARP funds (30202C); County General Fund also increased by 9.20 FTE, mainly due to new programs; and the City of Portland General Fund added 1.00 FTE related to the mid-FY 2022 rebalance (30210B).

Shelter Capital

Shelter capital funds make up \$52.9 million, or 20.7%, of the FY 2023 budget. These funds are estimated to expand the County’s capacity in congregate and non-congregate emergency shelter sites, as well as alternative shelter sites, by between 300 to 420 beds for projects in progress, plus additional beds as more properties are acquired or renovated. The funds include:

- \$15.0 million - new County General Fund for expanding shelter and housing related capital investments (30010),
- \$10.8 million (County General Fund) and \$5.0 million (City General Fund) - carryover of funds committed during the mid-FY 2022 rebalance (30208A),
- \$5.4 million (SHS Measure) - carryover and new SHS Measure funds for development of year-round alternative shelter capacity (30208B),
- \$4.8 million (State) - carryover of State funds for Arbor Lodge (30208A),
- \$1.6 million (County General Fund), \$1.2 million (City General Fund) - carryover of remaining funds from County/City joint commitment to provide \$5.0 million each for shelter capital investments (30208A), and
- \$9.2 million (Federal) - carryover of HOME Investment Partnerships funds (30906).

A list of new programs funded as one-time-only can be found in the Budget Director’s message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual*	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	45.00	70.75	72.00	92.00	20.00
Personnel Services	\$11,260,117	\$14,637,245	\$13,614,651	\$16,303,939	\$2,689,288
Contractual Services	98,594,102	134,054,894	127,913,102	175,941,287	48,028,185
Materials & Supplies	13,864,201	11,540,875	6,936,685	13,273,715	6,337,030
Internal Services	4,407,802	5,114,057	1,995,195	4,605,155	2,609,960
Capital Outlay	6,879,902	5,212,500	7,550,000	45,395,821	37,845,821
Debt Service	0	0	3,020,000	0	(3,020,000)
Total Costs	\$135,006,124	\$170,559,571	\$161,029,633	\$255,519,917	\$94,490,284

* In the FY 2021 Adopted budget, \$117.1 million and 32.00 FTE associated with the Joint Office of Homeless Services (JOHS) were included in the Nondepartmental budget. Because JOHS was established as a department in FY 2022, the FY 2021 actual amounts associated with JOHS are shown here, rather in the Nondepartmental table.

Successes and Challenges

The Joint Office has experienced a number of important successes in its first year as a County department that have occurred in the context of extremely difficult times for people experiencing housing instability and homelessness in Multnomah County. The continued impacts of the pandemic, a lack of housing that is affordable to extremely low-income people, inadequate income and benefits levels, lack of access to physical and behavioral healthcare, and the continued impacts of systemic, institutional, and individual racism on people of color facing homelessness, all present significant challenges to the Joint Office's efforts to help people end their homelessness. These challenges are compounded by continued difficulties faced by the community based organizations the Joint Office contracts with to deliver services, including ongoing COVID-19 impacts and significant challenges attracting and retaining qualified staff. Despite these challenges, the Joint Office has seen success in several critical areas:

- The Joint Office has continued to lead, in partnership with Public Health, the County's response to the COVID-19 pandemic's impact on those experiencing homelessness. This includes supporting dozens of community based organizations to maintain and expand operations, operating specialized programming - like the Voluntary Isolation Motels - and coordinating testing, vaccine, and supply distribution to those who are unhoused. The Joint Office has also partnered with other County departments in the effort to reach over 25,000 people with eviction prevention support in just the first two quarters of FY 2022.
- The Joint Office has successfully launched implementation of the Metro Supportive Housing Services Measure (SHS Measure) in Multnomah County. Guided by the Local Implementation Plan (LIP) approved by the County Board, the Joint Office is using SHS Measure funds that first became available in July of 2021, to rapidly launch dozens of new and expanded programs in the areas of outreach, shelter, housing placement, employment, and permanent supportive housing. Thousands of people have benefitted from this new programming in the first year of implementation, and hundreds of people who have experienced chronic homelessness are already in housing or shelter each night because of new Measure-funded capacity. The Joint Office already has 1,040 new permanent supportive housing opportunities open or in the pipeline using SHS Measure funds.
- While responding to the pandemic and launching the SHS Measure implementation, the Joint Office also has been engaged in critical organizational development work to support its expanded scope and scale of responsibilities. This includes building new planning and evaluation, equity, shelter development, and safety off the streets teams, improving data collection and reporting capacity, and developing an improved executive management structure. This vital organizational development work will yield ongoing benefits to the quality of homeless services in Multnomah County.

COVID-19 Impacts

For two years, the Joint Office has committed a tremendous amount of time, capacity, and financial resources to addressing the impacts of the COVID-19 pandemic on those experiencing homelessness and the organizations that serve them. In FY 2022, the Joint Office continued to adapt to the evolving pandemic, setting up new programs to deliver vaccines and testing to shelters and encampments, first reducing then expanding voluntary isolation motel capacity with the arrival of new variants, all while continuing to support safety net providers in their efforts to keep their doors open as waves of COVID-19 impacted their staff. In addition to these efforts, the Joint Office has partnered with the Portland Housing Bureau and the Department of County Human Services to assist in the distribution of \$30.0 million in COVID-19 emergency rental assistance since July 1, 2021, and will continue to distribute additional emergency rent assistance funding into FY 2023. The Joint Office will also continue investing SHS Measure funding in community based organization staffing to ensure the equitable and timely distribution of pandemic eviction prevention dollars.

The ongoing pandemic has continued to present enormous challenges for the Joint Office staff, but they have responded with incredible resilience to every one of those challenges. For nearly two years, staff have had to continue their regular work, adapt to the ever evolving risks that the pandemic presents, and meet the community's understandable urgency to realize the promise of the SHS Measure. Regardless of their role in the office, every Joint Office staff person has not only had to adapt their work to make certain there would be no interruption in critical core services during the pandemic, they have also been asked to take on new work and additional assignments as part of the COVID-19 response. They do this even as many are also experiencing significant direct impacts from COVID-19 in their personal lives. It has been a very difficult two years, and yet these years have brought out the best in the people who have devoted themselves to this critical work.

Because the pandemic - and the risks it represents to people experiencing homelessness - remains a threat, the Joint Office's FY 2023 budget continues most of its COVID-19 interventions, including expanded safety off the streets services (30900), expanded hygiene services (30902), culturally specific outreach (30903), and expanded motel and congregate shelter (30900). That said, the Joint Office expects FY 2023 to be the year that it transitions out of the emergency response to COVID-19 and into a system that treats COVID-19 as endemic and another among many ongoing risks to the population it serves.

COVID-19 & American Rescue Plan

In response to the COVID-19 pandemic, the Joint Office has taken on additional critical work leading efforts to protect people experiencing homelessness from the potentially devastating impact of the pandemic. Working with County Public Health and Emergency Management, the Joint Office continues to:

- Provide substantial financial and technical assistance to its contractors to support their ability to continue services and connect participants with testing and vaccines.
- Maintain dramatically expanded coordinated outreach and supply distribution (survival gear and personal protective equipment) to the unsheltered population.
- Support a re-organized and expanded emergency shelter system to allow for physical distancing and non-congregate motel sheltering of individuals at high-risk of serious illness or death from COVID-19.
- Operate voluntary isolation motels for individuals who become infected with COVID-19 or need to quarantine.

Because of capacity limitations among community based organizations during the pandemic, the Joint Office hired a significant number of limited-duration employees to directly operate one of the current physical distancing shelters and the voluntary isolation motels. While the County is in the process of transitioning out of the voluntary isolation motels, the Joint Office expects to continue operations of the high-risk motel shelter program into next fiscal year, as COVID-19 guidelines continue to limit capacity in congregate shelters.

The Joint Office's FY 2023 budget includes the following ARP resources:

- \$16.5 million (\$8.26 City of Portland ARP / \$8.26 County ARP) to continue 200 rooms of motel shelter capacity and 100 beds of congregate shelter capacity, in addition to the provision of critical health, safety, and nutrition resources to those living unsheltered. This represents an ongoing partnership between the City of Portland and Multnomah County to fund critical services that address the ongoing impacts of the COVID-19 pandemic on those experiencing homelessness (30900).
- \$0.8 million to continue an expansion of basic hygiene services for the unsheltered population, with a focus on increasing access to toilets, hand washing, and showers in areas currently most underserved with those resources (30902).
- \$0.4 million to continue expanded culturally specific outreach services, recognizing that to be most effective, outreach services should be delivered by and for the diverse racial and ethnic communities that make up our unsheltered populations (30903).
- \$9.2 million in one-time carryover ARP HOME Investment Partnership Program (HOME) capital funds from the U.S. Department of Housing and Urban Development (HUD) to use in acquiring a new non-congregate motel shelter as part of a partnership with the Portland Housing Bureau (PHB).

Diversity, Equity, and Inclusion

Every institutional failure that is driving highly vulnerable people into homelessness is exacerbated for Black, Indigenous, and other People of Color (BIPOC) by the endemic racism that plagues those institutions. Whether in the housing, employment, health, or homeless services sector, systemic racism continues to channel disproportionately high numbers of People of Color into homelessness and create barriers for BIPOC individuals to overcome in ending their homelessness.

The Joint Office has implemented multiple strategies to realize its goal of eliminating the disproportionately high rates of homelessness among BIPOC communities. It has:

- Improved data collection and outcome reporting using inclusive racial identities.
- Created standards of practice for all contractors that include cultural responsiveness and/or culturally specific service provision.
- Included a requirement for organizational equity assessments, plans, and progress reporting in all contracts.
- Prioritized and increased funding to culturally specific organizations through local procurement processes and prioritization of culturally specific programs in competitive Federal applications.
- Prioritized staff support to recruit culturally specific providers to apply for contracted service procurements, with the ultimate goal of diversifying the qualified pool of service providers.

The Joint Office has also dedicated resources to increasing its internal capacity to lead with race, including through implementation of the Multnomah County Workforce Equity Strategic Plan (WESP). That implementation includes a chartered equity committee, the founding of an equity team, monthly equity-focused all staff meetings, affinity groups, and staff training, as well as changes in job descriptions, recruiting, selection, and onboarding practices. The Joint Office also continues to be active in countywide racial equity policy development and training efforts.

This year, as a core component of the Joint Office's ongoing implementation of the SHS Measure, it facilitated a comprehensive engagement process with culturally specific organizations as part of a tri-county homeless services procurement conducted by Washington County, in partnership with Multnomah County and Clackamas County. The goal of this engagement, which included information sessions, technical assistance in completing applications, and equity onboarding for the procurement evaluation panel, was to expand and diversify the regional pool of service providers. The Joint Office's Equity Engagement Coordinator led the process, which generated over 90 applications and has led to the qualification of dozens of new providers to provide services through the Joint Office of Homeless Services.

Looking ahead to FY 2023, the SHS Measure continues to represent a tremendous opportunity to further advance the County's commitment to racial equity. The SHS Measure focuses on significantly reducing chronic and episodic homelessness by first reaching BIPOC who are overrepresented in

Diversity, Equity, and Inclusion (continued)

those populations. The SHS Measure, consistent with the values of the Joint Office, requires that all planning work center the voices of people with lived experience, especially from BIPOC communities. Multnomah County’s Local Implementation Plan (LIP), adopted by the County Board to guide investments funded by the SHS Measure, emphasizes the importance of expanding the number and capacity of culturally specific service providers, and expanding funding to those providers, as critical to eliminate racial disparities in homelessness. The Joint Office’s FY 2023 budget includes significant investments to further these commitments.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Administration & Operations	\$18,305,732	\$4,252,452	\$22,558,184	31.00
System Support, Access, & Coordination	3,750,159	16,791,323	20,541,482	30.00
Safety off and on the Streets	20,469,987	59,367,249	79,837,236	13.50
Housing Placement & Retention	10,707,495	45,478,073	56,185,568	5.25
Supportive Housing	2,553,819	46,959,131	49,512,950	12.25
COVID-19 & American Rescue Plan	0	26,884,497	26,884,497	0.00
Total Joint Office of Homeless Services	\$55,787,192	\$199,732,725	\$255,519,917	92.00

Administration & Operations

Administration and Operations provides executive leadership and strategic direction for the Joint Office of Homeless Services. It works with elected leaders across the region, community based organizations, and advisory bodies and other stakeholder groups to develop, implement, and deliver homeless services. Administration and Operations includes:

- Executive Leadership: Equity-focused executive leadership, management, and strategic direction for the Department's programs and services.
- Business Services: Development, management, and administration of the annual budget, management of local, State, and Federal funding, procuring and contracting for the provision of homeless services, and processing invoices from and payments to contracted service providers.
- Human Resources: Conducting internal and external recruitments, providing a structured and engaging onboarding process, and supporting employee retention by providing training, employee relations, professional development, and ensuring safety, trust, and belonging for all staff.

Significant Changes

Throughout FY 2021 and FY 2022, and as part of a structured organizational development process, the Joint Office worked to intentionally build an organization that can complete the transition to a fully integrated County department with the necessary structure and functional capabilities to successfully carry out its growing set of responsibilities, including those related to implementing and supporting programs funded by the Supportive Housing Services Measure. Excluding one-time COVID-19 funds, the Joint Office's budget has nearly tripled between FY 2021 and FY 2023, going from \$75.1 million to \$228.6 million. To support this budgetary increase, and the related increase in the delivery of critical programs and services, the Joint Office has significantly increased its staffing, including in Administration and Operations. Prior to becoming a department, the Joint Office relied on central County infrastructure for administrative and operational support provided by the Department of County Management and the Department of County Assets. It continues to build its internal infrastructure to carry out these functions and other growing administrative responsibilities, including in office operations, facilities asset management and development, human resources, and business services.

The FY 2023 budget includes 8.00 FTE in new Administration and Operations positions to support critical administrative, business services, and human resources needs identified through the department's organizational development process.

Also budgeted in Administration and Operations is \$15.0 million in one-time County funding for strategic capital investments in program infrastructure needs of County departments that are responding to the critical need for shelter, transitional, and longer-term supportive housing options for those experiencing, or at risk of, homelessness, and who are struggling with serious disabling conditions (30010).

System Support, Access, & Coordination

This division provides data quality support, analysis, outcomes reporting, policy and planning work, community engagement, and system-wide training to support equity-focused services practices and capacity building. It also includes information and referral, coordinated access, and similar services.

Data, Research, and Evaluation staff oversee data collection by contracted service providers, develop and implement ongoing outcome reporting, and respond to requests for quantitative information from jurisdictional and community partners. This group also develops and implements, both directly and through outside contractors, the evaluation of specific programs, strategies, and systems of care.

Policy, Planning, and Regional Coordination staff support a range of community-led policy and planning initiatives, including for the local Metro Supportive Housing Services Measure (SHS Measure) implementation, the regional planning bodies associated with the Measure, as well as the Continuum of Care and additional advisory bodies. This work focuses heavily on soliciting and incorporating the perspectives of people with lived experience of homelessness, in particular people from Communities of Color, into the development of policy recommendations.

Funding of equity-focused system development includes support for community based organizations that seek to or are currently contracted to deliver services. The goal of these investments is to ensure that these organizations, in particular emerging and culturally specific organizations, have an equitable opportunity to successfully contract with the Joint Office and obtain critical resources to support their work in the community.

This division also includes internal staff and contracted services that improve access to homeless and housing services; contracts for online, telephonic, printed, and outreach based information; and services navigation support. Coordinated Access staff lead the development and implementation of the process of assessing and prioritizing individuals and families for permanent supportive housing and certain rapid rehousing resources.

Significant Changes

The most significant change for FY 2023 is the anticipated transfer of all Homeless Management Information System (HMIS) leadership responsibilities in the Continuum of Care from the Portland Housing Bureau to the Joint Office. As part of this change, the Joint Office anticipates leading the implementation of HMIS for the tri-county region, in keeping with the regional focus of the SHS Measure. This division will also be leading the increasingly urgent effort to address the staffing challenges faced by contracted services providers. Supporting these providers will involve the completion of a wage study, strategic investments in staff compensation and retention supports, and additional technical assistance. Finally, this division includes the Regional Strategies Implementation Fund, which is the allocation of SHS Measure funding that will support the Tri-County Planning Body's regional plan. This division is increasing by 6.00 FTE: 2.00 FTE for increased data team capacity (including increased responsibilities related to HMIS implementation), 3.00 FTE to expand Assertive Engagement and cross-system training, and 1.00 FTE to support the significant increase in Coordinated Access activity associated with the SHS Measure system expansion.

Safety off and on the Streets

The basic safety of people experiencing homelessness requires funding a full range of outreach and emergency night and day shelter options that offer access to critical hygiene, health, and housing services. Safety off and on the Streets programming includes population-specific shelter options for survivors of domestic violence, adult-only households, families, and youth. It also includes alternative shelter options, safety on the streets survival and outreach, along with winter and severe weather shelter.

Safety off and on the Streets includes a range of short-term stay shelter options for people experiencing homelessness when permanent housing options are not accessible. This includes year-round 24/7 shelters, temporary winter and seasonal overnight shelters, severe weather shelters, alternative shelters, and daytime services or resource centers. Emergency shelters are vital to protecting the basic health and safety of individuals while they are experiencing homelessness, particularly those with disabling conditions, veterans, women, survivors of domestic and sexual violence, youth, and older adults. Alternative shelters provide a safe space to sleep and access to resources for those who are not currently served by traditional shelters. Daytime resource centers provide basic safety off the streets, hygiene services, temporary storage, and access to an array of basic services during daytime hours for people who are not staying in 24/7 emergency shelters. Outreach and engagement is coordinated, person-centered outreach that brings housing placement and other support services directly to people experiencing homelessness. This includes coordinated efforts that bring services directly to individuals to meet basic needs and connect them to housing placement and retention services, other housing and support services, mental health outreach to individuals with severe and persistent mental illness, substance use screening and assessment, culturally-specific outreach services and housing readiness assistance.

Significant Changes

The Joint Office's Safety off and on the Streets work continues to expand significantly. In addition to continuing the significant motel shelter expansion that began with the COVID-19 pandemic (30900), the FY 2023 budget funds a significant expansion of all forms of shelter and transitional housing capacity. It funds the acquisition and/or development and operation of several new congregate shelter sites, including sites in North Portland, East Multnomah County, and the Portland city center (30208A/B, 30209). It also funds the continued operations of existing village-style alternative shelters, and the addition of up to five additional sites (30202B, 30208B), as well as the acquisition and renovation of at least one additional motel-shelter property (30208A/B, 30906) and supporting the operations of three additional motel programs (30209, 30209B). The FY 2023 budget also expands outreach services, including navigation outreach workers (30210B), and funds staffing to support coordination with the City's new Street Services Coordination Center. In order to facilitate this continued programmatic expansion, this division has 2.00 additional FTE in FY 2023, including an additional shelter project manager (30208A) and an additional program specialist to work on alternative shelter projects (30202B).

Housing Placement & Retention

Housing Placement and Retention programming helps people gain or retain housing, provides supportive services for housing stability, diverts those at risk of homelessness with accessible housing options, and assists households experiencing homelessness or housing instability with workforce supports. 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 services, and access to income acquisition assistance. Through this programming, often referred to as “Rapid Rehousing,” each year thousands of survivors of domestic violence, seniors, adults, women, families, youth, and veterans are housed and/or retained in housing they already have.

Rapid Re-Housing (RRH) is designed to assist households in exiting homelessness and gaining permanent housing. It includes highly flexible short- and medium-term rental assistance, move-in and barrier mitigation funds, and housing case management services and supports. RRH is designed to help households experiencing homelessness achieve and maintain permanent housing stability as quickly as possible. Housing services include housing search and identification, negotiation with landlords to overcome barriers to housing access, financial assistance with rent and move-in expenses, and a range of post-placement stabilization services, including support managing household finances, maintenance and habitability issues, and landlord disputes. Income acquisition supports include education, job training, and assistance obtaining public benefits. RRH services are provided by a large network of community based organizations, including culturally specific organizations serving Black, Indigenous, Latinx, and other Communities of Color that are overrepresented in the homeless population.

Significant Changes

FY 2023, the second year of the Metro Supportive Housing Services Measure (SHS Measure) implementation, will continue the expansion of housing placement capacity, including housing case management, barrier mitigation, employment services, and a range of rent assistance options. Investments continue in the expansion of housing placement and support services capacity. This includes significantly increased capacity to divert adults facing the loss of housing to other permanent housing (30300B), to provide peer supports as part of the housing placement process (30300B), to increase placements for homeless families and domestic and sexual violence survivors (30301B, 30303B), and to move more people from shelter into permanent housing (30302B). The budget also provides funding for several teams dedicated to increasing placements out of shelter (30302B), including culturally specific teams, and teams focused on older adults. These teams will not only help achieve the SHS Measure Local Implementation Plan goal of increasing annual placements into housing by at least 2,500 individuals per year, they will also increase placements out of shelter, thereby freeing up shelter capacity for others. Additionally, the FY 2023 budget includes new investments in supporting a coalition of smaller, primarily culturally specific, community based organizations that have helped to deliver eviction prevention programming during the COVID-19 pandemic (30308), as well as investments in enhanced housing placement incentives that are aimed at encouraging a wider range of landlords to make vacant units available to individuals who have access to rental assistance and supportive services through the SHS Measure and other programs (30309).

Supportive Housing

Supportive Housing (SH) commonly serves those with severe temporary or long-term disabilities, who are extremely low income and experiencing long-term homelessness. SH can take the form of both permanent supportive housing and recovery-oriented transitional housing.

Permanent Supportive Housing (PSH) is deeply affordable permanent housing with supportive services that assists persons with long-term disabilities, including chronic health conditions, mental illness, and addictions, who have experienced, or are at risk of, long-term or cyclical homelessness. It combines long-term rent assistance with ongoing wrap-around supportive services, including but not limited to behavioral and physical health services, benefits and income-related services, and in-home housing retention supports. Services are intensive, voluntary, individualized, and intended to assist participants in gaining and maintaining long-term housing stability. PSH can be provided in a building entirely dedicated to PSH (facility-based), as a cluster of units in a single building that also includes non-PSH units, and scattered across multiple sites, or clustered units, and can be integrated into private market and non-profit/publicly owned housing.

Recovery-oriented transitional housing (TH) provides temporary housing and supportive recovery-oriented services for people experiencing homelessness who have a substance use disorder and are seeking this type of program. The housing and services are short-term, typically 24 months or less, and designed to facilitate participant's transition to permanent housing.

Significant Changes

With the passage of the Metro Supportive Housing Services Measure (SHS Measure) in May of 2020, additional resources became available to fund a significant ongoing expansion of Supportive Housing. The FY 2023 budget includes funding for over 1,500 SH units with SHS Measure funding, representing over 65% of the Local Implementation Plan (LIP) goal of 2,235 units. This includes over 500 new SH units that the Joint Office and its partners worked to implement in FY 2022, and over 1,000 new SH units that it plans to build the capacity for in FY 2023. This includes investments in scattered-site SH (30400D), additional facility-based and scattered-site SH and rent assistance to support people who need an ongoing subsidy but no longer need intensive services (30400B), support services for deeply affordable housing units financed by the Portland Housing Bond and Metro Housing Bond (30400C), SH for people identified through the Frequent Users System Engagement (FUSE) program (30406), as well as new SH specifically designed for youth (30404), families with children (30403B), and households impacted by domestic violence (30405). Additionally, consistent with the LIP commitment to system-wide investments, the Joint Office has expanded investments in cross-departmental housing-focused programming in the Department of County Human Services (30407A), the Health Department (30407B), and the Department of Community Justice (30407C). The FY 2023 budget also invests in infrastructure to support SH programming including a landlord recruitment and retention program (30400E). In order to support this significant programmatic expansion, 4.00 additional FTE have been added to provide ongoing contract management for SH projects (30400B, 30403B).

Joint Office of Homeless 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 2023 General Fund	Other Funds	Total Cost	FTE
Administration & Operations					
30000A	Administration and Operations	\$1,506,216	\$200,762	\$1,706,978	5.00
30000B	Administration and Operations - Metro Measure Expansion	0	2,651,632	2,651,632	6.00
30000C	Administration and Operations - Additional Administrative & Operational Support	368,505	0	368,505	3.00
30001A	Business Services	1,036,138	125,644	1,161,782	7.00
30001B	Business Services - Metro Measure Expansion	0	1,037,912	1,037,912	6.00
30002A	Human Resources	394,873	0	394,873	2.00
30002B	Human Resources - Metro Measure Expansion	0	236,502	236,502	2.00
30010	Administration and Operations - Strategic Capital Investments	15,000,000	0	15,000,000	0.00
System Support, Access, & Coordination					
30003A	Data, Research, & Evaluation	570,012	400,635	970,647	6.00
30003B	Data, Research, & Evaluation - Metro Measure Expansion	0	1,113,396	1,113,396	5.50
30003C	Data, Research, & Evaluation - Homeless Management Information System	225,000	0	225,000	1.00
30004A	Policy & Planning	102,015	520,536	622,551	3.00
30004B	Policy, Planning, & Regional Coordination - Metro Measure Expansion	0	501,950	501,950	3.50
30004C	Policy, Planning, & Regional Coordination - Regional Strategies Fund - Metro Measure Expansion	0	3,422,415	3,422,415	0.00
30005A	Equity-Focused System Development & Capacity Building	126,306	0	126,306	1.00
30005B	Equity-Focused System Development & Capacity Building - Metro Measure Expansion	0	3,913,539	3,913,539	4.00
30005C	Equity-Focused System Development & Capacity Building - Increase to Operating Budgets	1,000,000	1,000,000	2,000,000	0.00
30005D	Equity-Focused System Development & Capacity Building - Hiring & Retention	250,000	0	250,000	0.00
30005E	Equity-Focused System Development & Capacity Building - Shelter & Outreach Program Support	1,000,000	0	1,000,000	0.00
30005F	Equity-Focused Syst Dev & Cap Bldg - Shelter & Outreach Program Support - Metro Measure Expansion	0	1,000,000	1,000,000	0.00

Joint Office of Homeless Services

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
System Support, Access, & Coordination (cont.)					
30100A	System Access, Assessment, & Navigation	476,826	1,654,037	2,130,863	2.00
30100B	System Access, Assessment, & Navigation - Metro Measure Expansion	0	3,264,815	3,264,815	4.00
Safety off and on the Streets					
30200	Safety off the Streets - Adult Shelter	353,149	10,537,273	10,890,422	1.50
30200B	Safety off the Streets - LGBTQIA2S+ Housing Forum & Engagement	50,000	0	50,000	0.00
30201	Safety off the Streets - Women's Shelter	20,900	2,692,175	2,713,075	0.00
30202A	Safety off the Streets - Alternative Shelter for Adults	0	629,780	629,780	0.00
30202B	Safety off the Streets - Alternative Shelter for Adults - Metro Measure Expansion	0	3,727,603	3,727,603	1.00
30202C	Safety off the Streets - Alternative Shelter for Adults - Staffing Capacity -Metro Measure Expansion	0	307,754	307,754	2.00
30203	Safety off the Streets - Family Shelter	1,594,764	1,104,800	2,699,564	1.00
30204	Safety off the Streets - Domestic Violence Shelter	1,105,330	620,461	1,725,791	0.50
30205	Safety off the Streets - Youth Shelter	1,631,820	364,226	1,996,046	0.50
30206A	Safety off the Streets - Winter Shelter & Severe Weather	0	3,013,992	3,013,992	0.00
30206B	Safety off the Streets - Winter Shelter & Severe Weather - Restoration	575,870	0	575,870	0.00
30208A	Safety off the Streets - Emergency Shelter Strategic Investment	12,400,000	10,950,000	23,350,000	1.00
30208B	Safety off the Streets - Emergency Shelter Strategic Investment - Metro Measure Expansion	0	5,400,000	5,400,000	0.00
30209	Safety off the Streets - Metro Measure Expansion	0	16,217,404	16,217,404	2.00
30209B	Safety off the Streets - Bridge Housing - Metro Measure Expansion	0	1,641,667	1,641,667	0.00
30210A	Safety on the Streets	63,154	735,114	798,268	1.00
30210B	Safety on the Streets - Navigation & Service Coordination Expansion	2,675,000	1,425,000	4,100,000	3.00
Housing Placement & Retention					
30300A	Housing Placement & Retention - Adults & Women Households	1,304,718	4,161,220	5,465,938	1.25
30300B	Housing Placement & Retention - Adults & Women Households - Metro Measure Expansion	0	3,961,252	3,961,252	0.00
30301A	Housing Placement & Retention - Homeless Families	3,186,952	1,374,058	4,561,010	1.00
30301B	Housing Placement & Retention - Homeless Families - Metro Measure Expansion	0	4,328,495	4,328,495	1.00

Joint Office of Homeless Services

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Housing Placement & Retention (cont.)					
30302A	Housing Placement & Retention - Placement out of Adult Shelter	73,705	2,229,760	2,303,465	0.00
30302B	Housing Placement & Retention - Placement out of Adult Shelter - Metro Measure Expansion	0	8,576,406	8,576,406	0.00
30303A	Housing Placement & Retention - Domestic Violence	1,858,935	1,451,526	3,310,461	0.50
30303B	Housing Placement & Retention - Domestic Violence - Metro Measure Expansion	0	2,397,149	2,397,149	1.00
30305	Housing Placement & Retention - Medical/Aging	0	642,730	642,730	0.00
30306A	Housing Placement & Retention - Youth Services	2,926,295	1,890,716	4,817,011	0.50
30306B	Housing Placement & Retention - Youth Services - Metro Measure Expansion	0	768,442	768,442	0.00
30307	Housing Placement & Retention - Veterans	184,840	518,645	703,485	0.00
30308	Housing Placement & Retention - Emergency Rent Assistance & Expanded Partner Network - Metro Measure	0	1,900,000	1,900,000	0.00
30309	Housing Placement & Retention - Incentives & Master Leases - Metro Measure Expansion	0	3,640,187	3,640,187	0.00
30500	Diversion Services	1,172,050	1,358,940	2,530,990	0.00
30600A	Employment Programs	0	1,412,580	1,412,580	0.00
30600B	Employment Programs - Metro Measure Expansion	0	3,000,000	3,000,000	0.00
30700	Housing Placement & Retention - COVID-19 Recovery-Emergency Rent Assistance-Metro Measure Investment	0	1,865,967	1,865,967	0.00
Supportive Housing					
30400A	Supportive Housing	1,465,814	7,393,649	8,859,463	1.00
30400B	Supportive Housing - Metro Measure Expansion	0	7,458,733	7,458,733	10.00
30400C	Supportive Housing - Local Bond Units and Site-Based Commitments - Metro Measure Expansion	0	4,309,716	4,309,716	0.00
30400D	Supportive Housing - Tenant-Based Commitments - Metro Measure Expansion	0	5,167,193	5,167,193	0.00
30400E	Supportive Housing - System Support - Metro Measure Expansion	0	1,711,545	1,711,545	0.00
30401A	Supportive Housing - Behavioral Health/Medical Housing	0	4,656,870	4,656,870	0.25
30401B	Supportive Housing - Behavioral Health/Medical Housing - Service Coordination Team	0	2,245,365	2,245,365	0.00
30402	Supportive Housing - Local Long Term Rental Vouchers	409,645	415,200	824,845	0.00

Joint Office of Homeless Services

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Supportive Housing (cont.)					
30403A	Supportive Housing - Families	678,360	0	678,360	0.00
30403B	Supportive Housing - Families - Metro Measure Expansion	0	996,623	996,623	1.00
30404	Supportive Housing - Youth - Metro Measure Expansion	0	624,000	624,000	0.00
30405	Supportive Housing - Domestic Violence - Metro Measure Expansion	0	600,000	600,000	0.00
30406	Supportive Housing - Frequent Users Systems Engagement - Metro Measure Expansion	0	1,000,000	1,000,000	0.00
30407A	Supportive Housing - Countywide Coordination - Dept of County Human Services-Metro Measure Expansion	0	2,238,000	2,238,000	0.00
30407B	Supportive Housing - Countywide Coordination - Health Department - Metro Measure Expansion	0	6,730,157	6,730,157	0.00
30407C	Supportive Housing - Countywide Coordination - Dept of Community Justice - Metro Measure Expansion	0	1,412,080	1,412,080	0.00
COVID-19 & American Rescue Plan					
30900	ARP - COVID-19 Emergency Response - Shelter Operations and Outreach Supplies	0	16,522,000	16,522,000	0.00
30902	ARP - COVID-19 Emergency Response - Expanded Hygiene Access	0	750,000	750,000	0.00
30903	ARP - COVID-19 Emergency Response - Culturally Specific Outreach	0	425,000	425,000	0.00
30906	ARP - Safety off the Streets - Emergency Shelter Strategic Investment	0	9,187,497	9,187,497	0.00
Total Joint Office of Homeless Services		\$55,787,192	\$199,732,725	\$255,519,917	92.00

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Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds administrative operations for the Joint 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 manages resources from Multnomah County, the City of Portland, Metro, and HUD to fund community initiatives and programs to address and end homelessness in the region.

Program Summary

Homelessness is an ongoing crisis in the City of Portland and Multnomah County. In the last several years, the 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 the community. The 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. These operations affect the lives of tens of thousands of homeless singles, youth, families, and survivors of domestic violence in the community. Through the JOHS, funds are contracted to more than 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 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 services.

The JOHS is committed to and has taken numerous steps to realize the department's goals 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 community advisory efforts, including most recently around planning for chronic homelessness and permanent supportive housing.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Lead community-based budget recommendation development	1	1	1	1
Outcome	Present budget recommendations to Community Budget Advisory Committee	1	1	1	1
Outcome	Number of System-Level Quarterly Reports shared with the public	4	4	4	4

Performance Measures Descriptions

Legal / Contractual Obligation

The Joint Office of Homeless Services is authorized by an Intergovernmental Agreement between Multnomah County and the City of Portland.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$640,151	\$179,311	\$712,099	\$200,762
Contractual Services	\$5,100	\$0	\$10,000	\$0
Materials & Supplies	\$92,168	\$750	\$114,059	\$0
Internal Services	\$598,908	\$0	\$670,058	\$0
Total GF/non-GF	\$1,336,327	\$180,061	\$1,506,216	\$200,762
Program Total:	\$1,516,388		\$1,706,978	
Program FTE	3.00	2.00	3.00	2.00

Program Revenues				
Intergovernmental	\$0	\$180,061	\$0	\$200,762
Other / Miscellaneous	\$0	\$0	\$252,422	\$0
Total Revenue	\$0	\$180,061	\$252,422	\$200,762

Explanation of Revenues

Department Indirect Revenue \$252,422
City of Portland General Fund \$200,762

Significant Program Changes

Last Year this program was: FY 2022: 30000A Joint Office of Homeless Services Administration and Operations

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds expanded administrative capacity to support implementation of programming funded through the Metro Supportive Housing Services Measure (the Measure). Additional capacity has been added in program equity, program development, community engagement, and communications. The Joint Office of Homeless Services (JOHS) is the backbone department supporting a collective impact approach to preventing and ending homelessness in Multnomah County.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness. The LIP identifies the necessity of building capacity within the JOHS to successfully implement the Measure and commits to supporting ongoing planning that centers the voices of those with lived experience and Black, Indigenous and other People of Color (BIPOC).

This program offer funds expanded administrative capacity to support Measure implementation. This expanded capacity allows the JOHS to: (1) continue engaging the community in Measure program development while centering the voices of BIPOC and those with lived experience of homelessness, severe disabling conditions, and other intersecting marginalized identities, including LGBTQIA2S+; (2) engage County departments in developing housing-focused programming that intersects with other systems of care, system partners in program development and expansion, and Tri-County partners in regional system coordination and development; and (3) provide the public and key stakeholders with regular information on the outcomes achieved through the Measure investments.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Lead community-based budget recommendation development for the Measure	N/A	1	1	1
Outcome	Lead Measure program implementation	N/A	1	1	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$565,677	\$0	\$819,782
Contractual Services	\$0	\$822,807	\$0	\$1,127,005
Materials & Supplies	\$0	\$45,000	\$0	\$206,743
Internal Services	\$0	\$182,762	\$0	\$498,102
Debt Service	\$0	\$1,505,000	\$0	\$0
Total GF/non-GF	\$0	\$3,121,246	\$0	\$2,651,632
Program Total:	\$3,121,246		\$2,651,632	
Program FTE	0.00	4.00	0.00	6.00

Program Revenues				
Intergovernmental	\$0	\$2,121,246	\$0	\$2,651,632
Financing Sources	\$0	\$1,000,000	\$0	\$0
Total Revenue	\$0	\$3,121,246	\$0	\$2,651,632

Explanation of Revenues

Metro Supportive Housing Services \$2,651,632

Significant Program Changes

Last Year this program was: FY 2022: 30000B Joint Office of Homeless Services Administration and Operations - Metro

The decrease in funding within this offer is due to the one-time allocation of resources to Debt Service in FY 2022 for an Interfund Loan from the Risk Fund approved by the Board in FY 2021. The Board approved this loan to fund Measure implementation activities, including capacity building within the JOHS, prior to the availability of Measure revenues. This program offer contains the addition of 2.00 FTE to support the department's ability to manage devices, space, safety and operational policies for the Joint Office of Homeless Services, as well as its ability to provide administrative support to its growing teams of program and data staff.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

Prior to being established as a department within the County's organizational structure, the Joint Office of Homeless Services (JOHS) relied on central County administrative functions for certain administrative and operations support. With its formation as a department in FY 2022, the JOHS has been building organizational infrastructure as part of ongoing organizational development processes. This program offer funds critical administrative, business services, and human resources needs identified through that organizational development work and supports specific areas of growth.

Program Summary

With its formation as a department in FY 2022, the JOHS has been building organizational infrastructure as part of ongoing organizational development processes. This program offer funds the following critical administrative, business services, and human resources needs identified through that organizational development work:

- 1.00 FTE to lead and support the office administrative team and provide strategic analysis and support in recommending and implementing office policies, guidelines, and procedures.
- 1.00 FTE fiscal position to support with the development, management, and administration of the annual budget, management of local, State, and Federal funding, procuring and contracting, and processing invoices from and payments to contracted service providers.
- 1.00 FTE to support time management, act as liaison to Central County Leave, Payroll, and Benefits teams, and support business processes related to hiring and separation.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Fiscal technical assistance provided to partner agencies	N/A	N/A	N/A	40
Outcome	Percent improvement in partner agency invoicing compliance and accuracy at initial submission	N/A	N/A	N/A	20%
Output	Staff provided admin support & support with timekeeping and other human resources business processes	N/A	N/A	N/A	98

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$368,505	\$0
Total GF/non-GF	\$0	\$0	\$368,505	\$0
Program Total:	\$0		\$368,505	
Program FTE	0.00	0.00	3.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Adam Brown
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds business services functions for the Joint Office of Homeless Services (JOHS), including budget, grants management, accounts payable, contracts, and purchasing. The JOHS business services team is responsible for development, management, and administration of the annual budget, management of local, State, and Federal funding, procuring and contracting for the provision of homeless services, and processing invoices from and payments to contracted service providers.

Program Summary

The JOHS business services team is responsible for development, management, and administration of the annual budget, management of local, State, and Federal funding, procuring and contracting for the provision of homeless services, and processing invoices from and payments to contracted service providers. As a multi-jurisdictional department, the JOHS participates in the annual budget process for both the City of Portland and Multnomah County. The business services team prepares annual budgets for both jurisdictions and completes related fiscal reporting throughout the year to ensure that spending occurs within the designated authority limits.

The business services team manages more than a dozen local, Federal, and State funding streams, which includes grant monitoring, reporting, and fiscal compliance. It supports the JOHS in conducting procurements, ensuring procurement authority to contract for services, and managing the lifecycle of contracts from initial development to annual renewal and mid-year updates. The JOHS maintains more than 50 contracts with more than 40 community-based organizations. The business services team supports the fiscal administration of homeless services contracts, working closely with community-based organizations to maintain contract budgets and invoice for services. It processes more than 850 invoices each year totaling more than \$100 million.

The business services team prioritizes equity by supporting low-barrier procurements and contracting activities, being responsive to the cash management needs and providing financial technical assistance and grants management support to small and culturally specific organizations. It supports the program teams in the provision of services that prioritize Black, Indigenous, and other People of Color and the JOHS commitment to eliminating racial disparities among people at risk of or experiencing homelessness.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of contracts managed, including culturally-specific organizations	45	50	60	60
Outcome	Number of invoices processed*	1,190	700	900	850
Outcome	Funding passed to community-based organizations, including culturally-specific organizations*	\$98.5 million	\$60.0 million	\$90.0 million	\$120.0 million
Outcome	Percent of financial reports submitted to the satisfaction of the grantor	99%	99%	99%	99%

Performance Measures Descriptions

*This performance measure has been significantly impacted by the COVID-19 pandemic.

Legal / Contractual Obligation

Oregon Revised Statute 294 - County and Municipal Financial Administration
Oregon Revised Statute 279 - Public Contracting
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	2022	2022	2023	2023
Personnel	\$962,692	\$121,852	\$1,036,138	\$125,644
Materials & Supplies	\$10,894	\$19,106	\$0	\$0
Total GF/non-GF	\$973,586	\$140,958	\$1,036,138	\$125,644
Program Total:	\$1,114,544		\$1,161,782	
Program FTE	6.40	0.60	6.40	0.60

Program Revenues				
Intergovernmental	\$0	\$140,958	\$0	\$125,644
Total Revenue	\$0	\$140,958	\$0	\$125,644

Explanation of Revenues

City of Portland General Fund \$125,644

Significant Program Changes

Last Year this program was: FY 2022: 30001A Business Services

Department: Joint Office of Homeless Services **Program Contact:** Adam Brown
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer funds an expansion of business services capacity in the Joint Office of Homeless Services (JOHS) to support the budgetary, fiscal, procurement, and contracting needs related to implementing new programming funded by the Metro Supportive Housing Service Measure (the Measure).

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds organizational capacity within the JOHS to successfully implement the Measure.

This program offer funds an expansion of the JOHS business services team to support Measure implementation and ongoing programming. The JOHS business services team is responsible for development, management, and administration of the annual budget, management of local, State, and Federal funding, procuring and contracting for the provision of homeless services, and processing invoices from and payments to community-based organizations.

The business services team prioritizes equity by supporting low-barrier procurements and contracting activities, being responsive to the cash management needs and providing financial technical assistance and grants management support to small and culturally-specific organizations. It supports the program teams in the provision of services that prioritize Black, Indigenous, and other People of Color and the JOHS and Measure commitment to eliminating racial disparities among people at risk of or experiencing homelessness.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of contracts expanded/new provider contracts established, including culturally-specific organizations	N/A	20	10	15
Outcome	Measure funding passed to community-based organizations, including culturally-specific organizations	N/A	\$40 million	\$35 million	\$90 million

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$524,876	\$0	\$887,912
Contractual Services	\$0	\$500,000	\$0	\$150,000
Materials & Supplies	\$0	\$40,000	\$0	\$0
Total GF/non-GF	\$0	\$1,064,876	\$0	\$1,037,912
Program Total:	\$1,064,876		\$1,037,912	
Program FTE	0.00	4.00	0.00	6.00

Program Revenues				
Intergovernmental	\$0	\$1,064,876	\$0	\$1,037,912
Total Revenue	\$0	\$1,064,876	\$0	\$1,037,912

Explanation of Revenues

Metro Supportive Housing Services \$1,037,912

Significant Program Changes

Last Year this program was: FY 2022: 30001B Business Services - Metro Measure Expansion

This program offer contains the addition of 2.00 FTE to support the budgetary, fiscal, procurement, and contracting responsibilities associated with Measure funding.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Goulter

Program Offer Type: Administration **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) Human Resources (HR) team provides expertise, guidance, and leadership on all human resources functions for this new and rapidly growing County department. The JOHS HR team supports organizational planning and the development and management of human resources business processes. It supports all staff through the full employee lifecycle, including recruitment, onboarding, employee relations, retention, professional development, and training, with an overarching commitment to department and County equity values. The JOHS HR team is staffed with individuals of diverse educational, professional, cultural, and lived backgrounds that offer a high-level of expertise and competency, and that also reflect the department's core values.

Program Summary

Prior to its establishment as a department in FY 2022, the JOHS relied on central County human resources support provided by the Department of County Management and the Department of County Assets. Formed in FY 2022, the JOHS Human Resources Team (HR) team provides the department with internal expertise, support, guidance, and leadership on all human resources functions.

The JOHS has grown from 32.00 FTE in FY 2021 to nearly 100.00 FTE in FY 2023, plus additional limited-duration and on-call staff associated with the department's COVID-19 programming. This has required intentional human resources leadership and strategic organizational planning. The HR team provides that leadership and strategic planning, along with guidance on workforce diversity, equity, and inclusion to ensure fidelity to the department's equity values and the County's Workforce Equity Strategic Plan (WESP). The HR team does this in partnership with the JOHS Equity Committee and Equity Manager.

The HR team provides the full lifecycle of HR services for the department's represented, non-represented, limited-duration, and on-call employees. This includes conducting internal and external recruitments, providing a structured and engaging onboarding process, and supporting employee retention by providing training, employee relations, professional development, and ensuring safety, trust, and belonging for all JOHS staff. It leads the development and management of human resources business processes, with a focus on equitable and inclusive practices. It develops position descriptions, performs position management, supports timekeeping, maintains human resources data systems, and interprets and ensures compliance with County Personnel Rules and Collective Bargaining Agreements.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of recruitments that are successful*	N/A	90%	90%	90%
Outcome	Number of regular employees provided full range of HR services	N/A	70	60	98
Output	Percent of total recruitments that include candidates who identify as a person of color	N/A	N/A	N/A	100%

Performance Measures Descriptions

*A successful recruitment is a recruitment that ends in a hire.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$357,872	\$0	\$394,873	\$0
Total GF/non-GF	\$357,872	\$0	\$394,873	\$0
Program Total:	\$357,872		\$394,873	
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 2022: 30000C Joint Office of Homeless Services Administration and Operations - Human

This program offer is new for FY 2023.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Goulter
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds an expansion of the Joint Office of Homeless Services Human Resources (HR) team to support organizational growth related to Measure implementation. The JOHS HR team supports organizational planning and the development and management of human resources business processes. It also supports all staff through the full employee lifecycle, including recruitment, onboarding, employee relations, retention, professional development, and training, with an overarching commitment to department and County equity values.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds organizational capacity within the JOHS to successfully implement the Measure.

The JOHS has grown from 32.00 FTE in FY 2021 to nearly 100.00 FTE in FY 2023, with the majority of this growth associated with Measure implementation. The growth has required additional human resources capacity to support organizational planning and development, including the development of staffing and recruitment plans. It has also required additional capacity for all HR business processes, including recruitment, onboarding, employee relations, retention, professional development, training, and timekeeping.

The HR team provides the full lifecycle of HR services for the department's represented, non-represented, limited-duration, and on-call employees. This includes conducting internal and external recruitments, providing a structured and engaging onboarding process, and supporting employee retention by providing training, employee relations, professional development, and ensuring safety, trust, and belonging for all JOHS staff. It leads the development and management of human resources business processes, with a focus on equitable and inclusive practices. It develops position descriptions, performs position management, supports timekeeping, maintains human resources data systems, and interprets and ensures compliance with County Personnel Rules and Collective Bargaining Agreements. It does all of this while providing guidance on workforce diversity, equity, and inclusion to ensure fidelity to the department's equity values and the County's Workforce Equity Strategic Plan (WESP).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of culturally specific outreach and recruitment activities per year	N/A	N/A	N/A	4
Outcome	Percent increase in applicants who identify as a person of color	N/A	N/A	N/A	10%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$132,156	\$0	\$236,502
Total GF/non-GF	\$0	\$132,156	\$0	\$236,502
Program Total:	\$132,156		\$236,502	
Program FTE	0.00	1.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$132,156	\$0	\$236,502
Total Revenue	\$0	\$132,156	\$0	\$236,502

Explanation of Revenues

Metro Supportive Housing Services \$236,502

Significant Program Changes

Last Year this program was: FY 2022: 30000B Joint Office of Homeless Services Administration and Operations - Metro

This program offer is new for FY 2023, but does include the history of one HR position that was budgeted in FY 2022's JOHS Administration and Operations - Metro Measure Expansion (30000B). This program offer contains the addition of 1.00 FTE to support the increasing demand on Human Resources business processes, including recruitment, onboarding, employee relations, retention, professional development, training, and timekeeping.

Department: Joint Office of Homeless Services **Program Contact:** Lori Kelley
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer supports data-related operations for the Joint Office of Homeless Services (JOHS), including data quality support, technical assistance, end-user training, analysis, reporting and database administration support. The JOHS data team is responsible for training new and ongoing database users, improving the quality of homeless services data in multiple systems of care, providing technical assistance to both internal and external stakeholders, producing and managing a diverse portfolio of analytic tools and data reports, completing ad hoc data requests and analyses and supporting administrative functions related to the system's primary database.

Program Summary

The JOHS data team is responsible for various data management and analytics operations across the data lifecycle that culminate in the provision of useful information for internal and jurisdictional stakeholders. The information provided by the team communicates system and program performance, advances racial equity, promotes transparency and accountability, informs policymaking and budgetary processes. The data team leads or supports a variety of administrative functions that train and assist users in database interaction, provide and curate data for various stakeholders, monitor and support the improvement of data quality, and assist in database administration.

As a multi-jurisdictional Department, the data team participates in essential reporting processes for both the City of Portland and the County. The data team leads the quantitative portion of the rating and ranking process for the U.S. Department of Housing and Urban Development's annual competitive Continuum of Care Notice of Funding Availability, which brings nearly \$30 million to the local homeless services system of care.

The data team produces a quarterly report, the community's primary tool for measuring system performance. Since 2019, the team has also led the production of the bi-annual report and associated tools for the Point-in-Time (PIT) Count of Homelessness. The PIT Count scheduled for 2021 was postponed due to COVID-19, so a count was completed in early 2022.

In addition to these products, the team develops and manages a variety of analytic tools that promote racial and demographic equity, inform community leaders about program and system outcomes and contribute to the provision of information that supports the housing or sheltering of tens of thousands of community members annually.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of end-user trainings*	280	350	380	400
Outcome	Number of ad hoc data requests completed	16	30	50	50
Outcome	Number of outcomes-related presentations delivered	11	4	12	8
Outcome	Number of quarterly reports that disaggregate system performance by race and ethnicity	N/A	N/A	N/A	4

Performance Measures Descriptions

*Includes new-user, reporting-related, and refresher training sessions.

** This is a new measure in FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$260,550	\$483,314	\$570,012	\$228,516
Contractual Services	\$0	\$98,670	\$0	\$102,615
Materials & Supplies	\$780	\$3,922	\$0	\$3,806
Internal Services	\$0	\$15,353	\$0	\$65,698
Total GF/non-GF	\$261,330	\$601,259	\$570,012	\$400,635
Program Total:	\$862,589		\$970,647	
Program FTE	2.20	3.80	4.25	1.75

Program Revenues				
Intergovernmental	\$0	\$601,259	\$0	\$400,635
Total Revenue	\$0	\$601,259	\$0	\$400,635

Explanation of Revenues

This program generates \$65,698 in indirect revenues.
 City of Portland General Fund \$102,615
 City of Portland Emergency Solutions Grant (ESG) \$298,020

Significant Program Changes

Last Year this program was: FY 2022: 30002A Data, Research, & Evaluation

The year-over-year change in General Fund vs. Other Funds relates to how HUD Continuum of Care (CoC) Planning Grant resources have been allocated across the department.

Department: Joint Office of Homeless Services **Program Contact:** Lori Kelley
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds critical expanded capacity to oversee and implement data management and analytics operations. Additionally there is alignment and integration of data systems within the County, across the Metro counties, and across systems of care, including housing, human services and health. This program offer funds the capacity to develop and implement an evaluation framework focused on the Measure, which will include the effectiveness of investments in achieving regional and local outcome metrics.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the JOHS and Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness.

The LIP recognizes that the success of the Measure depends on increasing the capacity to collect, align, and evaluate data related to the local and regional outcome metrics for the Measure. This program offer funds essential capacity related to foundational data management practices and user support, as well as reporting, analysis and evaluation of Measure-related data at the program, homeless system of care, countywide, tri-county, and cross-system levels.

This program offer also funds capacity to develop a data governance framework that guides the implementation of regional data initiatives, policies and procedures and strategic systems integration. A dedicated position leads Joint Office of Homeless Services (JOHS) efforts to ensure consistent data collection for the Measure across departments in Multnomah County, as well as in Washington County and Clackamas County. This position supports the efforts to share data across homeless services, health, and public safety systems, in order to facilitate service coordination and resource prioritization for the Measure's priority populations. This program offer funds capacity in the JOHS to develop and implement program evaluation for the regional and local metrics for the Measure, as well as staffing capacity to support tri-county collaborations between community partners, health systems, consultants, and academic evaluators, to develop and oversee implementation of an evaluation work plan for the Measure.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of regional data governance meetings	N/A	18	22	23
Outcome	Number of standardized, regional performance measures implemented in reporting	N/A	9	24	24
Output	Implement shared regional race and ethnicity disaggregation and reporting standard	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$631,983	\$0	\$1,113,396
Materials & Supplies	\$0	\$30,000	\$0	\$0
Total GF/non-GF	\$0	\$661,983	\$0	\$1,113,396
Program Total:	\$661,983		\$1,113,396	
Program FTE	0.00	4.50	0.00	5.50

Program Revenues				
Intergovernmental	\$0	\$661,983	\$0	\$1,113,396
Total Revenue	\$0	\$661,983	\$0	\$1,113,396

Explanation of Revenues

Metro Supportive Housing Services \$1,113,396

Significant Program Changes

Last Year this program was: FY 2022: 30002B Data, Research, & Evaluation - Metro Measure Expansion

The year-over-year funding increase is due to the addition of one-time funds to integrate the Homeless Management Information System data into Service Coordination Portal Engine (SCoPE).

This program offer contains the addition of 1.00 FTE to support the analysis and evaluation of Measure-related program data.

Department: Joint Office of Homeless Services **Program Contact:** Lori Kelley
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 30004C
Program Characteristics:

Executive Summary

In FY 2023, the Joint Office of Homeless Services (JOHS) expects to take over responsibility for the implementation of the Homeless Management Information System (HMIS) in Multnomah, Clackamas, and Washington Counties from the Portland Housing Bureau. This program offer provides the necessary ongoing funding that the JOHS will need to support its share of HMIS costs.

Program Summary

The United States Department of Housing and Urban Development (HUD) requires all recipients of Continuum of Care (CoC) funding to have a “Homeless Management Information System” or HMIS. All recipients of CoC funding are required to record data related to certain system performance measures in HMIS, so that the outputs and outcomes of those investments can be reported on at the system level. In Multnomah County, the HMIS is a database provided by WellSky called “ServicePoint” and until now the Portland Housing Bureau has been the local implementer of that database.

The Portland Housing Bureau has determined that it will no longer be the local implementing jurisdiction for HMIS; it has been the implementer for the entire State of Oregon and has already handed off responsibility for the balance of the state to the State of Oregon. In light of the regional nature of the Metro Supportive Housing Services Measure, Multnomah, Clackamas and Washington Counties have agreed that it would be beneficial to have a tri-county HMIS implementation led by Multnomah County. This will allow local control over data collection and reporting standards, and help ensure alignment with emerging regional and local metrics.

This program offer provides the ongoing funding that the JOHS will need to support its share of HMIS costs, which includes software licenses and staffing. Additional one-time costs associated with the regional implementation are in program offer 30004C - Policy, Planning, & Regional Coordination - Regional Strategies Fund - Metro Measure Expansion.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Tri-County HMIS-related intergovernmental agreements in place	N/A	N/A	2	2
Outcome	Regional HMIS Implementation launched**	N/A	N/A	N/A	1

Performance Measures Descriptions

** This is a new measure in FY 2023

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$143,375	\$0
Internal Services	\$0	\$0	\$81,625	\$0
Total GF/non-GF	\$0	\$0	\$225,000	\$0
Program Total:	\$0		\$225,000	
Program FTE	0.00	0.00	1.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) serves as the Lead Agency overseeing the local U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) and acts as the convener for the CoC. This program offer funds the policy and planning work associated with these activities. The policy and planning work carried out by the JOHS prioritizes creating structures and processes that maximize the participation of Black, Indigenous, and other People of Color, as well as those with lived experience of homelessness, behavioral health challenges, and other experiences of marginalization.

Program Summary

The JOHS supports homeless system governance and planning as the lead agency for the HUD CoC. It also acts as the convener and staffs the oversight bodies for each population specific system of care (domestic violence, youth, adults, families with children, and veterans). The policy and planning work carried out by the JOHS prioritizes creating structures and processes that maximize the participation of Black, Indigenous, and other People of Color, as well as those with lived experience of homelessness, behavioral health challenges, and other experiences of marginalization.

HUD's CoC program is designed to promote a community-wide commitment to ending homelessness by providing funding to rehouse homeless individuals and families, promoting access to and utilization of programs, and optimizing self-sufficiency among individuals and families experiencing homelessness. A CoC is a local planning body that develops and oversees a community plan to organize and deliver housing and services to meet the specific needs of the community. Multnomah County's plan is maintained by JOHS, in collaboration with its jurisdictional and community-based partners. Each year, the JOHS coordinates an application to HUD based on the Notice of Funding Availability (NOFA) that results in nearly \$30 million in annual funding to the system of care.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Lead annual Continuum of Care (CoC) application	1	1	1	1
Outcome	Secure CoC funding from the U.S. Department of Housing and Urban Development	\$25 million	\$25 million	\$30 million	\$30 million

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$398,431	\$102,015	\$326,932
Contractual Services	\$0	\$55,890	\$0	\$97,760
Materials & Supplies	\$0	\$2,252	\$0	\$1,852
Internal Services	\$0	\$12,790	\$0	\$93,992
Total GF/non-GF	\$0	\$469,363	\$102,015	\$520,536
Program Total:	\$469,363		\$622,551	
Program FTE	0.00	3.00	0.75	2.25

Program Revenues				
Intergovernmental	\$0	\$469,363	\$0	\$520,536
Total Revenue	\$0	\$469,363	\$0	\$520,536

Explanation of Revenues

This program generates \$93,992 in indirect revenues.
 City of Portland General Fund \$97,760
 HUD Continuum of Care (CoC) Planning Grant \$422,776

Significant Program Changes

Last Year this program was: FY 2022: 30003A Policy & Planning

The year-over-year change in General Fund vs. Other Funds relates to how HUD Continuum of Care (CoC) Planning Grant resources have been allocated across the department.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds the capacity needed for the extensive and ongoing oversight and planning work - both local and regional - outlined in the Measure and the County's Local Implementation Plan (LIP). This program offer also funds capacity to staff the JOHS community advisory structure, including the local and regional measure advisory bodies, and to organize and lead community-engaged planning in areas identified in the LIP.

Program Summary

The County's LIP for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The Measure and the LIP recognize both the need for an ongoing advisory structure at the county level, and at the regional level, to oversee implementation and continued engagement with a wide range of stakeholders - in particular people with lived experience of homelessness and Black, Indigenous, and other People of Color (BIPOC) communities. The Joint Office of Homeless Services (JOHS) will lead this countywide and regional engagement and planning work in partnership with partners in Washington and Clackamas Counties.

This offer will allow the Policy, Planning, & Regional Coordination team to: (1) facilitate the JOHS community advisory structure, including the local and regional Measure advisory bodies; (2) represent the JOHS in regional Measure advisory structure development efforts; (3) organize and lead community-engaged planning in areas identified in the LIP and elsewhere as needed; and (4) ensure that Measure-related planning aligns with planning efforts underway with HUD, the State of Oregon, other county departments, and in each of the population-specific systems of care.

Consistent with the values of the JOHS, the Measure, and the LIP, this team will work with the community to create structures and planning processes that center the BIPOC voices and those with lived experience of homelessness, severe disabling conditions, and other intersecting marginalized identities, including LGBTQIA2S+.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Lead ongoing Phase 1 Measure planning and implementation*	N/A	1	1	1
Outcome	Generate specific work plan with measurable objectives for each LIP area of work**	N/A	1	1	1
Outcome	Create new advisory structure for ending homelessness initiatives and Measure implementation	N/A	1	1	1

Performance Measures Descriptions

*The LIP for the Measure identifies initial planning and implementation as "Phase 1," to occur over the first three years of Measure-funded programming, which is County FY 2022, FY 2023, and FY 2024.

**The Measure intergovernmental agreement requires the JOHS to prepare an annual work plan for Measure-funded investments. The FY 2022 work plan was contained within the LIP itself.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$471,941	\$0	\$501,950
Contractual Services	\$0	\$2,285,242	\$0	\$0
Materials & Supplies	\$0	\$50,000	\$0	\$0
Total GF/non-GF	\$0	\$2,807,183	\$0	\$501,950
Program Total:	\$2,807,183		\$501,950	
Program FTE	0.00	3.50	0.00	3.50

Program Revenues				
Intergovernmental	\$0	\$2,807,183	\$0	\$501,950
Total Revenue	\$0	\$2,807,183	\$0	\$501,950

Explanation of Revenues

Metro Supportive Housing Services \$501,950

Significant Program Changes

Last Year this program was: FY 2022: 30003B Policy, Planning, & Regional Coordination - Metro Measure Expansion

The year-over-year change in funding is due to moving the Regional Strategies Implementation Fund resources to program offer 30004C - Policy, Planning, & Regional Coordination - Regional Strategies Fund - Metro Measure Expansion.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Metro Supportive Housing Services Measure (Measure) provides that each county in the region will work with service providers and community partners to develop and implement programs that respond to the unique needs in their communities and to achieve goals and metrics for the region. To support regional coordination, the Measure, and the intergovernmental agreement that governs Measure funding, requires that each county contribute not less than 5% of its share of program funds each fiscal year to a Regional Strategies Implementation Fund (RSIF) to achieve regional investment strategies. This program offer supports regional investments of these funds.

Program Summary

To support regional coordination, the Measure, and the intergovernmental agreement (IGA) that governs Measure funding, requires that each county contribute not less than 5% of its share of program funds each fiscal year to a RSIF to achieve regional investment strategies. The Measure's Tri-County Planning Body (TCPB) is tasked with strengthening coordination among the counties and Metro in addressing homelessness in the region through the identification of regional goals, strategies, and outcome metrics that support regional Supportive Housing Services coordination and alignment, which it will outline in the Tri-County Plan. Pending the development of the Tri-County Plan, the JOHS is making regionally-focused RSIF investments in the following programs, as directed/allowed under the terms of the IGA:

- One-time costs associated with the implementation of the regional Homeless Management Information System, which is described in more detail in program offer 30003C - Data, Research, & Evaluation - Homeless Management Information System, along with funds for regional data coordination efforts.
- One-time funds needed to establish a regional Risk Mitigation Pool (RMP) program. The RMP program supports housing providers in the region who agree to provide permanent supportive housing (PSH) by offsetting increased financial risks associated with operating PSH units beyond those typical of affordable housing.
- One-time organizational capacity building funds to support new organizations, including many smaller, culturally specific organizations, to become established as contracted service providers that are qualified to work in all three counties. This investment will, in part, support the establishment of new providers qualified through the FY 2022 tri-county supportive housing services Request for Programmatic Qualifications conducted by Washington County in partnership with Multnomah County and Clackamas County.
- A balance of RSIF funds that will be programmed following the development of the Tri-County Plan are also budgeted in this program offer.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Work w/Tri-County Planning Body to identify investment priorities for Regional Strategies Implementation Fund	N/A	N/A	N/A	1
Outcome	Initiate implementation of regional investment priorities	N/A	N/A	N/A	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$2,947,415
Materials & Supplies	\$0	\$0	\$0	\$345,625
Internal Services	\$0	\$0	\$0	\$129,375
Total GF/non-GF	\$0	\$0	\$0	\$3,422,415
Program Total:	\$0		\$3,422,415	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$3,422,415
Total Revenue	\$0	\$0	\$0	\$3,422,415

Explanation of Revenues

Metro Supportive Housing Services \$3,422,415

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) relies on an extensive network of community-based organizations to provide homeless services. This program offer funds one existing position that provides system training to support the implementation of equity-focused best practices in homeless services systems of care. This includes training for managerial and frontline staff in the JOHS and in contracted community-based organizations.

Program Summary

The JOHS relies on an extensive network of community-based organizations to provide homeless services. This program offer funds capacity dedicated to coordinating, developing, and delivering training to contracted provider agencies and to JOHS staff. Through this capacity the JOHS partners with the Department of County Human Services to deliver Assertive Engagement trainings, to develop, deliver, and coordinate access to training for management and frontline staff in racial equity, culturally responsive and specific practices, trauma informed care, de-escalation, and other areas, with the goal of creating ongoing communities of practice among contracted agencies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Trainings delivered to JOHS staff	23	12	16	22
Outcome	Percentage of trained staff reporting increased understanding in best practice training areas	84%	75%	75%	75%
Outcome	Trainings delivered to providers and partners	38	12	18	24
Outcome	Percentage of staff from provider and partner agencies reporting increased understanding in best practices	88%	75%	75%	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$111,842	\$0	\$126,306	\$0
Total GF/non-GF	\$111,842	\$0	\$126,306	\$0
Program Total:	\$111,842		\$126,306	
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 2022: 30004A Equity-Focused System Development & Capacity Building

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Using Metro Supportive Housing Services Measure (the Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds capacity to expand the homeless system of care's network of culturally-specific providers and to build culturally specific and culturally responsive services capacity across the Joint Office of Homeless Services (JOHS) network of service providers.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness, with a focus on disproportionately impacted Communities of Color. The LIP specifically prioritizes expanding the network of culturally specific providers and expanding culturally specific services.

This program offer uses Measure funding to support an increase in the number of culturally specific providers, and the range of culturally specific supportive housing service offered in the homeless response system, by expanding the equity-focused planning and capacity building staff in the JOHS. This staff will: (1) continue to develop and administer training opportunities and technical assistance that builds racial equity competencies; (2) organize and lead community-engaged planning efforts to expand the network of culturally specific organizations providing supportive housing services, including identifying capacity-building and organizational development needs of those organizations; (3) liaise between the JOHS and the network of culturally specific providers regarding matters related to services planning, policy development, organizational capacity building and trainings.

This program offer also funds ongoing capacity building allocations to partner agencies to support the recruitment and retention of staff in an amount equal to 5% of agency operating budgets as of FY 2022. This funding prioritizes support for entry-level positions and to ensuring that staff reflect the diversity of the community they serve.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Support the creation of a regional culturally-specific service provider advisory body*	N/A	N/A	N/A	1
Outcome	Number of engaged culturally-specific organizations organizations that are not yet JOHS contracted providers	N/A	30	118	55
Output	Develop community engagement plan for culturally-specific providers**	N/A	1	1	N/A

Performance Measures Descriptions

*This is a new measure in FY 2023.

**This performance measure is being discontinued because the engagement plan has been completed.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$119,620	\$0	\$495,873
Contractual Services	\$0	\$4,845,000	\$0	\$3,417,666
Debt Service	\$0	\$1,515,000	\$0	\$0
Total GF/non-GF	\$0	\$6,479,620	\$0	\$3,913,539
Program Total:	\$6,479,620		\$3,913,539	
Program FTE	0.00	1.00	0.00	4.00

Program Revenues				
Intergovernmental	\$0	\$6,479,620	\$0	\$3,913,539
Total Revenue	\$0	\$6,479,620	\$0	\$3,913,539

Explanation of Revenues

Metro Supportive Housing Services \$3,913,539

Significant Program Changes

Last Year this program was: FY 2022: 30004B Equity-Focused System Development & Capacity Building - Metro

The year-over-year decrease in funding is the result of one-time capacity building funds having been allocated to this program offer in FY 2022.

This program offer contains the addition of 1.00 FTE to support Assertive Engagement programming and 2.00 FTE to for cross-system needs assessments, culturally-responsive and trauma-informed training curriculum development, and training delivery (1.00 FTE for the Adult System of Care and 1.00 FTE for the Domestic Violence System of Care).

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) relies on an extensive network of community-based organizations to provide homeless services. In FY 2022, in an effort to address critical workforce challenges across its system of care, the City of Portland and Multnomah County made a mid-year allocation of resources to fund increased wages for frontline workers via a 3% increase to provider operating budgets. This program offer provides the ongoing resources needed to maintain this commitment.

Program Summary

The JOHS relies on an extensive network of community-based organizations to provide homeless services. In FY 2022, in an effort to address critical workforce challenges across its system of care, the City of Portland and Multnomah County allocated \$1.0 million (\$2.0 million annualized) of ongoing resources to fund increased wages for frontline workers via a 3% increase to provider operating budgets. This program offer provides the ongoing resources needed to maintain this commitment.

This investment will provide support to recruit and retain the workforce in key areas of the homelessness response system, including shelter, navigation, and outreach workers. Partner agency investments may include increases in wages for entry-level workers, training and retention support for staff, and hiring and retention incentives.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of provider organizations receiving a 3% increase to operating budgets	N/A	N/A	N/A	40
Outcome	Improve rates of recruitment and retention at provider orgs through increased wages for front-line workers	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$1,000,000	\$1,000,000
Total GF/non-GF	\$0	\$0	\$1,000,000	\$1,000,000
Program Total:	\$0		\$2,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

City of Portland General Fund \$1,000,000

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Joint Office of Homeless Services (JOHS) relies on an extensive network of community-based organizations to provide homeless services. In FY 2022, in an effort to address critical workforce shortages across its system of care, the City of Portland and Multnomah County made a mid-year allocation of one-time resources to fund hiring and retention bonuses for frontline workers. This program offer provides one-time funding for the retention bonuses committed in FY 2022 that will not be paid until FY 2023.

Program Summary

The JOHS relies on an extensive network of community-based organizations to provide homeless services. In FY 2022, in an effort to address critical workforce shortages across its system of care, the City of Portland and Multnomah County made a one-time mid-year allocation of \$1.0 million to fund hiring and retention bonuses for frontline workers. Organizations were given the latitude to structure the hiring and retention bonuses in whatever way would best allow them to address staffing shortages, with a maximum payment of up to \$3,000 per new hire.

Based on the way some organizations chose to structure the retention bonus, the payment will be made in FY 2023, meaning that the related costs will not be incurred in FY 2022, when the one-time resources were allocated. This program offer provides one-time funding for the retention bonuses committed in FY 2022 that will not be paid until FY 2023.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Fund retention bonuses at provider organizations	N/A	N/A	N/A	170
Outcome	Increase rates of recruitment and retention at provider organizations	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$250,000	\$0
Total GF/non-GF	\$0	\$0	\$250,000	\$0
Program Total:	\$0		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$250,000	\$0
Total Revenue	\$0	\$0	\$250,000	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Attracting and retaining staff for essential direct service work in emergency shelter and outreach settings is among the most critical obstacles to meeting system-wide goals related to expanding outreach and shelter capacity and achieving the improved outcomes that come from reduced staff turnover. This program offer, in combination with program offer 30005F, addresses an aspect of that challenge by providing ongoing funding for increases in base pay for frontline shelter and outreach workers that was made available on a limited-term basis during the COVID-19 pandemic.

Program Summary

The Joint Office of Homeless Services (JOHS) relies on a network of community based organizations to create emergency shelter programs for adults, families, youth, and domestic and sexual assault survivors, and to deploy outreach workers who, among other things, help navigate people to these shelter and other system resources. During the height of the COVID-19 pandemic, the County approved a \$2.00 per hour increase in base pay for workers in these organizations who continued to carry out essential shelter and outreach functions.

Although the worst of the pandemic appears over, shelter and outreach providers have continued to struggle to attract and maintain critical frontline workers. These positions continue to turn-over at a high rate and are remaining vacant for months. Providers report that this is a combination of ongoing health and safety concerns related to the pandemic and larger labor market forces that are making better wages available in other, less difficult and risky, areas of work. Existing programming is in jeopardy, and new programming is delayed by the lack of applicants to essential positions.

The JOHS has proposed a number of critical investments to help stabilize staffing in its community based organizations more broadly, as most face similar challenges across the range of program positions. This program offer, in combination with Program Offer 30005F, is one piece of the overall strategy, providing ongoing funding for increases in base pay for hundreds of frontline shelter and outreach workers that was made available on a limited-term basis during the COVID-19 pandemic. This investment will ensure shelter and outreach provider compensation is not reduced starting July 1, 2022.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Approximate number of FTE shelter and outreach workers retain COVID-19 response pay increase*	N/A	N/A	N/A	850
Outcome	Shelter & outreach contractors report improved staff retention*	N/A	N/A	N/A	80%
Outcome	Staff of color will be retained at rates as high or higher than non-Hispanic white staff	N/A	N/A	N/A	Yes

Performance Measures Descriptions

*In combination with program offer 30005F.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds a critical investment in attracting frontline shelter and outreach workers. Attracting and retaining staff for essential direct service work in emergency shelter and outreach settings is among the most critical obstacles to meeting system-wide goals related to expanding outreach and shelter capacity and achieving the improved outcomes that come from reduced staff turnover. This program offer, in combination with program offer 30005E, addresses an aspect of that challenge by providing ongoing funding for increases in base pay for frontline shelter and outreach workers that was made available on a limited-term basis during the COVID-19 pandemic.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer supports critical organizational capacity to attract and retain workers, specifically in the areas of shelter and outreach. The Joint Office of Homeless Services (JOHS) relies on a network of community based organizations to create emergency shelter programs for adults, families, youth, and domestic and sexual assault survivors, and to deploy outreach workers who, among other things, help navigate people to these shelter and other system resources. During the height of the COVID-19 pandemic, the County approved a \$2.00 per hour increase in base pay for workers in these organizations who continued to carry out essential shelter and outreach functions.

Although the worst of the pandemic appears over, shelter and outreach providers have continued to struggle to attract and maintain critical frontline workers. These positions continue to turn-over at a high rate and are remaining vacant for months. Providers report that this is a combination of ongoing health and safety concerns related to the pandemic and larger labor market forces that are making better wages available in other, less difficult and risky, areas of work. Existing programming is in jeopardy, and new programming is delayed by the lack of applicants to essential positions.

The JOHS has proposed a number of critical investments to help stabilize staffing in its community based organizations more broadly, as most face similar challenges across the range of program positions. This program offer, in combination with Program Offer 30005E, is one piece of the overall strategy, providing ongoing funding for increases in base pay for hundreds of frontline shelter and outreach workers that was made available on a limited-term basis during the COVID-19 pandemic. This investment will ensure shelter and outreach provider compensation is not reduced starting July 1, 2022.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Approximate number of FTE shelter and outreach workers retain COVID-19 response pay increase*	N/A	N/A	N/A	850
Outcome	Shelter & outreach contractors report improved staff retention*	N/A	N/A	N/A	80%
Outcome	Staff of Color will be retained at rates as high or higher than non-Hispanic white staff	N/A	N/A	N/A	Yes

Performance Measures Descriptions

*In combination with program offer 30005E.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Metro Supportive Housing Services \$1,000,000

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Multnomah County departments, including the Joint Office of Homeless Services, the Health Department, and the Department of County Human Services, are anticipating rapidly expanding programming that serves people who are, or are at risk of, homelessness, and often have serious and complex disabling conditions. This expansion of programming increases the need for a variety of housing related capital investments, including in a range of building types offering services including night shelter, day centers, treatment programs, transitional and supportive housing opportunities. This program offer allocates \$15.0 million in one-time funding to strategic capital investments in the acquisition and renovation of buildings and other real property in service of this essential expanded programming.

Program Summary

This program offer funds a pool of strategic capital investment resources that will support the program infrastructure needs of Multnomah County departments that are responding to the critical need for shelter, transitional, and longer-term supportive housing options for those experiencing, or at risk of, homelessness, and who are struggling with serious disabling conditions.

These resources will allow Multnomah County departments to leverage new program funding, whether through, for example, the Metro Supportive Housing Services Measure, Measure 110, or from other sources, by creating opportunities to fund the acquisition and renovation of properties that offer space for this critical expanded programming. This could include spaces for day and night shelters, day spaces, motels, shared housing, and other strategic real property investments.

During the pandemic, Multnomah County, Metro, and other partners have moved to use one-time State and Federal funding to acquire properties, like motels, that can serve certain programmatic needs in the immediate term (e.g. emergency shelter), and also serve as landbank sites for future redevelopment into affordable housing or other community needs. That is one of the strategies that these resources will allow Multnomah County departments working to address the homelessness and behavioral health crises to expand upon.

Even where the County anticipates a much longer-term continuous use for a property it acquires (e.g. a purpose built multi-service center like the Behavioral Health Resource Center), the County often benefits from the ability to own the property, rather than incurring the expense of a leasing. County ownership increases the value of investments in improvements to the site and offers greater long-term flexibility for the programming and control over disposition of the site.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop a strategic prioritization framework for acquisition and renovation investments	N/A	N/A	N/A	1
Outcome	Invest in strategic acquisitions & renovations serving the priority populations	N/A	N/A	N/A	3-5
Outcome	Investment decisions accompanied by summary of Equity & Empowerment Lens application	N/A	N/A	N/A	Met

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Capital Outlay	\$0	\$0	\$15,000,000	\$0
Total GF/non-GF	\$0	\$0	\$15,000,000	\$0
Program Total:	\$0		\$15,000,000	
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:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program offer funds system access, assessment, and navigation, which is an array of support services needed to make homeless services equitably accessible and attuned to the specific needs of sub-populations. Ensuring system coordination and access is one of the core strategies of the Joint Office of Homeless Services (JOHS). These services include programs that work across populations as well as those for specific sub-populations (adults, families, youth, veterans, and domestic violence survivors). Supports include training, information and referral services, coordinated access, landlord recruitment, and other similar services.

Program Summary

This program offer funds system access, assessment, and navigation, which is an array of support services needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness in Multnomah County. Ensuring system coordination and access is one of the core strategies of the JOHS. Service categories include outreach, coordinated access, mobile navigation services, and partnership development.

This program offer also funds information and referral resources, and navigation outreach workers to assist people experiencing homelessness to navigate to a range of services, including shelter, substance use and addiction services, primary medical care, and permanent housing, prioritizing culturally specific, culturally responsive, and peer-led engagement with immediate safety and long-term housing resources.

This program offer funds the Coordinated Access system, which works through outreach, intake workers, and other dedicated partner and County staff to identify, assess, and prioritize households experiencing homelessness and connect them to a range of shelter, housing, and support services. The goal of Coordinated Access is to provide streamlined and equitable access to housing interventions. Regardless of where someone first seeks services, access is based on vulnerability, eligibility, and choice. Multnomah County's Coordinated Access system prioritizes vulnerable populations, participant-centered services, ease of access, racial and ethnic justice, measurable outcomes, shared definitions of success, leveraging existing resources and capacity, diversity in program services and approaches, and long-term housing stability.

Ending homelessness is a community-wide effort that requires partnerships that leverage resources in other systems of care and in the private sector. This program offer funds that partnership development, including recruiting and supporting landlords that can provide units for households exiting homelessness, which is critical to leveraging these system-wide resources.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Shelter and housing service requests received and assisted by 211	97,604	70,000	100,000	70,000
Outcome	Percentage of Information and Referral calls answered within 5 minutes	26%	75%	55%	75%
Outcome	Number of unsheltered people served with system navigation	399	750	780	750
Outcome	BIPOC assessed via Coord. Access at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$59,827	\$139,037	\$145,251	\$107,359
Contractual Services	\$318,820	\$1,412,000	\$331,575	\$1,507,137
Materials & Supplies	\$4,500	\$2,310	\$0	\$8,675
Internal Services	\$0	\$4,465	\$0	\$30,866
Total GF/non-GF	\$383,147	\$1,557,812	\$476,826	\$1,654,037
Program Total:	\$1,940,959		\$2,130,863	
Program FTE	0.60	1.40	1.15	0.85

Program Revenues				
Intergovernmental	\$0	\$1,477,812	\$0	\$1,319,750
Beginning Working Capital	\$0	\$80,000	\$0	\$334,287
Total Revenue	\$0	\$1,557,812	\$0	\$1,654,037

Explanation of Revenues

This program generates \$30,866 in indirect revenues.
 Visitor Development Fund (VDF) Livability and Supportive Services \$334,287
 City of Portland General Fund \$1,172,850
 HUD Continuum of Care (CoC) A Home for Everyone Coordinated Access Coordinator \$68,900
 HUD Continuum of Care (CoC) Domestic Violence Coordinated Access Coordinator \$78,000

Significant Program Changes

Last Year this program was: FY 2022: 30100A System Access, Assessment, & Navigation

The year-over-year increase in funding is due to an increase in Visitor Development Fund resources allocated to this program offer. The year-over-year change in General Fund vs. Other Funds relates to how HUD Continuum of Care (CoC) grant resources have been allocated across the department.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Using Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer expands on system access and navigation services proposed in program offer 30100A, and specifically funds an expansion of navigation outreach services, culturally specific mobile supportive housing assessment staffing, and legal assistance to remove barriers to housing access.

Program Summary

The Multnomah County Local Implementation Plan for the Measure (LIP) sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize eliminating racial disparities among people experiencing chronic and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds critical expanded engagement, navigation, and assessment services to connect people to shelter, long-term housing, and other critical services.

Funded services include a significant expansion of outreach capacity dedicated to assisting people living unsheltered to navigate to a range of services, including shelter, substance use and addiction services, primary medical care, and permanent housing. Outreach teams prioritize offering culturally responsive and peer-led engagement. The focus of these outreach teams is on people living in the large encampments that have resulted from COVID-19.

This program offer also expands culturally-specific mobile supportive housing assessment services to connect people experiencing chronic homelessness with supportive housing opportunities. Additionally, this program offer supports vital civil legal services that help remove barriers to housing access for people who are currently living unsheltered, in shelter, or are otherwise experiencing homelessness.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unsheltered individuals navigated to health-related services and shelter	N/A	1,500	500*	1,500
Outcome	Number of individuals moving from Adult Coordinated Access to permanent housing	N/A	197	248	298
Outcome	BIPOC assessed via Coord. Access at rate as high or higher than percent of HUD homeless population	N/A	Yes	Yes	Yes

Performance Measures Descriptions

*This estimate reflects the program ramp-up time

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$362,348	\$0	\$534,519
Contractual Services	\$0	\$2,059,000	\$0	\$2,730,296
Materials & Supplies	\$0	\$30,000	\$0	\$0
Total GF/non-GF	\$0	\$2,451,348	\$0	\$3,264,815
Program Total:	\$2,451,348		\$3,264,815	
Program FTE	0.00	3.00	0.00	4.00

Program Revenues				
Intergovernmental	\$0	\$2,451,348	\$0	\$3,264,815
Total Revenue	\$0	\$2,451,348	\$0	\$3,264,815

Explanation of Revenues

Metro Supportive Housing Services \$3,264,815

Significant Program Changes

Last Year this program was: FY 2022: 30100B System Access, Assessment, & Navigation - Metro Measure Expansion

This program offer contains the addition of 1.00 FTE to support the design, implementation, operation, monitoring, and evaluation of Coordinated Access for the Adult System. It also contains and in funding for a significant expansion of outreach capacity and culturally-specific mobile supportive housing assessment services.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) has prioritized the expansion of emergency shelter for all populations, and the largest unmet need continues to be for adult households without children. The basic safety of people experiencing homelessness requires funding for a full range of emergency night and day shelter options that offer access to critical hygiene, health, and housing services. This program offer provides the necessary operating support to maintain existing shelter capacity for adult-only households, including individuals and couples.

Program Summary

Emergency shelter and associated emergency services are vital to protecting the basic health and safety of individuals while they are experiencing homelessness, particularly older adults and those with disabling conditions. Shelters are critical locations for people to learn about and access the services they need to find permanent housing, acquire an income, and receive necessary healthcare. Most adult shelters have priority access for women, veterans, those with disabilities and those ages 55 and older. All shelters, regardless of size and configuration, must provide trauma-informed, racially equitable, reduced barriers, and culturally responsive or specific programming that emphasizes meeting participants' immediate need. This program offer includes the following:

- 24/7 shelter: Provides programs for women, men, all-gender and couples (including veteran-specific programming). Shelters are low-barrier and operate year-round. Funds are contracted to nonprofit providers to pay shelter operating expenses.
- Day shelter: Day shelters serve a dual purpose of providing a safe place to be out of the elements during the day and a vital point of access to the services needed to end homelessness. Day shelters function as resource centers, bringing together numerous partners at one location to offer an array of services, including employment, healthcare, and education.
- Recuperative Care shelter beds: Provides recuperative care services for medically-vulnerable individuals experiencing homelessness who need ongoing care and are exiting hospitals and other medical settings. Funds support on-site services and staffing.
- Shelter beds with enhanced behavioral health supports: Shelter space and programming of the equivalent of 30 short-term shelter beds for individuals regularly accessing other crisis mental health services in the community. Connecting these individuals to appropriate shelter will provide a safe space to maintain psychiatric stability through mental health support services and a transition to ongoing behavioral health treatment and other essential services and supports. Funds will help pay shelter operating expenses including rent, staffing, materials/supplies, and on-site services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of year-round emergency shelter beds*,**	396	660	400	400
Outcome	Number of people served in year-round emergency shelter beds	1,495	2,020	1,680	1,680
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer. *Anticipated bed capacity reflects the ongoing constraint on congregate shelter capacity resulting from the pandemic. **The methodology for this measure has been changed from manual calculation using the best available information for each shelter to the average daily number of beds for each shelter over the course of the year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$84,076	\$138,807	\$88,989	\$139,691
Contractual Services	\$254,000	\$9,368,674	\$264,160	\$9,983,570
Materials & Supplies	\$500	\$0	\$0	\$0
Internal Services	\$0	\$449,774	\$0	\$414,012
Total GF/non-GF	\$338,576	\$9,957,255	\$353,149	\$10,537,273
Program Total:	\$10,295,831		\$10,890,422	
Program FTE	0.50	1.00	0.50	1.00

Program Revenues				
Intergovernmental	\$0	\$8,190,900	\$0	\$8,562,257
Beginning Working Capital	\$0	\$0	\$0	\$139,691
Total Revenue	\$0	\$8,190,900	\$0	\$8,701,948

Explanation of Revenues

Visitor Development Fund (VDF) Livability and Supportive Services \$139,691
 City of Portland General Fund \$8,115,222
 City of Portland Emergency Solutions Grant (ESG) \$447,035
 Video Lottery Fund \$1,835,325

Significant Program Changes

Last Year this program was: FY 2022: 30200 Safety off the Streets - Adult Shelter

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

Over the past two fiscal years, Multnomah County and the City of Portland have both allocated funding to the Joint Office of Homeless Services to provide improved housing services to the LGBTQIA2S+ community, and more specifically to the Trans and Non-binary community. This program offer provides additional funding to hold a community forum to identify improvements needed and potential investment areas for this and any future funding dedicated to these communities.

Program Summary

Community members who identify as trans or non-binary continue to be disproportionately affected by housing instability and are over-represented in the homeless population. Both Multnomah County and the City of Portland have allocated funding to the JOHS over the past two fiscal years to provide improved housing services to the LGBTQIA2S+ community, and more specifically to the trans and non-binary community. As a result of the COVID-19 pandemic, neither jurisdiction has been able to engage in meaningful dialogue with these communities to help identify priorities for this funding.

This program offer provides funding to facilitate a forum that would center the voices of the trans/non-binary community to identify specific needs and services. During FY 2023, the JOHS will work with coalitions and community based organizations to engage with community members directly. This process will create a space for people with lived experience to discuss their needs, current gaps in services, and provide feedback that will directly inform the priorities for utilization of the ongoing funding allocated for this programming.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Trans and Non-Binary Homelessness & Housing Forum	N/A	N/A	N/A	1
Outcome	Recommendations for system improvements and investment priorities for Trans/Non-Binary funding	N/A	N/A	N/A	1
Outcome	Members of LGBTQIA2S+ community will be majority of planning body for the forum	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) has prioritized the equitable expansion of year-round shelter capacity, particularly for people who are more vulnerable on the street, including adult women. JOHS holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of programming. This program offer maintains essential funding of year-round 24/7 emergency shelter for women, including the Gresham Women's Shelter and Jean's Place.

Program Summary

Emergency shelter is vital to protecting the basic health and safety of individuals while they are experiencing homelessness. This program funds emergency shelter programs that are specifically designed to serve female-identifying adults. 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 contracted service providers that adhere to the county's CoC's guidelines for shelter, which includes the equitable delivery of services in accordance with the principles of assertive engagement and trauma-informed care. All shelters, regardless of size and configuration, must provide trauma-informed, racially equitable, reduced barriers, and culturally responsive or specific programming that emphasizes meeting participants' immediate need for basic health and safety.

The beds funded in this program offer include the Gresham Women's Shelter, which opened in the Fall of 2016 with 90 permanent year-round beds that are open 24 hours a day, 7 days a week. It is only one of two publicly funded year-round shelters for adults in Gresham. The shelter is Domestic Violence (DV)-informed and designed to alleviate pressure points in the DV system while providing women experiencing homelessness with emergency shelter options. This shelter partners with community based organizations to screen for eligibility and coordinate intake.

Jean's Place, located in inner NE Portland, provides a more structured shelter environment for women that offers a clean and sober transitional living option for up to 60 women, in a combination of congregate and semi-congregate settings.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of year-round emergency shelter beds*,**	149	229	150	150
Outcome	Number of people served in year-round emergency shelter beds	439	800	370	370
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

*Anticipated bed capacity reflects the ongoing constraint on congregate shelter capacity resulting from the pandemic. **The methodology for this measure has been changed from manual calculation using the best available information for each shelter to the average daily number of beds for each shelter over the course of the year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$2,492,600	\$0	\$2,692,175
Internal Services	\$19,500	\$0	\$20,900	\$0
Total GF/non-GF	\$19,500	\$2,492,600	\$20,900	\$2,692,175
Program Total:	\$2,512,100		\$2,713,075	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,492,600	\$0	\$2,692,175
Total Revenue	\$0	\$2,492,600	\$0	\$2,692,175

Explanation of Revenues

State Homeless Assistance Program (SHAP) \$737,835
 City of Portland General Fund \$1,954,340

Significant Program Changes

Last Year this program was: FY 2022: 30201 Safety off the Streets - Women's Shelter

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) expansion of emergency shelter capacity has included the provision of a range of shelter options available to equitably meet the diverse needs of people experiencing homelessness. Alternative shelters, including village style shelters, are supported through this program offer. These alternative shelters differ in appearance from traditional facility based shelters, but they provide the same access to basic safety and hygiene services, and to the support services needed to transition from shelter to permanent housing.

Program Summary

With just over half the population identified in the 2019 Point-in-Time Count (PIT) as unsheltered, and waiting lists for shelters still very long, it is essential to continue to support the community's existing emergency shelter capacity. All shelters, regardless of size and configuration, must provide trauma-informed, racially equitable, reduced barriers, and culturally responsive or specific programming that emphasizes meeting participants' immediate need for basic health and safety.

Alternative shelters represent a comparatively small, but important and growing component of that capacity. Alternative shelters provide safety off the streets and critical transition services to people who are not able to access or may not thrive in traditional shelter environments.

This program offer provides essential operating support for the Kenton Women's Village, the innovative transitional living community for women, most of whom have experienced long-term homelessness and face multiple barriers to accessing permanent housing. This community-supported alternative shelter has proven highly effective at helping women transition back into permanent housing.

In addition, the program offer funds operations at St. John's Village, an adult alternative shelter program with 19 sleeping pods, prioritized to people living in the North Portland area, as well as support services at Dignity Village, a long-standing village-style shelter program in Multnomah County that shelters approximately 60 people per night.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people served annually	122	188	350	350
Outcome	Percentage of people exiting alternative shelters to transitional and permanent housing	23%	35%	35%	35%
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$342,850	\$0	\$629,780
Total GF/non-GF	\$0	\$342,850	\$0	\$629,780
Program Total:	\$342,850		\$629,780	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$342,850	\$0	\$629,780
Total Revenue	\$0	\$342,850	\$0	\$629,780

Explanation of Revenues

City of Portland General Fund \$629,780

Significant Program Changes

Last Year this program was: FY 2022: 30202 Safety off the Streets - Alternative Shelter for Adults

The year-over-year increase in funding is related to a reallocation of resources to support the new St. Johns village.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Program Alternative/Reconstruction **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds the expansion of emergency shelter capacity, specifically the operations of new alternative shelter projects that include village style shelters and safe park programs. These alternative shelters differ in appearance from traditional facility-based shelters, but provide the same access to basic safety and hygiene services, and to the support services needed to transition from shelter to permanent housing. This program offer allocates funding for six alternative shelter projects with anticipated capacity of more than 150 individuals served per night.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP prioritizes the recommendations of the community to increase shelter capacity and the need for an increase of alternative shelter options. Alternative shelters provide safety off the streets and critical transition services to people who are not able to access or may not thrive in traditional shelter environments. The LIP also recognizes that, regardless of size and configuration, all shelters must provide trauma-informed, racially equitable, reduced barrier, and culturally-responsive or -specific programming that emphasizes meeting participant immediate need for basic health and safety.

As of the fall of FY 2022, this program offer funds one operational program currently serving up to 15 participants in pod shelters per night. This program offer allocates funding for an additional five sites, with anticipated total capacity to reach over 150 individuals per night, including a site in East Multnomah County, a site serving women in NE Portland, at least one culturally specific village program, and a micro-village concept.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people served annually	N/A	15	15	100*
Outcome	Percentage of people exiting alternative shelters to transitional and permanent housing**	N/A	N/A	N/A	35%
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of population**	N/A	N/A	Yes	Yes

Performance Measures Descriptions

*Actual FY 2023 outcomes will be higher or lower depending on new programs launched and when in the fiscal year they become operational.

**This is a new measure in FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$123,273
Contractual Services	\$0	\$1,000,000	\$0	\$3,604,330
Total GF/non-GF	\$0	\$1,000,000	\$0	\$3,727,603
Program Total:	\$1,000,000		\$3,727,603	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$1,000,000	\$0	\$3,727,603
Total Revenue	\$0	\$1,000,000	\$0	\$3,727,603

Explanation of Revenues

Metro Supportive Housing Services \$3,727,603

Significant Program Changes

Last Year this program was: FY 2022: 30700B Safety off the Streets - COVID-19 Recovery - Alternative Shelter for

This program offer funds operational budgets for the new alternative shelter site established in FY 2022 and additional funding for those that will come online in FY 2023. Capital funding for the development of those new sites is budgeted in program offer 30208B - Safety off the Streets - Emergency Shelter Strategic Investment - Metro Measure Expansion. The Joint Office of Homeless Services added a Program Specialist position. The new position expands the department's ability to coordinate development of the additional sites.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

As part of its broader shelter expansion strategy, the Joint Office of Homeless Services (JOHS) is continuing to expand non-congregate alternative shelter options for people experiencing unsheltered homelessness. This program offer continues the FY 2022 American Rescue Plan (ARP) investment of 2.00 FTE positions to lead and implement this expansion.

Program Summary

The COVID-19 pandemic has further highlighted the challenges faced by those who live unsheltered in the community. They struggle to meet their most basic hygiene and sanitation needs, as well as to have the level of stability needed to pursue the services they need to end their homelessness. Over the past five years, the JOHS has led an unprecedented expansion of emergency shelter capacity and shelter types to help meet the needs of those who are unsheltered. With the onset of the pandemic, it further expanded the number and range of shelter options. As the crisis has continued, those who remain unsheltered have continued to request additional sheltering options, and the JOHS has seen an unprecedented interest among a range of community organizations to help meet the demand for alternative shelter.

This program offer provides ongoing funding to continue 2.00 FTE in the JOHS that were funded one-time in FY 2022 with ARP funds. This will allow the JOHS to continue expanding its work with community based organizations seeking to offer alternative shelter options. Each alternative shelter project will require planning, site and program development, contracting, and ongoing contract management. The community based organizations offering to operate alternative shelters are often newer and less experienced with service provision and public contracting, meaning they need additional technical assistance and ongoing support to be successful. This staffing capacity will allow the JOHS to continue providing this enhanced level of support to the shelter operators.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Engagement with service providers to develop new alternative shelter projects	N/A	Yes	Yes	Yes
Outcome	Alternative shelter projects established or in progress	N/A	5	5	5

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$307,754
Total GF/non-GF	\$0	\$0	\$0	\$307,754
Program Total:	\$0		\$307,754	
Program FTE	0.00	0.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$307,754
Total Revenue	\$0	\$0	\$0	\$307,754

Explanation of Revenues

Metro Supportive Housing Services \$307,754

Significant Program Changes

Last Year this program was: FY 2022: 30904 ARP - COVID-19 Recovery - Alternative Shelter for Adults - Staffing

This program continues the FY 2022 American Rescue Plan (ARP) investment of 2.00 FTE positions to lead and implement the expansion of non-congregate alternative shelter options for people experiencing unsheltered homelessness (made in FY 2022's 30904 - ARP - COVID-19 Recover- Alternative Shelter for Adults - Staffing Capacity). In FY 2023, funding will be ongoing general funds.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Shelter plays a vital role in offering basic safety and stability to families with children experiencing homelessness. This program offer funds hundreds of beds of shelter capacity for families with minor children. Family shelters are all community-based, year-round, open 24/7, and offer individual rooms to families. As with all shelters, 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 offer funds four family shelters, two in East Portland, one in North Portland and one that is multi-site. Families seeking shelter are screened and referred by the Coordinated Access Shelter Intake Line. Once a family is at a 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. In FY 2021, over 60% of the families served through shelter identified as being from communities of color. All shelters, regardless of size and configuration, must provide trauma-informed, racially equitable, low barrier, and culturally responsive or specific programming that emphasizes meeting participants' immediate need for basic health and safety.

The family shelter system leverages Federal, State and local resources as well as faith-based and nonprofit 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.

These shelters represent a significant improvement in the quality of the year-round shelter capacity for families with children in the community. A critical feature of these shelters is that every family has their own room. The shelters are located where most of the families needing shelter are from and where their support networks are located.

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 children are not in school, including evenings, spring break and summer break.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of year-round emergency shelter beds*	182	195	180	180
Outcome	Number of unduplicated individuals served	589	750	660	660
Outcome	Number of youth engaged in activities annually	168	300	300	300
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

*The methodology for this measure has been changed from manual calculation using the best available information for each shelter to the average daily number of beds for each shelter over the course of the year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$67,348	\$85,651	\$161,892	\$0
Contractual Services	\$658,360	\$1,253,800	\$897,285	\$1,104,800
Internal Services	\$480,764	\$37,249	\$535,587	\$0
Total GF/non-GF	\$1,206,472	\$1,376,700	\$1,594,764	\$1,104,800
Program Total:	\$2,583,172		\$2,699,564	
Program FTE	0.50	0.50	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,376,700	\$0	\$1,104,800
Beginning Working Capital	\$105,660	\$0	\$109,890	\$0
Total Revenue	\$105,660	\$1,376,700	\$109,890	\$1,104,800

Explanation of Revenues

Affordable Housing Tax Title \$109,890
 State Emergency Housing Assistance (EHA) General Fund \$995,005
 State Emergency Solutions Grant (ESG) \$109,795

Significant Program Changes

Last Year this program was: FY 2022: 30203 Safety off the Streets - Family Shelter

Position funding across the department realigned between General Fund and Other Funds based on guidance from the funding agencies.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

JOHS has prioritized the equitable expansion of shelter for vulnerable populations. The JOHS also holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of programming. Domestic violence (DV) 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 accessed by hundreds of survivors annually, with 73% identifying as BIPOC. This program offer supports four shelters in two models: facility-based emergency shelter and master-leased units.

Program Summary

Domestic Violence (DV) is a significant contributing factor to homelessness and housing instability. Nearly four in ten women who experience domestic violence will become homeless as a result. Additionally, leaving an abusive relationship is often the most dangerous time, and survivors are frequently navigating multiple complex systems, such as child welfare, the civil legal system, and immigration. Access to a confidential emergency shelter and trauma-informed, survivor-driven services is critical for survivors seeking to establish safety for themselves and their children. This program offer funds 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 of service providers, and information and referrals to community-based services and housing programs.

This program 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 to articulate survivors' needs and match survivors with available shelter space. All shelters, regardless of size and configuration, must provide trauma-informed, racially equitable, reduced barriers, and culturally responsive or specific programming that emphasizes meeting participants' immediate need for basic health and safety. 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 survivors and children who are unable to safely stay in the shelters.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of year-round confidential emergency shelter beds + year-round equivalent emergency voucher beds	115	120	115	115
Outcome	Number of individuals receiving emergency shelter services	285	400	250	250
Output	Number of individuals served with domestic violence emergency vouchers	295	300	300	300
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$67,488	\$0	\$0	\$71,383
Contractual Services	\$1,062,810	\$526,720	\$1,105,330	\$528,555
Internal Services	\$0	\$0	\$0	\$20,523
Total GF/non-GF	\$1,130,298	\$526,720	\$1,105,330	\$620,461
Program Total:	\$1,657,018		\$1,725,791	
Program FTE	0.50	0.00	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$526,720	\$0	\$620,461
Total Revenue	\$0	\$526,720	\$0	\$620,461

Explanation of Revenues

This program generates \$20,523 in indirect revenues.
 State Homeless Assistance Program (SHAP) \$480,810
 City of Portland General Fund \$47,745
 HUD Continuum of Care (CoC) Planning Grant \$91,906

Significant Program Changes

Last Year this program was: FY 2022: 30204 Safety off the Streets - Domestic Violence Shelter

Position funding across the department realigned between General Fund and Other Funds based on guidance from the funding agencies.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

Reinforcing the Joint Office of Homeless Services (JOHS) commitment to the equitable provision of emergency shelter for vulnerable populations, this program offer 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. This program offer funds the Access Center, shelter and day programs, where 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 50% of homeless youth have prior involvement in the Department of Human Services (DHS) or the Juvenile Justice system, and a significant number have experienced complex trauma. Approximately 40% of homeless youth identify as LGBTQ. 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 emergency shelters 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, service needs assessment, 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. In addition, all emergency shelters, regardless of size and configuration, must provide trauma-informed, racially equitable, reduced barriers, and culturally responsive or specific programming that emphasizes meeting participants' immediate need for basic health and safety. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth screened via the Access Center	436	550	550	550
Outcome	Number of youth served in crisis and short-term shelter	410	550	430	430
Output	Number of shelter bed nights	18,220	20,000	20,000	20,000
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$76,916	\$0	\$0	\$81,387
Contractual Services	\$1,569,060	\$249,460	\$1,631,820	\$259,440
Internal Services	\$0	\$0	\$0	\$23,399
Total GF/non-GF	\$1,645,976	\$249,460	\$1,631,820	\$364,226
Program Total:	\$1,895,436		\$1,996,046	
Program FTE	0.50	0.00	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$249,460	\$0	\$364,226
Total Revenue	\$0	\$249,460	\$0	\$364,226

Explanation of Revenues

This program generates \$23,399 in indirect revenues.
 City of Portland General Fund \$259,440
 HUD Continuum of Care (CoC) Planning Grant \$104,786

Significant Program Changes

Last Year this program was: FY 2022: 30205 Safety off the Streets - Youth Shelter

The year-over-year change in General Fund vs. Other Funds relates to how HUD Continuum of Care (CoC) resources have been allocated across the department based on guidance from the funding agency.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

People experiencing unsheltered homelessness face particular weather-related risks in the winter months, and even greater dangers during periods of severe weather - including severe winter conditions and severe heat events. This program offer provides the base funding for expanded winter emergency shelter capacity, as well as funding to open additional shelter capacity during severe weather incidents.

Program Summary

This program funds winter shelter and severe weather shelter capacity. This shelter is temporary in nature and focuses on the provision of basic safety off the streets, including offering warm, dry space and access to basic hygiene amenities. While certain additional services are made available in these shelters, they are not intended to provide the range of wrap-around support and housing services offered in year-round shelters.

- **Temporary/Winter Shelter:** People with disabilities, older adults and those in poor health are particularly at risk in cold winter conditions. This program will allow approximately 300 beds of winter shelter (open November to April) to be created in FY 2023. Winter shelters include motel voucher capacity.
- **Severe Weather Shelter:** In the event of severe weather that significantly elevates the risk to people sleeping unsheltered in the community, additional shelter capacity is created that remains in place for the duration of the severe weather event. The JOHS invests in base funding for severe weather warming centers, through contracted nonprofit agencies, distributed across the county. The JOHS also budgets for costs associated with opening additional severe weather capacity in partnership with County and City Emergency Management in those situations where non-profit provided capacity is insufficient. During severe weather, the commitment is that no one is turned away from shelter.
- **Emergency assistance:** This program offer also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, transportation and outreach coordination, as well as extended information and referral services during winter months.
- **Expanded outreach:** This program offer funds additional street outreach to assist in reaching adults, youth, Veterans and families in accessing safety off the streets resources during winter and severe weather.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of adult temporary/winter emergency shelter beds	190	215	381	380
Outcome	Percentage of those who seek shelter during a declared severe weather event that receive it	100%	100%	100%	100%
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$553,720	\$2,209,600	\$0	\$2,617,166
Internal Services	\$0	\$190,746	\$0	\$396,826
Total GF/non-GF	\$553,720	\$2,400,346	\$0	\$3,013,992
Program Total:	\$2,954,066		\$3,013,992	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$992,070	\$0	\$1,067,528
Beginning Working Capital	\$553,720	\$711,200	\$0	\$1,074,121
Total Revenue	\$553,720	\$1,703,270	\$0	\$2,141,649

Explanation of Revenues

Visitor Development Fund (VDF) Livability and Supportive Services \$1,074,121
 City of Portland General Fund \$1,067,528
 Video Lottery Fund \$872,343

Significant Program Changes

Last Year this program was: FY 2022: 30206 Safety off the Streets - Winter Shelter & Severe Weather

The year-over-year increase in funding is due to an increase of Visitor Development Fund resources allocated to the Walnut Park shelter, making it a year-round, 24x7 shelter. Historically, this site was only open during the winter months as an over-night shelter, but the expanded months and hours will continue for the foreseeable future to meet the urgent need for shelter capacity.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services (JOHS) convenes the Homeless Family System of Care (HFSC), which works collaboratively as a leadership and direct service team to address the unique needs of homeless families in Multnomah County. This program offer maintains the HFSC current capacity to support sheltering families during the winter season and severe weather events, utilizing navigators and motel vouchers. Prior to FY 2023, this programming was funded with limited-term Tax Title resources.

Program Summary

This program offer funds placing families in motels during the winter season and severe weather events. For winter shelter programming, housing navigators work from the Family Shelter waitlist to verify homelessness and connect families with a motel until there is an opening with a shelter or with the Mobile Housing Team. During severe weather activations, families who call 211 seeking shelter are connected with a housing navigator who will help place them into a motel for the duration of a severe weather event. A majority of families served through severe weather events remain in motels through the Winter Shelter program until they can be connected to services.

Placing families into private rooms holds the integrity of the Homeless Family Systems of Care's dedication to move away from congregate shelter. Families report more comfort and feelings of safety when in their own space, making this the most trauma informed and culturally competent sheltering option for families.

The Winter Shelter and Severe Weather programs are low barrier, life saving measures that seek to place families indoors during the coldest times of the year. Between November 1st, 2021, and January 31st, 2022, 52 families had been served in the Winter Shelter and Severe Weather program, which is the most families that have been served through this program to date. Housing navigation staff work enables families to be in close range of their children's schools, parents' workplaces, and support networks to mitigate disruption in their lives. Families of color have the option of working with culturally specific housing navigators who work to connect them to culturally specific agencies for longer term services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of winter emergency shelter beds for families	150	75	175	100
Outcome	Number of families that receive the safety of shelter	60	30	60	40
Outcome	BIPOC served at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$575,870	\$0
Total GF/non-GF	\$0	\$0	\$575,870	\$0
Program Total:	\$0		\$575,870	
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: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 30906
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer allocates balances of one-time capital funding for the Joint Office of Homeless Services (JOHS) to use in developing and improving high quality, year-round congregate, motel, and alternative emergency shelter capacity for multiple populations, as well as funding to support the creation of additional temporary/seasonal shelters.

Program Summary

Multnomah County is committed to funding and operating long-term, high quality, year-round emergency shelters, and to continuing to provide seasonal temporary shelter during cold weather months. After an initial rapid expansion of emergency shelter capacity in available locations, the JOHS is leading the transformation of all year-round shelter into a network of community-based shelter programs that are located, designed, and service-supported to maximize transitions of shelter participants back into permanent housing. This program offer allocates balances of one-time capital funds for shelter development, including those allocated by the County and the City of Portland in FY 2022 as part of the Business Income Tax rebalance joint funding package.

The JOHS strategically invests in shelter to further its communities' commitment to ending homelessness. This is done by operating emergency shelters that offer safety off the streets, and are intentionally developed to maximize the number of people who successfully transition through them to permanent housing. This program provides the critical capital resources to continue the acquisition and development of year-round emergency shelter sites that meet this commitment.

There is an ongoing need to offer expanded basic safety off the streets shelter in the winter months for populations that are especially vulnerable when the weather turns wetter and colder. While winter shelter locations do not require the level of capital investment of year-round emergency shelter programs, funds are needed annually to make the necessary amenity and life-safety improvements to locations that come available to meet winter shelter expansion efforts.

Capital in this offer will be used to create, improve, and maintain congregate, motel, and alternative shelter programs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of prospective new shelter sites identified and assessed for feasibility of purchase and development*	N/A	N/A	N/A	30
Outcome	Initiate and continue development of shelter sites*	N/A	N/A	N/A	5
Outcome	Shelter site design reflects input from people with lived experience, especially from BIPOC	N/A	Yes	Yes	Yes

Performance Measures Descriptions

*These performance measures are new for FY 2023

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$139,676	\$0
Materials & Supplies	\$0	\$0	\$0	\$4,750,000
Internal Services	\$0	\$0	\$252,000	\$0
Capital Outlay	\$2,050,000	\$2,000,000	\$12,008,324	\$6,200,000
Total GF/non-GF	\$2,050,000	\$2,000,000	\$12,400,000	\$10,950,000
Program Total:	\$4,050,000		\$23,350,000	
Program FTE	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,000,000	\$0	\$0
Beginning Working Capital	\$2,050,000	\$0	\$12,400,000	\$10,950,000
Total Revenue	\$2,050,000	\$2,000,000	\$12,400,000	\$10,950,000

Explanation of Revenues

City of Portland General Fund \$6,200,000
 Oregon Department of Administrative Services (DAS) Arbor Lodge Renovation \$4,750,000

Significant Program Changes

Last Year this program was: FY 2022: 30208A Safety off the Streets - Emergency Shelter Strategic Investment

This program offer allocates balances of one-time capital funds allocated by the County and the City of Portland in FY 2022 for shelter development as part of the Fall BIT rebalance joint funding package. Significant additional resources were allocated to permanently expanding the Joint Office's emergency shelter system in FY 2021 and FY 2022. The balance of those resources is included in the FY 2023 budget to fund further site acquisition(s) and redevelopment(s). As part of its ongoing organizational development work, the Joint Office has identified a need for additional staffing to support ongoing shelter expansion and management of the larger shelter system. This program offer funds 1.00 FTE project manager for that purpose with one-time resources. The ongoing costs for this position will be considered as part of future budget planning.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

This program offer uses Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, to provide capital for the Joint Office of Homeless Services (JOHS) to move forward in developing high quality, year-round alternative shelter capacity for multiple populations, equitably distributed across the County. This program offer also allocates capital funding for four alternative shelter sites currently in development or that will be in FY 2023.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer provides capital funding for shelter, including alternative shelter, to further the community's commitment to ending homelessness.

Emergency shelters, including alternative shelters, offer safety off the streets for people experiencing homelessness and are intentionally developed to maximize the number of people who successfully transition through them to permanent housing. This program offer provides the critical capital resources to continue the acquisition and development of year-round alternative shelter sites that meet this commitment.

The funds will support necessary improvements to new and existing emergency shelters, as well as the continued due diligence associated with the identification of new shelter sites. These investments will be aligned with the efforts to transform the publicly funded emergency shelter system into one that offers a high standard of care and critical housing transition services within an increasingly diversified range of shelter settings.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Conduct shelter design process that includes stakeholders, including prospective shelter users	N/A	1	1	3
Outcome	Initiate or continue site identification and development	N/A	1	1	4
Outcome	New operational alternative shelter programs	N/A	N/A	1	3

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$2,000,000	\$0	\$3,400,000
Capital Outlay	\$0	\$3,500,000	\$0	\$2,000,000
Total GF/non-GF	\$0	\$5,500,000	\$0	\$5,400,000
Program Total:	\$5,500,000		\$5,400,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,500,000	\$0	\$5,400,000
Total Revenue	\$0	\$5,500,000	\$0	\$5,400,000

Explanation of Revenues

Metro Supportive Housing Services \$5,400,000

Significant Program Changes

Last Year this program was: FY 2022: 30208B Safety off the Streets - Emergency Shelter Strategic Investment - Metro

This program offer allocates the balance of Measure funds allocated to shelter capital development, including alternative shelter development, in FY 2022. Alternative shelter capital funding was allocated in FY 2022 program offer 30700B Safety off the Streets - COVID-19 Recovery - Alternative Shelter for Adults - Metro Measure Investment. This program offer also allocates funding for four additional alternative shelter sites currently in development or that will be in development in FY 2023.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

Using Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds an expanded housing-focused shelter/transitional housing response, including program implementation capacity and support for continued operations at several newly acquired or leased congregate and motel-shelter locations. Expanded year-round shelter programming focuses on increasing access for overrepresented Communities of Color, as well as for individuals needing access to enhanced behavioral health supports, and creating shelter capacity in underserved areas of the County.

Program Summary

The Multnomah County Local Implementation Plan for the Measure (LIP) sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the Measure's commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness. The LIP also recognizes the need for investments in a continuum of pre- and post-housing services, including shelter services that support successful transitions to permanent housing.

This program offer funds continued implementation of the Joint Office of Homeless Services (JOHS) community-based and housing-focused shelter expansion strategy, including the property management and operating expenses associated with: (1) two recently acquired congregate shelters for adults, one in North Portland and one in the Central City, which combined provide approximately 200 beds; (2) three publicly owned motel shelters, one in Gresham, one in Southwest Portland, and one in mid-county, which together offer approximately 120 rooms of shelter for adults; and (3) a recently leased motel in Northeast Portland with 137 rooms for adults, including adults at high risk from COVID-19.

In addition, this program offer funds staffing capacity in the JOHS dedicated to the identification, development, programming, and contract management of the expanding shelter system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop long-term programming focused on chronically homeless population for motels	N/A	1	3	2
Outcome	Number of people served in newly acquired/long-term leased motel shelters for highly vulnerable adults	N/A	200*	300	520
Outcome	BIPOC served in emergency shelter at rate as high or higher than percent of adult HUD homeless population	N/A	Yes	Yes	Yes
Output	Number of beds/rooms of adult shelter**	N/A	N/A	N/A	450

Performance Measures Descriptions

*This is a conservative estimate that reflects unknowns related to the continued impacts of COVID-19 on the ability of adults to exit shelter, and the impact of a non-congregate setting on lengths of stay for adult only households.

**This is a new measure in FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$269,960	\$0	\$269,065
Contractual Services	\$0	\$3,247,858	\$0	\$13,744,670
Materials & Supplies	\$0	\$35,000	\$0	\$1,366,197
Internal Services	\$0	\$0	\$0	\$837,472
Total GF/non-GF	\$0	\$3,552,818	\$0	\$16,217,404
Program Total:	\$3,552,818		\$16,217,404	
Program FTE	0.00	2.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$3,552,818	\$0	\$16,217,404
Total Revenue	\$0	\$3,552,818	\$0	\$16,217,404

Explanation of Revenues

Metro Supportive Housing Services \$16,217,404

Significant Program Changes

Last Year this program was: FY 2022: 30209 Safety off the Streets - Metro Measure Expansion

The year-over-year increase in funding in this program offer is due to funding being allocated to two new congregate shelters and one new motel shelter. It is also due to the FY 2022 budget having allocated only six months of operating expenses for the three publicly owned motel shelters as part of transitioning those costs from one-time COVID-19-related Federal funding to Measure funding.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds a motel shelter program, known as Bridge Housing, for individuals or families who have been referred to a permanent supportive housing (PSH) program, but have not yet moved into a permanent unit. Bridge Housing of this kind is a strategy that has proven highly effective in other communities to ensure that people who have been identified for upcoming PSH units have the stability they need to be able to work effectively with their housing case managers to prepare to enter a PSH unit.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer supports the rapid and effective expansion of PSH through the utilization of Bridge Housing that closes a critical gap in the Coordinated Access and housing placement process.

As a PSH unit is made available and prepared for occupancy, individuals and families are identified from the Coordinated Access list that prioritizes the most vulnerable unhoused members of our community for available PSH units. Bridge Housing prioritizes individuals based on factors such as behavioral health needs, disabilities, and length of homelessness. In many cases, individuals on the Coordinated Access list may be living unsheltered or in a highly unstable situation. This makes locating them, working with them to assemble necessary documentation, completing paperwork, and coordinating move-in logistics very difficult, and can sometimes mean the loss of the housing opportunity.

This program offer funds Bridge Housing for people whose names have been selected from the Coordinated Access list and who are in the process of obtaining an available PSH unit. Bridge Housing provides a safe, low-barrier, housing first, housing-focused, and supportive twenty-four (24) hour motel shelter room to these individuals. Having individuals in their own rooms not only supports the placement work being done in coordination with their housing placement specialist, it also helps acclimate them to indoor living, given that they may have been living unsheltered for a very long time. This “bridge housing” model is one that other communities are using successfully to increase the speed and success of connecting highly vulnerable chronically homeless people to permanent supportive housing as soon as it is available to them.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Rooms of motel shelter for people transitioning to PSH	N/A	N/A	N/A	30
Outcome	Number of unique individuals receiving bridge housing support in motel settings	N/A	N/A	N/A	150
Outcome	Percent of bridge housing participants who successfully transition to PSH	N/A	N/A	N/A	80
Outcome	BIPOC served in Bridge Housing at rate as high or higher than percent of HUD homeless population	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,641,667
Total GF/non-GF	\$0	\$0	\$0	\$1,641,667
Program Total:	\$0		\$1,641,667	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,641,667
Total Revenue	\$0	\$0	\$0	\$1,641,667

Explanation of Revenues

Metro Supportive Housing Services \$1,641,667

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) continues to prioritize “safety on the streets” investments in this program offer, including survival outreach, and basic health and sanitation services for people who are living unsheltered in encampments and places not meant for human habitation.

Program Summary

Individuals with lived experience of unsheltered homelessness have called out the importance of distinguishing “safety off the streets” shelter strategies from those activities that help people who remain unsheltered stay as safe as possible. These strategies include survival-focused street outreach, such as the distribution of essential gear, food, water and primary healthcare services. This also includes investments in day centers, hygiene services, and clean-up and basic sanitation assistance for people in encampments. This program offer specifically supports: (1) critical mobile primary care/medical triage services provided to unsheltered and sheltered individuals using a team of volunteer physicians and medical professionals; (2) survival and navigation-focused outreach in East County and on the Springwater Corridor; and (3) a program that employs people with lived experience of homelessness to assist with ongoing trash pick-up and sanitation support for people living unsheltered in encampments

This program offer, when considered in conjunction with the following other program offers, represents a significant expansion of outreach and services focused on assisting people who remain unsheltered to meet their basic needs and navigate to shelter and housing: 30210B - Safety on the Streets - Navigation & Service Coordination Expansion; 30100A - System Access, Assessment, & Navigation; 30100B System Access, Assessment, & Navigation - Metro Measure Expansion; 30900 - ARP - COVID-19 Emergency Response - Shelter Operations and Outreach.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of volunteer physicians mobilized to support physical health needs of unsheltered population	20	30	20	20
Outcome	Number of unsheltered individuals engaged with health-related services through mobile medical team	4,480	1,000	1,200	1,200
Outcome	Number of encampments receiving trash collection services	N/A	3,500	6,000	3,500

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$60,797	\$60,797	\$63,154	\$63,154
Contractual Services	\$0	\$700,073	\$0	\$671,960
Total GF/non-GF	\$60,797	\$760,870	\$63,154	\$735,114
Program Total:	\$821,667		\$798,268	
Program FTE	0.50	0.50	0.50	0.50

Program Revenues				
Intergovernmental	\$0	\$456,957	\$0	\$142,774
Beginning Working Capital	\$0	\$173,563	\$0	\$454,065
Total Revenue	\$0	\$630,520	\$0	\$596,839

Explanation of Revenues

Visitor Development Fund (VDF) Livability and Supportive Services \$454,065
 City of Portland General Fund \$142,774
 Video Lottery Fund \$138,275

Significant Program Changes

Last Year this program was: FY 2022: 30210 Safety on the Streets

Funding in this program offer includes support for increased mobile primary care/medical triage services that were funded with American Rescue Plan (ARP) resources in FY 2022 program offer 30901 - ARP - COVID-19 Emergency Response - Expanded Street-Based Medical Care.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Joint Office of Homeless Services prioritizes the provision of outreach and services to people living unsheltered in encampments and other places not meant for human habitation. This program offer maintains limited-term investments made in the FY 2022 Business Income Tax Rebalance joint funding package between the County and the City of Portland. Those investments expanded navigation outreach services and the coordination of access to shelter and other key resources, and included funding for the development of additional storage/hygiene solutions. They also included funding for participation in the newly launched Street Services Coordination Center (SSCC), which aligns the work of various public space management agencies that interact with unsheltered individuals with the work of the homeless response system.

Program Summary

Multnomah County has a large and growing number of people experiencing unsheltered homelessness who are living in encampments on public property. These individuals have lacked sufficient routine engagement with outreach workers to establish trust and become engaged in services they need to transition out of homelessness and back into permanent housing.

The jurisdictions with responsibility for managing public lands within Multnomah County, including various bureaus within the City of Portland, Metro, the Oregon Department of Transportation, and others, are currently insufficiently coordinated with each other and with the homeless services system to effectively address the needs of people living in encampments and the impacts of those encampments on public spaces.

This program offer funds limited-term (two-year) investments made in the FY 2022 Business Income Tax Rebalance joint funding package between the County and the City of Portland, maintaining the expansion of staffing capacity in the homeless services system that is part of the creation of the new SSCC being established by the City of Portland. This Center will bring together leadership from multiple City land-owning bureaus, first responders, and representatives from other jurisdictions with public lands in the County, to better align their resources and responses to unsanctioned camping, and to improve access to services for those living in encampments who are impacted by these agencies' public space management activities.

It also maintains funding for up to 20 additional navigation outreach workers and an outreach coordinator to provide service navigation and de-escalation services to people in areas prioritized by the SSCC, along with funding for the development of storage and hygiene solutions, such as mobile hygiene, site-based hygiene pods, urban rest stops, day centers, and short and long-term property storage strategies. In addition, it funds the capacity to coordinate shelter bed access for people in encampments who are working with navigation outreach workers and public space management agencies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Expanded navigation outreach capacity	N/A	N/A	N/A	20
Outcome	Unsanctioned encampment provided with de-escalation and navigation support	N/A	N/A	N/A	500*
Outcome	BIPOC successfully referred to shelter at rates as high or higher than non-Hispanic whites	N/A	N/A	N/A	Yes

Performance Measures Descriptions

*This is a best estimate because the SSCC has not yet launched and the method of deploying navigation workers has not yet been determined.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$287,231	\$175,000
Contractual Services	\$0	\$0	\$1,387,769	\$1,250,000
Capital Outlay	\$0	\$0	\$1,000,000	\$0
Total GF/non-GF	\$0	\$0	\$2,675,000	\$1,425,000
Program Total:	\$0		\$4,100,000	
Program FTE	0.00	0.00	2.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,425,000
Total Revenue	\$0	\$0	\$0	\$1,425,000

Explanation of Revenues

City of Portland General Fund \$1,425,000

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

JOHS 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. The JOHS holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of programming. This program offer 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.

This program offer 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 nearly 20 nonprofit partners who offer prevention and rapid rehousing programs throughout the County.

Through this program offer, approximately 1,100 households will receive the housing placement, retention, and income acquisition support they need to obtain and/or retain permanent housing. Based on current data, 80% of the people served in the programs included in this offer identify as Black, Indigenous or People of Color, a share similar to last year.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# households enrolled in permanent housing or prevention programs (including STRA & non-STRA)*	1,077	N/A	1,080	1,080
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	# households newly placed into or retained in permanent housing (including STRA & non-STRA programs)*	927	N/A	930	930
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	92%	N/A	90%	90%

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$171,444	\$0	\$193,758	\$0
Contractual Services	\$1,200,262	\$4,054,458	\$1,110,960	\$4,161,220
Total GF/non-GF	\$1,371,706	\$4,054,458	\$1,304,718	\$4,161,220
Program Total:	\$5,426,164		\$5,465,938	
Program FTE	1.15	0.00	1.25	0.00

Program Revenues				
Intergovernmental	\$0	\$3,515,930	\$0	\$3,601,150
Total Revenue	\$0	\$3,515,930	\$0	\$3,601,150

Explanation of Revenues

City of Portland General Fund \$3,601,150
 Video Lottery Fund \$560,070

Significant Program Changes

Last Year this program was: FY 2022: 30300 Housing Placement & Retention - Adults & Women Households

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds critical service and rental assistance that help adults experiencing homelessness access and retain housing. This program offer specifically supports flexible funding to move people who are losing their housing or exiting institutions directly to new housing opportunities, as well as rental assistance and support services to rapidly rehouse people who are unsheltered.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the JOHS and Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness. The LIP recognizes the need for investments in a continuum of pre- and post- housing services, and the importance of bringing housing-focused resources to people where they are. This program offer supports those essential investments for adult households living unsheltered or otherwise experiencing or at risk of experiencing homelessness.

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of 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. These strategies must be provided at a range of access points, including through mobile teams to people living unsheltered and at the point where people are first losing their housing.

This program offer specifically funds: (1) staffing, including peer supports, and rental assistance to place people from the streets direction into housing; (2) staffing and limited duration rental assistance to divert people who are losing their housing or are coming from institutional settings, directly to new permanent housing opportunities; and (3) short-term rental assistance that will be used by Home Forward to support the housing placement and retention work of nearly 20 different non-profits serving people who are experiencing or at risk of homelessness, many of which are culturally specific agencies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households newly placed into or retained in permanent housing	N/A	N/A	N/A	360
Outcome	Percentage of households not returning to the homeless services system one year post placement	N/A	N/A	N/A	90%
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$323,171	\$0	\$3,961,252
Materials & Supplies	\$0	\$18,065	\$0	\$0
Total GF/non-GF	\$0	\$341,236	\$0	\$3,961,252
Program Total:	\$341,236		\$3,961,252	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$341,236	\$0	\$3,961,252
Total Revenue	\$0	\$341,236	\$0	\$3,961,252

Explanation of Revenues

Metro Supportive Housing Services \$3,961,252

Significant Program Changes

Last Year this program was: FY 2022: 30308 Housing Placement & Retention - Metro Measure Expansion

This program offer includes housing placement for unsheltered households that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. This change was made to allow for greater visibility into the investments being made across Housing Placement & Retention programs.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services (JOHS) convenes the Homeless Family System of Care, which collaborates as a leadership/direct service team to address the unique housing needs of homeless families throughout the County. Through this program offer, and offer 30301B, the Mobile Housing Team (MHT), in partnership with Family Futures, Neighborhood House, and the federal Housing Choice Voucher program, maintains capacity to house and provide equitable retention support services to hundreds of families with minor children, using a combination of housing placement and retention staffing and flexible rent/client assistance. MHT is a collaboration of Multnomah County and nine community partners, the majority of which are culturally specific service providers.

Program Summary

The Homeless Family System of Care (HFSC) is the primary coordinated effort to assist families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to advance racial and social justice, and a shared commitment that all families should be housed. The majority of agencies in the collaborative are culturally specific providers.

When combined with 30301B, this program offer provides 800 households with housing placement/retention services, including short- to medium-term flexible rent assistance (0-24 months) and client assistance. Eligible families may be living in shelter, doubled-up, experiencing domestic violence, living on the streets or in cars, or other places not meant for human habitation. A broader definition of homelessness allows the system to serve families that are most vulnerable in a variety of living situations. In FY 2021, nearly 70% of the families served through MHT identified as being from communities of color, achieving the goal of improving access and outcomes for these communities.

Families experiencing homelessness access the system through Coordinated Access staff, who screen families for immediate safety and overall vulnerability. Because many more families are seeking housing assistance than MHT is resourced to provide, families are prioritized based on vulnerability, housing opportunity and provider capacity.

This program leverages Federal and State funding including U.S. Department of Housing and Urban Development grants.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing or prevention programs*	882	550	980	980
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	Number of households newly placed into or retained in permanent housing*	732	N/A	790	790
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	90%	85%	90%	90%

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer. *The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$67,348	\$85,652	\$116,562	\$45,333
Contractual Services	\$3,183,490	\$1,277,620	\$3,070,390	\$1,328,725
Internal Services	\$0	\$1,374	\$0	\$0
Total GF/non-GF	\$3,250,838	\$1,364,646	\$3,186,952	\$1,374,058
Program Total:	\$4,615,484		\$4,561,010	
Program FTE	0.50	0.50	0.75	0.25

Program Revenues				
Intergovernmental	\$0	\$1,364,646	\$0	\$1,374,058
Total Revenue	\$0	\$1,364,646	\$0	\$1,374,058

Explanation of Revenues

City of Portland General Fund \$1,374,058

Significant Program Changes

Last Year this program was: FY 2022: 30301A Housing Placement & Retention - Homeless Families

The year-over-year change in General Fund vs. Other Funds relates to how Other Fund resources have been allocated across the department.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:

Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer sustains and expands capacity for the Homeless Family System of Care (HFSC). The HFSC is a collaboration between Multnomah County and community partners, a majority of which are culturally specific agencies. Through this program offer, the HFSC, in partnership with Family Futures, Neighborhood House, and the Federal Housing Choice Voucher & Emergency Housing Voucher programs, will maintain and expand current capacity to house and provide retention support services to hundreds of families experiencing homelessness.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds housing placement and retention services for families with children who are doubled up in housing, living in shelter, or living unsheltered in Multnomah County.

The HFSC is the primary coordinated effort to assist families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. It is a collaboration of agency leaders and direct service staff that practice shared budgeting, leveraging of resources, shared accountability, case consultation and ongoing process improvement. The system has shared values that include the practice of assertive engagement, using an equity lens to advance racial and social justice, and a shared commitment that all families should be housed. The majority of agencies in the collaborative are culturally-specific providers. Families receive barrier mitigation and navigation services to increase access to housing and promote long term housing retention.

When combined with 30301A - Housing Placement & Retention - Homeless Families, this program provides more than 1,000 households with housing placement/retention services, including short- to medium-term flexible rent assistance (0-24 months) and client assistance. In FY 2021, nearly 70% of the families served through the Mobile Housing Team identified as being from communities of color, achieving the goal of improving access and outcomes for these communities.

This program offer also funds housing placement and retention services for families receiving the Emergency Housing Voucher (EHV) assistance. Families will access safe, stable and affordable housing subsidized by leveraged Federal Vouchers. This program offer provides culturally specific retention services to support families in remaining in permanent housing.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing or prevention programs	N/A	250	250	580
Outcome	Number of households newly placed or retained in housing	N/A	N/A	200	460
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	N/A	85%	85%	85%
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	N/A	Yes	Yes	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$113,971	\$0	\$132,905
Contractual Services	\$79,730	\$1,887,902	\$0	\$4,195,590
Total GF/non-GF	\$79,730	\$2,001,873	\$0	\$4,328,495
Program Total:	\$2,081,603		\$4,328,495	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$2,001,873	\$0	\$4,328,495
Beginning Working Capital	\$79,730	\$0	\$0	\$0
Total Revenue	\$79,730	\$2,001,873	\$0	\$4,328,495

Explanation of Revenues

Metro Supportive Housing Services \$4,328,495

Significant Program Changes

Last Year this program was: FY 2022: 30308 Housing Placement & Retention - Metro Measure Expansion

In FY 2022, this program offer was 30308 - Housing Placement & Retention - Metro Measure Expansion. The programs in that program offer have been budgeted in 30301B, 30303B, and 30306B to allow for greater visibility into the investments being made in programming across JOHS programs.

This program offer also contains an expansion of investments in homeless families.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

JOHS has prioritized a range of highly effective strategies to transition people from shelter into housing and to ensure retention of that housing. The JOHS holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of placement out of shelter programming. 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 to significantly decrease homelessness among those who are highly vulnerable in Multnomah County.

Prioritizing rapid rehousing resources to people in emergency shelters 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 program offer provides placement and/or retention services to at least 400 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people enrolled in permanent housing or prevention programs*	399	400	480	480
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	Number of people newly placed into or retained in permanent housing*	226	N/A	310	310
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	85%	80%	85%	85%

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer. *The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$70,870	\$2,344,020	\$73,705	\$2,229,760
Total GF/non-GF	\$70,870	\$2,344,020	\$73,705	\$2,229,760
Program Total:	\$2,414,890		\$2,303,465	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,344,020	\$0	\$2,229,760
Total Revenue	\$0	\$2,344,020	\$0	\$2,229,760

Explanation of Revenues

City of Portland General Fund \$2,229,760

Significant Program Changes

Last Year this program was: FY 2022: 30302 Housing Placement & Retention - Placement out of Adult Shelter

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) has prioritized a range of highly effective strategies to transition people from shelter into housing and to ensure retention of that housing. With Metro Supportive Housing Services Measure funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds 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. This funding prioritizes serving adult households experiencing chronic homelessness and a high-risk of complications from COVID-19.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds a large expansion in short- and medium-term rental assistance, move-in and barrier mitigation, and case management services to help people access and retain permanent housing.

Prioritizing permanent rehousing resources to people in emergency shelters 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 program offer funds multiple new housing placement teams, including at least one new culturally specific program, dedicated to helping participants in JOHS-funded COVID-19 motel shelters to access and retain permanent housing. In addition, the program offer funds an expansion of mobile shelter in-reach services to connect people in alternative and other shelter programs that lack housing placement capacity to permanent housing opportunities. 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. This program offer supports the capacity to assist at least 450 households in shelter with permanent housing placement and retention services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people enrolled in permanent housing programs*	N/A	250	375	450
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	N/A	N/A	N/A	Yes
Outcome	Number of people placed and retained in permanent housing*	N/A	200	300	360

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$3,154,832	\$0	\$8,576,406
Total GF/non-GF	\$0	\$3,154,832	\$0	\$8,576,406
Program Total:	\$3,154,832		\$8,576,406	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,154,832	\$0	\$8,576,406
Total Revenue	\$0	\$3,154,832	\$0	\$8,576,406

Explanation of Revenues

Metro Supportive Housing Services \$8,576,406

Significant Program Changes

Last Year this program was: FY 2022: 30700A Housing Placement & Retention - COVID-19 Recovery-Placements out of Adult Shelter
 This program offer contains a significant increase of investments in placements out of adult shelter.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services (JOHS) prioritizes addressing the intersection of homelessness and domestic and sexual violence. The JOHS also holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of all programming. 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 offer funds housing and support services to more than 600 individuals, the significant majority of whom will identify as Black, Indigenous, and People of Color (BIPOC).

Program Summary

Rapid rehousing programs funded by this program offer provide culturally responsive and culturally specific advocacy support and financial assistance rooted in racial equity 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 employment and 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 offer supports:

- Rapid rehousing housing placements and support services, including advocacy, case management, client assistance, rent assistance and safety planning, and housing retention through the provision of vocational, educational and financial management training.
- DV Housing Advocacy at culturally specific DV 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 community resources.
- Shelter to Stabilization Advocacy co-located at DV emergency shelters, to assist survivors with barrier removal, client assistance, and referrals to housing programs and community resources.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants served	530	650	600	600
Outcome	Percentage of participants who exit to permanent housing	83%	85%	90%	85%
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$67,488	\$0	\$0	\$71,383
Contractual Services	\$1,798,110	\$1,544,153	\$1,858,935	\$1,359,620
Materials & Supplies	\$0	\$4,172	\$0	\$0
Internal Services	\$0	\$0	\$0	\$20,523
Total GF/non-GF	\$1,865,598	\$1,548,325	\$1,858,935	\$1,451,526
Program Total:	\$3,413,923		\$3,310,461	
Program FTE	0.50	0.00	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,548,325	\$0	\$1,451,526
Total Revenue	\$0	\$1,548,325	\$0	\$1,451,526

Explanation of Revenues

This program generates \$20,523 in indirect revenues.
 HUD Continuum of Care (CoC) Planning Grant \$91,906
 HUD Continuum of Care (CoC) Domestic Violence Supportive Housing (DVSH) \$1,359,620

Significant Program Changes

Last Year this program was: FY 2022: 30303 Housing Placement & Retention - Domestic Violence

The year-over-year change in General Fund vs. Other Funds relates to how HUD Continuum of Care (CoC) resources have been allocated across the department.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) prioritizes addressing the intersection of homelessness and domestic and sexual violence. With Metro Supportive Housing Services funding, dedicated to reducing homelessness through strategies that lead with racial equity, this program offers funds services essential to achieving stable, long-term housing outcomes for domestic and sexual violence survivors by providing housing navigation, housing placement, retention and assertive engagement services.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Metro Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds case management and supportive services for survivors of domestic violence (DV)/sexual assault (SA) and their children/dependents. Services include safety planning, identifying safe housing, landlord advocacy, placement and retention, flexible financial assistance, and connecting survivors to community resources. More specifically, this program offer supports:

- Navigation services to support the rapid transition of people prioritized through domestic and sexual violence (DSV) Coordinated Access to available shelter and housing resources.
- Partner agency staffing to support non-DV Family System partners and households in Family Shelters needing to be connected with DV resources.
- Partner agency staffing to provide housing placement and retention services for 90 domestic and sexual violence households. Participants will access safe, stable, and affordable housing, subsidized by leveraged Federal vouchers.
- Rental assistance and supportive services to ensure housing retention for 30 households over a 2-5 year period.
- Match support for \$800,000 Department of Housing and Urban Development (HUD) DV Transitional Housing - Rapid Rehousing Bonus project serving 29 households or 58 individuals annually with case management and support services

This program offer provides culturally-responsive and culturally-specific advocacy and support, and financial assistance rooted in racial equity, to help survivors and their children quickly establish safe, permanent housing after fleeing domestic violence.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing programs*	N/A	N/A	90	210
Outcome	BIPOC households placed or retained in housing at rate as high or higher than % of HUD homeless population	N/A	N/A	Yes	Yes
Outcome	Number of households placed or retained in permanent housing*	N/A	N/A	N/A	170
Output	Households assessed for DV Coordinated Access	N/A	N/A	N/A	400

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$119,620	\$0	\$126,306
Contractual Services	\$0	\$497,841	\$0	\$2,270,843
Total GF/non-GF	\$0	\$617,461	\$0	\$2,397,149
Program Total:	\$617,461		\$2,397,149	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$617,461	\$0	\$2,397,149
Total Revenue	\$0	\$617,461	\$0	\$2,397,149

Explanation of Revenues

Metro Supportive Housing Services \$2,397,149

Significant Program Changes

Last Year this program was: FY 2022: 30308 Housing Placement & Retention - Metro Measure Expansion

In FY 2022, this program offer was 30308 - Housing Placement & Retention - Metro Measure Expansion. The programs in that program offer have been budgeted in 30301B, 30303B, and 30306B to allow for greater visibility into the investments being made in programming across JOHS programs.

This program offer also contains an expansion of investments in programming that serves domestic and sexual violence survivors.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services prioritizes a range of effective housing placement and retention strategies in order to reduce homelessness among highly vulnerable adult households, including seniors. The JOHS holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of all housing placement and retention programming. This program offer supports existing programming, including rent assistance, housing placement and retention, and supportive services to provide stability for seniors experiencing or at risk of homelessness.

Program Summary

People over the age of 55 make up one of the fastest growing segments of the population experiencing homelessness, and the most recent Point In Time Count (2019) showed a 75% increase in the number of people over 70. For the majority of seniors experiencing homelessness, returning to permanent housing requires some combination of housing placement, retention support staffing, rental assistance and benefits acquisition assistance.

This program offer funds housing placement and retention strategies developed and coordinated through JOHS, specifically targeted to meet the permanent housing needs of seniors. These targeted investments highly leverage other Federal, State and local resources, including Medicaid, affordable housing units and permanent rental subsidies to support the needs of seniors experiencing homelessness. Services are delivered by a highly-skilled nonprofit organization that specializes in serving the senior population.

Addition to Performance Measure Description below: **The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing or prevention programs*	295	440	330	330
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	No	Yes	No*	Yes
Outcome	Number of households newly placed into or retained in permanent housing**	275	N/A	320	320
Outcome	Percentage of households not returning to homeless services within a year of exiting a program to housing*	93%	85%	90%	90%

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

*Where a program is not meeting this outcome measure, the JOHS prioritizes the program for improving capacity to successfully engage and serve Black, Indigenous, and other People of Color overrepresented in the homeless population.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$618,010	\$0	\$642,730
Total GF/non-GF	\$0	\$618,010	\$0	\$642,730
Program Total:	\$618,010		\$642,730	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$618,010	\$0	\$642,730
Total Revenue	\$0	\$618,010	\$0	\$642,730

Explanation of Revenues

City of Portland General Fund \$642,730

Significant Program Changes

Last Year this program was: FY 2022: 30305 Housing Placement & Retention - Medical/Aging

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

JOHS has prioritized permanent housing placement for vulnerable populations, including homeless youth. The JOHS also holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of programming. This program offer funds services essential to achieving successful equitable 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 in the Homeless Youth Continuum (HYC).

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, experiencing homelessness. 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 assessment, transition planning and support from 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 an 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 culturally responsive services and meet the developmental needs of pregnant and parenting youth. Housing placement funds are provided to place youth in appropriate housing options.
- **ROSE:** For the majority of youth served, access to mental health and addiction recovery support services is essential to their housing and developmental success. Ninety-three percent 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 youth experiencing homelessness in recovery supports, conduct assessments, and connect youth to formal treatment programs, provide follow up care, on-going supports, and healthy recreation alternatives.
- **Housing:** Programs provide a range of developmentally appropriate housing options, which include onsite housing with 24-hour staffing, scattered site housing, rapid rehousing, shared, and group housing. Housing navigators assist youth to access the housing options that best fit the youth's needs and provide retention support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth enrolled in transitional or permanent housing or prevention programs*	425	400	440	440
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	Number of youth newly placed into or retained in transitional or permanent housing*	386	N/A	350	350
Output	Number of youth receiving recovery support services	640	700	700	700

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$76,916	\$0	\$0	\$81,387
Contractual Services	\$2,813,825	\$1,725,204	\$2,926,295	\$1,785,930
Internal Services	\$0	\$0	\$0	\$23,399
Total GF/non-GF	\$2,890,741	\$1,725,204	\$2,926,295	\$1,890,716
Program Total:	\$4,615,945		\$4,817,011	
Program FTE	0.50	0.00	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,725,204	\$0	\$1,890,716
Total Revenue	\$0	\$1,725,204	\$0	\$1,890,716

Explanation of Revenues

This program generates \$23,399 in indirect revenues.
 State Emergency Housing Assistance (EHA) General Fund \$201,000
 City of Portland General Fund \$791,420
 HUD Continuum of Care (CoC) Planning Grant \$104,786
 HUD Continuum of Care (CoC) Homesafe Horizons Consolidated \$793,510

Significant Program Changes

Last Year this program was: FY 2022: 30306 Housing Placement & Retention - Youth Services

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds an expansion of services essential to achieving stable, long term housing outcomes for homeless youth. Services include housing navigation, housing placement, retention and assertive engagement services.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer leverages Federal long-term rent assistance vouchers by funding housing navigation, placement, and stability assistance for youth under the age of 25 who are served by the Homeless Youth Continuum, a highly coordinated system of care comprised of four nonprofit agencies, including a culturally specific agency.

These resources will support housing navigation, placement and retention services for 125 youth receiving Emergency Housing Voucher (EHV) assistance and Fostering Youth to Independence (FYI) vouchers. Funds will also provide additional Assertive Engagement (AE) capacity in the Continuum for over 80 youth to transition to stable housing by providing assessment, planning, and support through a service model that is relationship-focused, mobile, and operates throughout Multnomah County. AE staff provide linkage to education, employment, health, mental health and addictions treatment, housing services, and on-going housing stability supports.

To drive down racial disparities in the experience of homelessness and COVID-19-related housing instability, Black, Indigenous, and People of Color (BIPOC) communities will be overrepresented in access to and success in the Emergency Housing Voucher and Fostering Youth to Independence Voucher Programs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing programs	N/A	N/A	125	125
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	N/A	Yes	Yes	Yes
Outcome	Number of youth placed or retained in permanent housing	N/A	N/A	N/A	125

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$511,254	\$0	\$768,442
Total GF/non-GF	\$0	\$511,254	\$0	\$768,442
Program Total:	\$511,254		\$768,442	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$511,254	\$0	\$768,442
Total Revenue	\$0	\$511,254	\$0	\$768,442

Explanation of Revenues

Metro Supportive Housing Services \$768,442

Significant Program Changes

Last Year this program was: FY 2022: 30308 Housing Placement & Retention - Metro Measure Expansion

In FY 2022, this program offer was 30308 - Housing Placement & Retention - Metro Measure Expansion. The programs in that program offer have been budgeted in 30301B, 30303B, and 30306B to allow for greater visibility into the investments being made in programming across JOHS programs.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services (JOHS) convenes a coalition of partners around the ongoing effort to end homelessness among Veterans. This program offer leverages 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 the community. This program will help more than 250 Veteran households end or prevent their homelessness.

Program Summary

Ending homelessness among Veterans continues to be a priority in the community. However, hundreds of Veterans continue to become homeless every year, and 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 it is anticipated that Federal funding will remain available in FY 2023, 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 Veterans experiencing homelessness 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 and 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing or prevention programs*	119	130	250	250
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	Number of households newly placed into or retained in permanent housing*	117	N/A	250	250

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$177,730	\$643,390	\$184,840	\$518,645
Total GF/non-GF	\$177,730	\$643,390	\$184,840	\$518,645
Program Total:	\$821,120		\$703,485	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$643,390	\$0	\$518,645
Total Revenue	\$0	\$643,390	\$0	\$518,645

Explanation of Revenues

City of Portland General Fund \$272,850
 State Emergency Housing Assistance Veteran Funds (EHA VET) \$245,795

Significant Program Changes

Last Year this program was: FY 2022: 30307 Housing Placement & Retention - Veterans

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds a limited duration investment in continued capacity to allocate emergency rental assistance through a coalition of smaller, primarily culturally specific, community based organizations that have helped to deliver eviction prevention programming during the COVID-19 pandemic.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer redirects Measure funds on a limited-term basis from the Regional Strategies Implementation Fund (RSIF), to a network of smaller, primarily culturally specific, community based organizations to allow them to continue to play their critical role in creating access for BIPOC households to vital emergency rental assistance resources. A portion of the funding in this program offer will also be available for use as direct rental assistance.

The investment of Measure funds in COVID-19 eviction prevention programming is specifically called out as one of the important initial investment areas in the LIP, because of the recognized importance of ensuring that the economic consequences of the pandemic do not lead to a large new wave of households becoming homeless. Focusing this funding on an expanded network of community based organizations, especially culturally specific organizations, also aligns with the LIP's commitment to expand the network of service providers and culturally specific services offerings in the County and across the region. Importantly, the investment in these organizations that are participating in homeless response efforts, many for the first time, not only expands system capacity in Multnomah County, but it also supports these organizations to be able to offer services throughout the region.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Community Based Organizations receiving operating support to assist with eviction prevention allocations	N/A	N/A	N/A	15
Outcome	Number of households receiving rental assistance through the expanded partner network	N/A	N/A	N/A	400
Outcome	BIPOC households receive rental assistance at rates as high/ higher than rates experiencing poverty	N/A	N/A	N/A	Met

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,900,000
Total GF/non-GF	\$0	\$0	\$0	\$1,900,000
Program Total:	\$0		\$1,900,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,900,000
Total Revenue	\$0	\$0	\$0	\$1,900,000

Explanation of Revenues

Metro Supportive Housing Services \$1,900,000

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds a package of enhanced housing placement incentives that are aimed at encouraging a wider range of landlords to make vacant units available to individuals who have access to rental assistance and supportive services through the Measure and other programs, including federal rental assistance vouchers.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds a range of strategies designed to increase the number of landlords and property management companies that participate in making vacant units available to the individuals experiencing homelessness who have access to rental assistance and support services through the Measure, and other programs, but have been unable to find a landlord ready to rent to them.

The incentive tools funded in this program offer include the ability of non-profit homeless service providers to guarantee rents for up to the duration of a lease, either by leasing the unit themselves (master leasing) or by guaranteeing rent on behalf of a tenant who is leasing directly from the property owner. It also includes access to a risk mitigation fund, and the ability to compensate landlords for holding vacant units, in exchange for flexibility on screening criteria that might otherwise keep someone from gaining access to a unit.

This program offer makes this one-time investment to enhance existing housing placement programs and increase the housing opportunities for people experiencing homelessness. The tools employed in this programming will be evaluated for their effectiveness to inform whether they should be incorporated into the ongoing housing placement and retention strategies of Joint Office of Homeless Services housing placement contractors.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Households provided housing access incentives	N/A	N/A	N/A	500
Outcome	Percentage of households receiving access incentive support that successfully lease up in housing	N/A	N/A	N/A	90%
Outcome	Overrepresented People of Color lease up successfully at rates as high or higher than all households	N/A	N/A	N/A	Met

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$3,640,187
Total GF/non-GF	\$0	\$0	\$0	\$3,640,187
Program Total:	\$0		\$3,640,187	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$3,640,187
Total Revenue	\$0	\$0	\$0	\$3,640,187

Explanation of Revenues

Metro Supportive Housing Services \$3,640,187

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

The Joint Office of Homeless Services (JOHS) prioritizes supportive housing programs to meet the needs of adults and families experiencing homelessness who are in recovery or who have significant disabilities. This programming is central to the County's partnership with Portland Housing Bureau and Home Forward to significantly expand supportive housing. The program includes highly effective, limited-duration housing with intensive attached services, as well as long-term rent assistance and wraparound support services. These housing strategies are nationally recognized best practices, and leverage other State, local and Federal resources.

Program Summary

This program offer is a continuation of the ongoing work, in partnership with Portland Housing Bureau and Home Forward, to significantly expand supportive housing. The programs included here are designed to reduce the unmet need for permanent housing, especially among: (1) people experiencing chronic homelessness, (2) Black, Indigenous, and People of Color (BIPOC) within the homeless population, (3) people in recovery from an alcohol or drug addiction, and (5) people with severe and persistent mental illness experiencing homelessness. This program offer funds supportive housing programming 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. Recovery-oriented transitional supportive housing serves those who are in the early stages of recovery from an alcohol or drug addiction, 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 1,100 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 with rental vouchers from Home Forward; 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 in order to support the unique needs of the subpopulation served by the program and/or due to the absence of other sources of support.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people enrolled in permanent or transitional housing programs*	1,123	N/A	1,210	1,210
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	Number of people newly placed into or retained in permanent housing or served in transitional housing*	1,037	N/A	1,100	1,100
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	85%	85%	85%	85%

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$142,788	\$0	\$153,671
Contractual Services	\$1,524,210	\$7,277,395	\$1,465,814	\$7,239,978
Total GF/non-GF	\$1,524,210	\$7,420,183	\$1,465,814	\$7,393,649
Program Total:	\$8,944,393		\$8,859,463	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$6,265,753	\$0	\$6,393,649
Beginning Working Capital	\$0	\$1,154,430	\$0	\$1,000,000
Total Revenue	\$0	\$7,420,183	\$0	\$7,393,649

Explanation of Revenues

Supportive Housing Fund \$1,000,000
 City of Portland General Fund \$6,393,649

Significant Program Changes

Last Year this program was: FY 2022: 30400A Supportive Housing

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds rental assistance and services to expand supportive housing capacity by creating at least 350 new supportive housing opportunities in FY 2023 across a number of population and program categories, and by supporting an estimated 100 households who no longer need intensive services to graduate from supportive housing so that their units can be offered to people who need the combination of long-term rental subsidy and intensive wrap-around support services that supportive housing offers.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness.

The LIP expands existing commitments to increase supportive housing for people with significant disabilities who are experiencing long-term homelessness by setting a goal to create at least 2,235 new supportive housing opportunities. This program offer funds at least 350 new supportive housing opportunities for Measure priority populations, including a focus on Black, Indigenous, and People of Color (BIPOC) households. The program offer will support the expansion of supportive housing in partnership with the expanded pool of providers that qualified through the FY2022 tri-county procurement process, with a focus on expanding the capacity of culturally specific providers.

Funding in this program offer will: (1) create up to 300 new supportive housing opportunities, in part by leveraging federal long-term rent assistance vouchers, to serve the most vulnerable people on Multnomah County's Coordinated Access list and members of the LGBTQIA2S+ community; (2) create up to 100 new supportive housing opportunities to serve people experiencing homelessness with significant behavioral health, aging and/or disability-related needs who are eligible for services across multiple County departments; and (3) leverage 50 VASH (veterans) rental assistance vouchers by providing placement and wraparound support services to people with those vouchers. This program offer also funds the development of a local "Moving On" program based on nationally recognized best practices to support people currently in supportive housing who no longer need or want intensive services but continue to need assistance to maintain their housing. Move On will support up to 100 people to graduate from supportive housing, freeing up supportive housing opportunities for people who need them the most.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people newly placed into or retained in permanent housing*	N/A	N/A	N/A	550
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	N/A	N/A	N/A	80%
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population*	N/A	N/A	N/A	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$862,394	\$0	\$1,378,733
Contractual Services	\$0	\$1,279,220	\$0	\$6,080,000
Materials & Supplies	\$0	\$60,000	\$0	\$0
Total GF/non-GF	\$0	\$2,201,614	\$0	\$7,458,733
Program Total:	\$2,201,614		\$7,458,733	
Program FTE	0.00	7.00	0.00	10.00

Program Revenues				
Intergovernmental	\$0	\$2,062,807	\$0	\$7,458,733
Beginning Working Capital	\$0	\$138,807	\$0	\$0
Total Revenue	\$0	\$2,201,614	\$0	\$7,458,733

Explanation of Revenues

Metro Supportive Housing Services \$7,458,733

Significant Program Changes

Last Year this program was: FY 2022: 30400B Supportive Housing - Metro Measure Expansion

In FY 2022, this program offer included investments that are now budgeted in the following seven offers: 30300B, 30400C, 30400D, 30400E, 30403B, 30404, and 30405. These changes were made to allow for greater visibility into the different categories of supportive housing investments, including housing-focused street outreach for unsheltered households, site-based supportive housing, tenant-based supportive housing, supportive housing for families with children, supportive housing for youth, and supportive housing for survivors of domestic violence, as well as investments in the system that supports this expansion. This program offer includes the addition of 3.00 FTE to provide contract management support for supportive housing services.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer provides funding for support services and rental subsidies for at least 580 deeply affordable housing units financed by the Portland Housing Bond and the Metro Housing Bond, or otherwise financed by the Portland Housing Bureau or by the State of Oregon.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness.

The LIP expands existing commitments to expand supportive housing for people with significant disabilities who are experiencing long-term homelessness by setting a goal to create at least 2,235 supportive housing units. This program offer funds at least 580 new supportive housing units within affordable housing projects for Metro priority populations, including a focus on Black, Indigenous, and People of Color (BIPOC) households experiencing or at imminent risk of chronic homelessness. Some of these units began coming online in FY 2022 and the others are expected to come online by the end of FY 2023. This program offer leverages the Portland Housing Bond, Metro Housing Bond, and other affordable housing units financed by the Portland Housing Bureau and the State of Oregon to create project-based supportive housing opportunities with on-site wellness and retention services.

This program offer also funds support services and in some cases, rental subsidies, paired with deeply affordable housing financed by the Portland Housing Bond and Metro Housing Bond or otherwise financed by the Portland Housing Bureau or the State of Oregon. Services will be specialized to serve various sub-populations and will include, and not be limited to, culturally specific, mental health, substance use, physical health, HIV/AIDS, and individualized retention services. An estimated 380 households will be served with these resources in FY 2023.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people newly placed or retained in permanent housing*	N/A	250	150	380
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	N/A	80%	80%	80%
Output	BIPOC placed or retained rate as high or higher than percent of HUD homeless population*	N/A	Yes	Yes	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$3,500,000	\$0	\$4,309,716
Total GF/non-GF	\$0	\$3,500,000	\$0	\$4,309,716
Program Total:	\$3,500,000		\$4,309,716	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,500,000	\$0	\$4,309,716
Total Revenue	\$0	\$3,500,000	\$0	\$4,309,716

Explanation of Revenues

Metro Supportive Housing Services \$4,309,716

Significant Program Changes

Last Year this program was: FY 2022: 30400C Supportive Housing - Metro Measure Expansion - Local Bond Units and
 This program offer now includes site-based homeless preference housing integrated into Portland Housing Bond-funded projects that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. This change was made to allow for greater visibility into the alignment of Metro SHS and Housing Bond funds.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds tenant-based permanent supportive housing (PSH) programs that launched in FY 2022. The program offer includes PSH specifically designed to meet the needs of Black, Indigenous, and People of Color (BIPOC) communities, people with significant behavioral health needs, and older adults.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds at least 230 new tenant-based permanent supportive housing (PSH) opportunities.

PSH 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. It serves those with significant disabilities, including chronic health conditions, mental illness, and addictions, who have experienced or are at risk of experiencing chronic homelessness. Tenant-based supportive housing provides households with a rental voucher that can be used to buy-down rent in a private market or regulated unit along with mobile, wrap-around services. This program offer funds PSH programming specifically designed to meet the needs of BIPOC communities, people with significant behavioral health needs, and older adults.

The programs funded by this program offer include rental assistance provided through the Regional Long-term Rent Assistance (RLRA) program administered by Home Forward, and services provided by a range of nonprofit partners. RLRA operates similarly to the U.S. Department of Housing and Urban Development's (HUD) Section 8 program—households pay about 30% of their income towards rent and utilities and the housing authority pays the rest. RLRA was intentionally designed to be low barrier and serve people who are often screened out of HUD's Section 8 program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people newly placed or retained in permanent housing*	N/A	200	115	230
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	N/A	80%	80%	80%
Output	BIPOC placed or retained rate as high or higher than percent of HUD homeless population*	N/A	Yes	Yes	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$2,000,000	\$0	\$5,167,193
Total GF/non-GF	\$0	\$2,000,000	\$0	\$5,167,193
Program Total:	\$2,000,000		\$5,167,193	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,000,000	\$0	\$5,167,193
Total Revenue	\$0	\$2,000,000	\$0	\$5,167,193

Explanation of Revenues

Metro Supportive Housing Services \$5,167,193

Significant Program Changes

Last Year this program was: FY 2022: 30400D Supportive Housing - Metro Measure Expansion - Countywide

In FY 2022, this program offer was Supportive Housing - Metro Measure Expansion - Countywide Coordination (30400D). The programs in that program offer have been budgeted in 30407A - C to allow for greater visibility into the investments being made in programming across different County departments. This program offer now includes tenant-based Supportive Housing programming that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion, 30304B - Housing Placement & Retention - Seniors - Metro Measure Expansion, and 30700A - Housing Placement & Retention - COVID-19 Recovery-Placements out of Shelter-Metro Measure Investment. This consolidation was done to better reflect the core elements of the related programs.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds critical infrastructure needed to support the expansion of supportive housing. The offer specifically supports Multnomah County's implementation of the Regional Long-term Rent Assistance (RLRA) program, strategies to recruit and support affordable housing operators and private market landlords who partner with service providers to create supportive housing opportunities, and training and other technical assistance for organizations providing supportive housing.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds critical infrastructure needed to support the expansion of supportive housing.

The program offer funds the staffing necessary to administer Multnomah County's local implementation of the Regional Long-term Rent Assistance (RLRA) program. RLRA was designed by Metro and the three counties, and builds on policies developed for a Multnomah County pilot program run by Home Forward. Through the RLRA program, Home Forward provides rental vouchers that are paired with services provided by a range of nonprofit partners. RLRA operates similarly to the U.S Department of Housing and Urban Development's (HUD) Section 8 program—households pay about 30% of their income towards rent and utilities, and the housing authority pays the rest. RLRA was intentionally designed to be low barrier and serve people who are often screened out of HUD's Section 8 program.

The program offer additionally funds a team that will recruit and retain private market landlords to partner with service providers to create supportive housing opportunities, along with a fund to reimburse affordable housing owners and landlords for property repair costs and operational losses associated with operating supportive housing for formerly chronically homeless individuals.

The program offer also funds training and technical assistance for organizations providing supportive housing. The Joint Office is working to expand the pool of providers qualified to provide supportive housing and this training and technical assistance will be critical to supporting providers that are new to this work.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Landlord recruitment and retention program launched	N/A	N/A	N/A	Yes
Outcome	Number of landlords engaged	N/A	N/A	N/A	100
Outcome	Number of providers of culturally-specific services that receive supportive housing technical assistance	N/A	N/A	N/A	15

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,711,545
Total GF/non-GF	\$0	\$0	\$0	\$1,711,545
Program Total:	\$0		\$1,711,545	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,711,545
Total Revenue	\$0	\$0	\$0	\$1,711,545

Explanation of Revenues

Metro Supportive Housing Services \$1,711,545

Significant Program Changes

Last Year this program was: FY 2022: 30400B Supportive Housing - Metro Measure Expansion

This new program offer includes investments in Multnomah County’s implementation of the Regional Long-term Rent Assistance (RLRA) program that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. This change was made to allow for greater visibility into the investments being made in the infrastructure needed to support the expansion of supportive housing.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) 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 preserves existing supportive housing and is central to the County's partnership with Portland Housing Bureau and Home Forward to significantly expand supportive housing. 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

This program offer provides continued support for permanent supportive housing (PSH) for 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 at least 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 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people enrolled in permanent housing programs*	798	800	870	800
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Output	Number of people newly placed into or retained in permanent housing*	615	N/A	600	600
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	77%	90%	75%	75%

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$47,043	\$0	\$34,923
Contractual Services	\$0	\$4,368,375	\$0	\$4,602,945
Materials & Supplies	\$0	\$2,866	\$0	\$8,961
Internal Services	\$0	\$1,510	\$0	\$10,041
Total GF/non-GF	\$0	\$4,419,794	\$0	\$4,656,870
Program Total:	\$4,419,794		\$4,656,870	
Program FTE	0.00	0.35	0.00	0.25

Program Revenues				
Intergovernmental	\$0	\$4,419,794	\$0	\$4,656,870
Total Revenue	\$0	\$4,419,794	\$0	\$4,656,870

Explanation of Revenues

This program generates \$10,041 in indirect revenues.
 City of Portland General Fund \$2,706,640
 Housing Opportunities for Persons With AIDS (HOPWA) Entitlement \$1,950,230

Significant Program Changes

Last Year this program was: FY 2022: 30401A Supportive Housing - Behavioral Health/Medical Housing

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) has prioritized a continuum of services, from outreach, to shelter, to permanent housing, for people experiencing long-term homelessness and living with behavioral health conditions, including substance use disorders. This program offer funds the outreach, supportive housing, and treatment access services for individuals experiencing or at risk of long-term homelessness referred through the Portland Police Bureau's Service Coordination Team (SCT).

Program Summary

The JOHS has a strategic plan to reduce chronic homelessness, and the recently completed Metro Supporting Housing Services Measure Local Implementation Plan (LIP) specifically prioritizes achieving a significant reduction in chronic homelessness. Using City of Portland general funds, the SCT programming funded in this program offer advances these objectives by funding critical short- and long-term housing and recovery support services for chronically homeless people, and those at risk of chronic homelessness, who have frequent contact with the criminal justice system connected to their behavioral health conditions.

The SCT is a program established by the Portland Police Bureau in partnership with community housing and social services providers. The program's goal is to divert individuals who are experiencing homelessness and living with behavioral health conditions - in particular substance use disorders - from future contact with the criminal justice system by connecting them with supportive housing and treatment resources.

Individuals referred through the SCT program have access to low-barrier/short-term stabilization housing where they have direct access to support services, including behavioral health and addictions treatment. They also have access to alcohol and drug free housing where they receive case management services that offer client-driven, flexible approaches based on individual needs, which are intended to lead to long-term recovery services. For individuals who transition to permanent housing, this program provides home-based retention services that include access to outpatient substance abuse treatment services, financial assistance, eviction prevention, and resources and guidance on improving self-sufficiency through financial improvements and long-term recovery skills.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of low-barrier transitional housing units in staffed and structured setting	N/A	38	36	36
Outcome	Percent of participants enrolled in behavioral health services	N/A	85%	70%	70%
Outcome	Transitions to permanent housing	N/A	15	15	15
Outcome	BIPOC graduate from SCT at rates as high or higher than Non-Hispanic whites	N/A	Yes	Yes	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$2,159,003	\$0	\$2,245,365
Total GF/non-GF	\$0	\$2,159,003	\$0	\$2,245,365
Program Total:	\$2,159,003		\$2,245,365	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,159,003	\$0	\$2,245,365
Total Revenue	\$0	\$2,159,003	\$0	\$2,245,365

Explanation of Revenues

City of Portland General Fund \$2,245,365

Significant Program Changes

Last Year this program was: FY 2022: 30401C Supportive Housing - Behavioral Health/Medical Housing - Service

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) recognizes that, 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 offer funds 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. The voucher program funded by this offer is the precursor and model for the Metro Supportive Housing Services Measure-funded Regional Long-Term Rent Assistance Program.

Program Summary

People over the age of 55 and people with significant disabilities are among the fastest growing populations of people experiencing homelessness. These populations often 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 or at risk of homelessness due to being rent burdened (rent greater than 30% of household income). 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. This 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. This 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 local Short Term Rent Assistance (STRA) program. The program leverages support from the inventory of publicly funded affordable housing. The local long-term voucher functions more flexibly than the Federal voucher program and provides similar long-term housing stability to a highly vulnerable population. The program is administered through Home Forward. This program provided the framework for the Metro SHS-funded Regional Long-term Rent Assistance Program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of households enrolled in permanent housing programs*	52	71	50	50
Outcome	BIPOC served with vouchers at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes
Output	Number of households newly placed into or retained in permanent housing*	52	N/A	50	50

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$393,890	\$425,830	\$409,645	\$415,200
Total GF/non-GF	\$393,890	\$425,830	\$409,645	\$415,200
Program Total:	\$819,720		\$824,845	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$425,830	\$0	\$415,200
Total Revenue	\$0	\$425,830	\$0	\$415,200

Explanation of Revenues

City of Portland General Fund \$415,200

Significant Program Changes

Last Year this program was: FY 2022: 30402 Supportive Housing - Local Long Term Rental Vouchers

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

JOHS 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. The JOHS holds achieving racial equity as a core goal, and eliminating disparate rates of homelessness on the basis of race and ethnicity must be a focus of programming. This program offer funds longer-term rent assistance and wrap around support services to help move families from homelessness into permanent housing. Supportive housing strategies are nationally recognized best practices and can leverage existing market-rate and new affordable housing.

Program Summary

JOHS prioritizes equitable 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 the family shelter system, because they lack the support needed to overcome their barriers to housing.

This program offer 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 freeing up scarce and expensive shelter capacity for other families. Families in this program receive up to 24-month rental assistance vouchers and wraparound 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 nonprofit 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of families placed into or retained in permanent housing*	32	30	35	35
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	N/A	N/A	80%	80%
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population*	Yes	Yes	Yes	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$652,270	\$0	\$678,360	\$0
Total GF/non-GF	\$652,270	\$0	\$678,360	\$0
Program Total:	\$652,270		\$678,360	
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 2022: 30403 Supportive Housing - Families

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds tenant-based permanent supportive housing (PSH) programs that are specifically designed to meet the needs of families experiencing homelessness. The programs funded with this program offer leverage Federal Housing Choice vouchers (long-term rental subsidies) and create new local long-term rental vouchers and wrap-around support services dedicated to families with minor children that are extremely low-income, have at least one member with a serious disabling condition, and have long-term or frequent episodes of homelessness.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds at least 50 new tenant-based permanent supportive housing (PSH) opportunities and an expansion of site based PSH in the Homeless Family System of Care.

The Homeless Family System of Care (HFSC) is the primary coordinated effort to assist families experiencing homelessness to make a rapid and sustainable transition back into permanent housing. The system has shared values that include the practice of assertive engagement, using an equity lens to advance racial and social justice, and a shared commitment that all families should be housed. The majority of agencies in the collaborative are culturally specific providers.

This program offer funds PSH programming specifically designed to meet the needs of Black, Indigenous, and People of Color (BIPOC) families experiencing homelessness. The programs include rental assistance provided through the Regional Long-term Rent Assistance (RLRA) program administered by Home Forward, and services provided by a range of nonprofit partners. RLRA operates similarly to the U.S. Department of Housing and Urban Development's (HUD) Section 8 program where households pay about 30% of their income towards rent and utilities and the housing authority pays the rest. RLRA was intentionally designed to be low barrier and serve people who are often screened out of HUD's Section 8 program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people newly placed or retained in permanent housing	N/A	227	100	262
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	N/A	80%	80%	80%
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population	N/A	Yes	Yes	Yes

Performance Measures Descriptions

This new program offer includes supportive housing for families that was previously budgeted in 30400A - Supportive Housing and 30400B - Supportive Housing - Metro Measure Expansion. The combined FY 2022 Budgeted number for these programs is 227. Some of the included programs are still in the planning phase. The FY 2023 Offer number reflects the estimated number of people served once the programs are fully implemented.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$123,273
Contractual Services	\$0	\$800,000	\$0	\$873,350
Total GF/non-GF	\$0	\$800,000	\$0	\$996,623
Program Total:	\$800,000		\$996,623	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$800,000	\$0	\$996,623
Total Revenue	\$0	\$800,000	\$0	\$996,623

Explanation of Revenues

Metro Supportive Housing Services \$996,623

Significant Program Changes

Last Year this program was: FY 2022: 30400B Supportive Housing - Metro Measure Expansion

This new program offer includes supportive housing for families that was previously budgeted in 30400A - Supportive Housing and 30400B - Supportive Housing - Metro Measure Expansion. This change was made to allow for greater visibility into the investments being made in supportive housing specifically designed for families with children. This program offer includes the addition of 1.00 FTE to provide contract management support for Family System supportive housing services.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds tenant-based permanent supportive housing (PSH) specifically designed to meet the needs of youth (under 25) with significant behavioral health needs. The program offer funds support services, and Regional Long Term Rent Assistance vouchers designed to be low barrier and serve youth who are often screened out of the U.S. Department of Housing and Urban Development's (HUD) Section 8 program.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds 30 tenant-based permanent supportive housing (PSH) opportunities and provides FTE for on-going support services.

PSH is for individuals who would not be successful in their housing without supportive services, and for whom services would be less effective without stable housing. It serves those with significant disabilities, including chronic health conditions, mental illness, and addictions, who have experienced or are at risk of experiencing chronic homelessness. Tenant-based supportive housing provides households with a rental voucher that can be used to buy-down rent in a private market or regulated unit along with mobile, wrap-around services.

The programming funded by this program offer will support 30 homeless youth who have extremely low-incomes, serious disabling conditions, and experiencing - or at risk of - long-term homelessness, with ongoing rental assistance provided through the Regional Long-term Rent Assistance (RLRA) program administered by Home Forward and wrap-around services provided by a youth service organization. RLRA operates similarly to the HUD Section 8 program where households pay 30% of their income towards rent and utilities and the housing authority pays the rest. RLRA was intentionally designed to be low barrier and serve people who are often screened out of HUD's Section 8 program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of youth newly placed or retained in permanent housing	N/A	30	30	30
Outcome	Percentage of youth not returning to homeless services within a year of exiting a program to housing	N/A	80%	80%	80%
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population	N/A	Yes	Yes	Yes

Performance Measures Descriptions

This new program offer includes supportive housing for youth that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. The FY 2022 Budgeted number reflects the youth-specific supportive housing number previously included in 30400B.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$600,000	\$0	\$624,000
Total GF/non-GF	\$0	\$600,000	\$0	\$624,000
Program Total:	\$600,000		\$624,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$600,000	\$0	\$624,000
Total Revenue	\$0	\$600,000	\$0	\$624,000

Explanation of Revenues

Metro Supportive Housing Services \$624,000

Significant Program Changes

Last Year this program was: FY 2022: 30400B Supportive Housing - Metro Measure Expansion

This new program offer includes supportive housing for youth that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. This change was made to allow for greater visibility into the investments being made in supportive housing specifically designed for youth.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds tenant-based permanent supportive housing (PSH) for survivors and children fleeing domestic violence or experiencing homelessness as a result of an incident of domestic or sexual violence. The program offer includes PSH specifically designed to meet the needs of BIPOC survivors of domestic and sexual violence. The households served by this program are extremely low-income, have at least one member with a serious disabling condition and are experiencing, or are at risk of experiencing, homelessness.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. In alignment with priorities outlined in the LIP, this program offer funds at least 30 new tenant-based permanent supportive housing (PSH) opportunities, along with staff capacity to deliver the services.

PSH 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. It serves those with significant disabilities, including chronic health conditions, mental illness, and addictions, who have experienced or are at risk of experiencing chronic homelessness. Tenant-based supportive housing provides households with a rental voucher that can be used to buy-down rent in a private market or regulated unit along with mobile, wrap-around services. This program offer funds domestic violence specific PSH programming designed to meet the needs of BIPOC communities.

The programs funded by this program offer include rental assistance provided through the Regional Long-term Rent Assistance (RLRA) program administered by Home Forward, and services provided by a range of nonprofit partners. RLRA operates similarly to the U.S. Department of Housing and Urban Development's (HUD) Section 8 program where households pay about 30% of their income towards rent and utilities and the housing authority pays the rest. RLRA was intentionally designed to be low barrier and serve people who are often screened out of HUD's Section 8 program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of people newly placed or retained in permanent housing	N/A	30	0	60
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	N/A	80%	N/A	80%
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population	N/A	Yes	N/A	Yes

Performance Measures Descriptions

This new program offer includes supportive housing for survivors of domestic and sexual violence that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. The FY 2022 Budgeted number reflects the DV-specific supportive housing number previously included in 30400B. This programming is being developed and will be implemented in late FY 2022 or early FY 2023. The FY 2023 Offer number reflects the estimated number of people served once the program is fully implemented.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$600,000	\$0	\$600,000
Total GF/non-GF	\$0	\$600,000	\$0	\$600,000
Program Total:	\$600,000		\$600,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$600,000	\$0	\$600,000
Total Revenue	\$0	\$600,000	\$0	\$600,000

Explanation of Revenues

Metro Supportive Housing Services \$600,000

Significant Program Changes

Last Year this program was: FY 2022: 30400B Supportive Housing - Metro Measure Expansion

This new program offer includes supportive housing for survivors of domestic and sexual violence that was previously budgeted in 30400B - Supportive Housing - Metro Measure Expansion. This change was made to allow for greater visibility into the investments being made in supportive housing specifically designed for survivors of domestic and sexual violence.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding intended to reduce chronic and episodic homelessness with programming that leads with racial equity, this program offer funds a pilot project that will connect people experiencing, or at imminent risk of, chronic homelessness, who are also being repeatedly failed by multiple systems (e.g. health, criminal justice, social services). The pilot project will provide participants with the long-term rental assistance and support services they need to end their homelessness. In providing permanent supportive housing to this population, it will substantially reduce the cycle of harmful, unsuccessful, and costly engagements with the criminal justice, health care, and homeless services systems.

Program Summary

One of the goals of Multnomah County's Local Implementation Plan for the Measure is to improve coordination among systems that each touch the lives of people experiencing chronic homelessness, but too often are not coordinated and fail to provide individuals with access to the intervention that will best meet their needs - permanent supportive housing (PSH).

Between 2018 and 2020, the Multnomah County Sheriff's Office, the Local Public Safety Coordinating Council, the Multnomah County Health Department, Health Share of Oregon, and the Joint Office of Homeless Services participated in an analysis sponsored by the Corporation for Supportive Housing called Frequent Utilizer System Engagement (FUSE). This analysis compared data from the homeless services, health care, and public safety systems to identify individuals who are most frequently engaged in all three of these systems and to assess, among other things, how their 'utilization' of these systems changed based on whether or not they were in PSH.

Consistent with similar projects around the country, the Multnomah County FUSE analysis demonstrated a profound positive impact, in terms of reduced criminal justice involvement and reduced crisis health care services, when someone who is chronically homeless moves into PSH.

This program offer draws on the learnings of the Multnomah County FUSE analysis to identify those individuals who are experiencing chronic homelessness and are being failed most frequently by the criminal justice and health care systems and provides those individuals with PSH - a locally funded long-term rental subsidy and ongoing wrap-around support services to ensure ongoing housing stability. The program will involve a collaboration between the Health Department, the Department of Community Justice, Health Share of Oregon, and the Joint Office of Homeless Services. The project is budgeted to provide PSH to between 40-50 individuals in the pilot phase.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Create a by name list of people most frequently failed by health, criminal justice, and homeless services	N/A	N/A	N/A	1
Outcome	Place or retain FUSE individuals in PSH	N/A	N/A	N/A	35*
Output	Enroll FUSE individuals in PSH program	N/A	N/A	N/A	50

Performance Measures Descriptions

*Because this is a new program that will take time to develop and launch, it is anticipated that a significant number of enrolled participants will still be in the housing search process at the end of the fiscal year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

Metro Supportive Housing Services \$1,000,000

Significant Program Changes

Last Year this program was:

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County's Metro Supportive Housing Services Measure (Measure) Local Implementation Plan (LIP) calls out the importance of aligning the work of multiple County departments around the commitment to preventing and ending homelessness. This program offer provides Measure funding to better serve participants experiencing or at risk of homelessness in the Youth and Family Services (YFS), Aging, Disability and Veterans Services (ADVSD), and Intellectual and Developmental Disabilities Services Division (IDDDSD) of the Department of County Human Services (DCHS).

Program Summary

The Multnomah County's Measure LIP recognizes the importance of aligning ending homelessness efforts across County Departments, including between DCHS and the JOHS. This program offer specifically funds programs that will advance the LIP's commitment to racial equity, connect people being served by JOHS programs to critical DCHS resources, and connect those being served by YFS, ADVSD, and IDDDSD to critical permanent housing opportunities. Specifically, the program offer funds:

- A new investment in an expansion of the YFS Multnomah Stability Initiative (MSI) program for families to help homeless families housed through the Homeless Family System of Care (HFSC) successfully transition into that program and gain the long-term housing stability and asset building opportunities that MSI offers.
- A new pilot project to provide peer-support housing retention services, to enhance the long-term housing stability of families and individuals participating in DCHS-supported housing programs, thereby improving housing retention and reducing the number of people becoming homeless.
- A new investment in mobile assessment workers in ADVSD and IDDDSD who can partner with JOHS funded outreach and shelter programs to ensure that people experiencing unsheltered and sheltered homelessness are being assessed and, as appropriate, enrolled in enhanced Medicaid and IDDDSD services, and have access to the critical support services that accompany that enrollment.
- New staffing capacity for ADVSD and IDDDSD to partner with the JOHS to develop and implement new enhanced permanent supportive housing that meets the service support needs of chronically homeless participants in those DCHS programs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	HFSC families transitioned to MSI	N/A	N/A	N/A	25
Outcome	HFSC families retaining housing at 12 months	N/A	N/A	N/A	80%
Output	Number of people assessed for ADVSD/IDD Services	N/A	N/A	N/A	300
Outcome	BIPOC placed or retained in housing at rate as high or higher than percent of HUD homeless population	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$135,539	\$0	\$1,199,837
Contractual Services	\$0	\$145,000	\$0	\$1,038,163
Total GF/non-GF	\$0	\$280,539	\$0	\$2,238,000
Program Total:	\$280,539		\$2,238,000	
Program FTE	0.00	1.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$280,539	\$0	\$2,238,000
Total Revenue	\$0	\$280,539	\$0	\$2,238,000

Explanation of Revenues

Metro Supportive Housing Services \$2,238,000

Significant Program Changes

Last Year this program was: FY 2022: 30400D Supportive Housing - Metro Measure Expansion - Countywide

This program offer now includes investments in DCHS staffing that was previously budgeted in 30400D - Supportive Housing Metro Measure Expansion - Countywide Coordination. This change was made to allow for greater visibility into the investments being made in DCHS programming.

As part of the FY 2022 Adopted budget, the Joint Office of Homeless Services budgeted a 1.00 FTE Program Specialist Sr. position for DCHS. During FY 2022, that position was moved to DCHS for the purposes of hiring and management. In FY 2023, relevant positions are in their respective departments, while funding for the positions remains in the Joint Office.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Using Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds a critical expansion of short term shelter, transitional housing and permanent housing capacity for people experiencing or at imminent risk of chronic homelessness, in particular individuals living with serious and persistent mental illness. The offer leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC).

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness. The LIP also makes a specific commitment to immediately expanding behavioral health services at all levels of the continuum, from shelter, to transitional housing and permanent supportive housing. This program offer reflects that commitment and funds:

- Critical motel-based emergency shelter capacity and crisis case management for individuals in the Health Department's Choice program. This will provide immediate safety off the streets for people living with severe behavioral health needs, while they transition to longer-term housing options.
- The very successful Stabilization Treatment Preparation (STP) transitional housing program, a partnership between the Health Department and the Department of Community Justice that serves people who are justice involved and living with significant behavioral health conditions. The expansion funded here provides culturally specific STP programming focused on the African American community.
- The culturally specific homeless focused staff capacity on the Promoting Access to Hope (PATH) team to assist with addiction treatment services access for people with substance use disorders who are experiencing chronic and episodic homelessness.
- New operational funding for the shelter and bridge housing operations at the Behavioral Health Resource Center.
- An expansion of additional investments in long-term rental assistance and housing placement services for people served by any of Multnomah County's Assertive Community Treatment (ACT) and Intensive Case Management (ICM) teams. ACT and ICM teams provide an intensive level of community-based, ongoing support services to people with severe and persistent mental illness.
- New funding for motel-based transitional/early recovery housing that takes referrals from culturally specific substance use and recovery programs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals placed into or retained in permanent housing*	36	136	70	155
Outcome	Number of Choice participants served in motel-based emergency shelter	N/A	N/A	60	70
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	N/A	80%	80%	80%
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population*	N/A	Yes	Yes	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$185,539	\$0	\$846,463
Contractual Services	\$0	\$3,123,383	\$0	\$5,777,140
Materials & Supplies	\$0	\$0	\$0	\$8,497
Internal Services	\$0	\$0	\$0	\$98,057
Total GF/non-GF	\$0	\$3,308,922	\$0	\$6,730,157
Program Total:	\$3,308,922		\$6,730,157	
Program FTE	0.00	1.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,308,922	\$0	\$6,730,157
Total Revenue	\$0	\$3,308,922	\$0	\$6,730,157

Explanation of Revenues

Metro Supportive Housing Services \$6,730,157

Significant Program Changes

Last Year this program was: FY 2022: 30401B Supportive Housing - Behavioral Health/Medical Housing - Metro Measure

In FY 2022, this program offer was 30401B - Supportive Housing - Behavioral Health/Medical Housing - Metro Measure Expansion. This program offer now includes an investment in Health Department staffing that was previously budgeted in 30400D - Supportive Housing Metro Measure Expansion - Countywide Coordination. This change was made to allow for greater visibility into the investments being made in Health Department programming.

As part of the FY 2022 Adopted budget, the Joint Office of Homeless Services budgeted a 1.00 FTE Program Specialist Sr. position for the Health Department. During FY 2022, that position was moved to the Health Department for the purposes of hiring and management. In FY 2023, relevant positions are in their respective departments, while funding for the positions remains in the Joint Office.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

Multnomah County's Metro Supportive Housing Services Measure (Measure) Local Implementation Plan (LIP) calls out the importance of aligning the work of multiple county departments around the commitment to preventing and ending homelessness. This program offer provides Measure funding to better serve individuals who have a history of chronic homelessness who are exiting incarceration and are working with the Department of Community Justice's (DCJ) reentry program. This offer leverages existing program capacity in DCJ by providing individuals with long-term tenant based rental subsidies that will offer ongoing housing stability.

Program Summary

The Multnomah County's Measure LIP recognizes the importance of aligning ending homelessness efforts across County Departments, including between DCJ and the JOHS. The two departments share in common a significant number of people who cycle through homeless services programs and the criminal justice system because they lack access to permanent housing with the appropriate level of support services. This program offer builds out the relationship between the two departments by leveraging existing DCJ housing services capacity and Measure funding to provide flexible Regional Long Term Rent Assistance (RLRA) vouchers to up to 60 people reentering the community who have previous histories of long-term homelessness and who, but for this ongoing rental assistance, would return to being chronically homeless. Because People of Color are significantly overrepresented in this target population, prioritizing Measure funds in this way will also advance the County's commitment to the elimination racial disparities in rates of chronic homelessness.

The RLRA voucher is a local rent-assistance tool developed as part of the Measure that is similar to federal long-term rental assistance vouchers in that it guarantees a tenant will not pay more in rent than they can afford. However, RLRA offers the benefit of greater flexibility to the voucher holder. One area of flexibility is that the voucher is available to anyone who meets the income and homelessness criteria, regardless of their criminal history. In addition, this voucher allows the holder to seek out landlords in the private market who may be willing to overlook criminal history because the vouchers are less burdensome to work with and offer certain financial guarantees that are designed to mitigate risk.

The JOHS / DCJ partnership in this programming began in FY 2022 and has been expanded with additional funding for FY 2023.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Individuals enrolled in program*	N/A	N/A	N/A	70
Outcome	Individuals placed into permanent housing*	N/A	N/A	N/A	60
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population*	N/A	N/A	N/A	Yes

Performance Measures Descriptions

*The basis for "Placed & Retained" has been changed from Entry Date to Housing Move-in date, consistent with an FY 2022 change to the measure in systemwide reporting, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$135,539	\$0	\$387,035
Contractual Services	\$0	\$500,000	\$0	\$1,025,045
Total GF/non-GF	\$0	\$635,539	\$0	\$1,412,080
Program Total:	\$635,539		\$1,412,080	
Program FTE	0.00	1.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$635,539	\$0	\$1,412,080
Total Revenue	\$0	\$635,539	\$0	\$1,412,080

Explanation of Revenues

Metro Supportive Housing Services \$1,412,080

Significant Program Changes

Last Year this program was: FY 2022: 30400D Supportive Housing - Metro Measure Expansion - Countywide

This program offer now includes investments in rent assistance for justice involved adults and DCJ staffing that was previously budgeted in 30400D - Supportive Housing Metro Measure Expansion - Countywide Coordination. This change was made to allow for greater visibility into the investments being made in DCJ programming.

As part of the FY 2022 Adopted budget, the Joint Office of Homeless Services budgeted a 1.00 FTE Program Specialist Sr. position for DCJ. During FY 2022, that position was moved to DCJ for the purposes of hiring and management. In FY 2023, relevant positions are in their respective departments, while funding for the positions remains in the Joint Office.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:

Executive Summary

The Joint Office of Homeless Services (JOHS) recognizes diversion as a critical strategy to reduce the number of people experiencing street and shelter homelessness in the community. In order to advance JOHS's commitment to achieving racial equity, an essential focus of this programming must be to eliminate disparate rates of homelessness on the basis of race and ethnicity. This program offer 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 people 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.
- Domestic Violence (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 82% 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants receiving diversion services	1,377	1,640	1,170	1,170
Outcome	Percentage of exits to permanent housing*	76%	86%	76%	80%
Outcome	Number of people served with benefits acquisition assistance (BEST)	461	450	480	480
Outcome	BIPOC participate in program at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

The COVID-19 pandemic, which began in FY 2020, has significantly impacted the performance measures associated with this program offer.

*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	2022	2022	2023	2023
Contractual Services	\$1,126,110	\$1,381,700	\$1,172,050	\$1,358,940
Total GF/non-GF	\$1,126,110	\$1,381,700	\$1,172,050	\$1,358,940
Program Total:	\$2,507,810		\$2,530,990	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,381,700	\$0	\$1,358,940
Total Revenue	\$0	\$1,381,700	\$0	\$1,358,940

Explanation of Revenues

City of Portland General Fund \$1,358,940

Significant Program Changes

Last Year this program was: FY 2022: 30500 Diversion Services

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The program offer continues funding for the highly successful 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 program connects employment and housing resources for homeless families, youth and communities of color. This program offer contracts with multiple community partners across various systems of care to provide employment program support.

Program Summary

This program offer 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 provides approximately 550 individuals with employment services and 225 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 nine nonprofit employment providers, referred to as the 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals receiving employment services and supports	687	550	550	550
Outcome	Number of employment placements	315	200	200	200
Outcome	Number of households receiving rent assistance or eviction prevention	257	225	225	225
Outcome	BIPOC participate in program at rate as high or higher than percent of HUD homeless population	Yes	Yes	Yes	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,358,260	\$0	\$1,412,580
Total GF/non-GF	\$0	\$1,358,260	\$0	\$1,412,580
Program Total:	\$1,358,260		\$1,412,580	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$819,680	\$0	\$852,465
Total Revenue	\$0	\$819,680	\$0	\$852,465

Explanation of Revenues

City of Portland General Fund \$852,465
 Video Lottery Fund \$560,115

Significant Program Changes

Last Year this program was: FY 2022: 30600 Employment Programs

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds a significant expansion of employment-related programming focused on creating low-barrier employment opportunities for people experiencing homelessness. Employment programs include initiatives around trash removal, public space maintenance, and hygiene services. Participants earn income, develop job skills, and establish a recent work history.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the recommendations of the community and Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness. The LIP also recognizes that in this initial phase of Measure funding, there is a priority need to address the economic impact of COVID-19, which threatens to displace large numbers of disproportionately Black, Indigenous, and People of Color (BIPOC) households into homelessness and create additional barriers for people who are already homeless to return to housing.

This program offer provides economic opportunity to more than 100 people experiencing or at risk of homelessness, while at the same time addressing community needs for trash collection, public space maintenance services like graffiti abatement, and the provision of mobile hygiene services. Programs offer entry-level opportunities to earn income while developing a recent work history and various work skills. The programs are operated by a combination of new and established non-profit organizations, and provide services throughout Multnomah County.

As part of the LIP's COVID-19 response investments, this program has been designed to be of limited duration (1-3 years), unless and until a recommendation emerges through the forthcoming workforce planning processes for the Measure.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals receiving employment services and supports	N/A	100	100	200
Outcome	Number of employment placements	N/A	100	100	200
Outcome	Number of showers accessed	N/A	6,700	6,700	7,000
Outcome	BIPOC participate in program at rate as high or higher than percent of HUD homeless population	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$3,000,000	\$0	\$3,000,000
Total GF/non-GF	\$0	\$3,000,000	\$0	\$3,000,000
Program Total:	\$3,000,000		\$3,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,000,000	\$0	\$3,000,000
Total Revenue	\$0	\$3,000,000	\$0	\$3,000,000

Explanation of Revenues

Metro Supportive Housing Services \$3,000,000

Significant Program Changes

Last Year this program was: FY 2022: 30700D Employment Programs - COVID-19 Recovery - Employment - Metro

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics:
Executive Summary

With Metro Supportive Housing Services Measure (Measure) funding that is dedicated to reducing homelessness through strategies that lead with racial equity, this program offer funds emergency rent assistance and services for households who are newly homeless or at-risk of becoming homeless due to the impacts of COVID-19. The offer prioritizes Black, Indigenous and People of Color (BIPOC) who are already overrepresented within the homeless population and are disparately impacted by the health and economic impacts of COVID-19. This program offer funds staffing at community based organizations to distribute rent assistance funded by pandemic-related allocations from the Federal government and the State of Oregon.

Program Summary

The Multnomah County Local Implementation Plan (LIP) for the Measure sets out a range of strategies to reduce homelessness by increasing permanent housing and wrap around services for those experiencing, or at risk of, chronic homelessness and episodic homelessness. The LIP strategies prioritize the JOHS and Measure commitment to eliminating racial disparities among people experiencing chronic and episodic homelessness. The LIP also recognizes the critical need in the immediate term to focus limited duration resources on heading off a potential wave of newly homeless people as a result of the economic impacts of COVID-19, especially within BIPOC communities. This program offer addresses that need.

This program offer funds staffing at community based organizations to distribute rent assistance funded by pandemic-related allocations from the Federal government and the State of Oregon. These funding streams are typically larger, but too restrictive to allow community based organizations, including culturally specific providers, to create the capacity that they need to allocate the funds. The resources in this offer allow the Joint Office of Homeless Services and the Department of County Human Services to address these gaps and maximize the amount of outside rental assistance that the County is able to distribute through community based organizations serving BIPOC and other marginalized and hard to reach communities.

To date, more than 84% of households receiving emergency COVID-19 related rental assistance have identified as BIPOC and the JOHS expects that same to be true next fiscal year.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of culturally specific organizations supported to distribute emergency rental assistance funds	N/A	15	15	15
Outcome	Number of households prevented from losing their housing due to COVID-19	N/A	630	630	400
Outcome	BIPOC households served at rates as high or higher than their percentage of eligible households	N/A	Yes	Yes	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$2,805,000	\$0	\$1,865,967
Total GF/non-GF	\$0	\$2,805,000	\$0	\$1,865,967
Program Total:	\$2,805,000		\$1,865,967	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,805,000	\$0	\$1,865,967
Total Revenue	\$0	\$2,805,000	\$0	\$1,865,967

Explanation of Revenues

Metro Supportive Housing Services \$1,865,967

Significant Program Changes

Last Year this program was: FY 2022: 30700C Housing Placement & Retention - COVID-19 Recovery-Emergency Rent

In FY 2022, the Joint Office budgeted \$2.8 million in this program offer for limited-term emergency rent assistance and/or to leverage other sources of pandemic-related rent assistance provided by State and Federal agencies. For FY 2023, the \$1.9 million budgeted here continues the limited-term investments in staffing capacity built at community based organizations to distribute the large amounts of rent assistance funding that continues to be available across County programs.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

In March of 2020, following public health guidance, the Joint Office of Homeless Services (JOHS) took immediate steps to limit the spread of COVID-19 within the homeless population and otherwise mitigate impacts of the pandemic on those experiencing homelessness or at risk of experiencing homelessness. These activities included operating physical distancing shelters and enhanced safety on the streets supplies and outreach. With the ongoing need for expanded shelter capacity, this program offer funds the continuation of four leased motel shelters and a congregate shelter site. Additionally, with the need for continued supports for those living unsheltered, this program offer also funds a continuation of enhanced safety on the streets supplies and outreach.

Program Summary

As part of its response to the COVID-19 pandemic, the JOHS took immediate steps to ensure that all congregate and semi-congregate shelters within the shelter system provided necessary physical separation, hygiene, and cleaning practices for occupancy, sleeping, eating, and access to services. Initial COVID-19 response efforts in FY 2020 included decompressing the congregate shelter system to allow for physical distancing by expanding the number of congregate sites and establishing non-congregate motel shelters. This prevented physical distancing requirements from resulting in a reduction of overall system capacity. With continued pandemic-related impacts on the homeless services system, and the pressing need for expanded shelter capacity, this program maintains a capacity of 200 rooms of motel shelter and 100 beds of congregate shelter. For the duration that funding is available for this program, it will effectively serve as temporarily expanded capacity for the shelter system as congregate shelters return to pre-pandemic density with the relaxation of physical distancing requirements.

Motel shelters offer the safety of a fully supported motel room that opens to the outdoors. The rooms are supported with basic amenities, including private bathroom and shower, meals, and access to laundry services. There is also 24/7 on-site staffing, in order to be able to routinely check on guests, as well as on-site access to technology and staff to support transitions out of motel shelter and into permanent housing as rapidly as possible.

This program also continues funding for enhanced safety on the streets outreach to assist those who are unsheltered. This includes staffing of an outreach supply center, the stocking of that supply center with personal protective equipment, sanitizing supplies, basic safety supplies (blankets, tarps, sleeping bags, socks, etc.), and water and food items. The supplies center supports both contracted organizations, including those doing focused culturally specific and behavioral health focused outreach, and community volunteer organizations that conduct outreach to the unsheltered population and lack the resources to offer critical health, safety and nutrition resources.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of year-round emergency shelter beds/rooms*	322	400	400	300
Outcome	Number of unique individuals receiving supports in motel settings	593	1,700	1,320	1,320

Performance Measures Descriptions

*The methodology for this measure has been changed from manual calculation using the best available information for each shelter to the average daily number of beds for each shelter over the course of the year. In FY 2022, this program supported 400 rooms of motel shelter at eight sites. The County and its partners acquired three of those sites (120 rooms) over the course of the pandemic. In FY 2023, ongoing funding for those sites is budgeted in 30209, which is why the FY 2023 Output offer is lower. The low FY 2021 Outcome is due to higher lengths of stay.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$263,000
Contractual Services	\$0	\$5,100,000	\$0	\$9,417,000
Materials & Supplies	\$0	\$0	\$0	\$6,459,300
Internal Services	\$0	\$0	\$0	\$382,700
Total GF/non-GF	\$0	\$5,100,000	\$0	\$16,522,000
Program Total:	\$5,100,000		\$16,522,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,100,000	\$0	\$16,522,000
Total Revenue	\$0	\$5,100,000	\$0	\$16,522,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding \$8,261,000
 American Rescue Plan (ARP) through City of Portland \$8,261,000

Significant Program Changes

Last Year this program was: FY 2022: 30900 ARP - COVID-19 Emergency Response - Ongoing Operations

This program provides core services supporting people in our care. In the FY 2022 Adopted budget, this program was funded across two COVID-19 Emergency Response program offers, 30900 and 30090, which when combined amounted to \$20.4 million. In addition, \$5.1 million of ARP funds from the City of Portland were budgeted after adoption. When combined, this program was funded with \$25.4 million in FY 2022 and supported 400 rooms of motel shelter at eight sites. The County and its partners acquired three of those sites (120 rooms) over the course of the pandemic. Those assets, the ongoing funding for which is budgeted in 30209 using Metro Supportive Housing Services Measuring funding, will provide ongoing motel shelter capacity for the system.

Access

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:

Program Characteristics: One-Time-Only Request

Executive Summary

For those experiencing unsheltered homelessness, access to basic hygiene services is one of the most challenging needs to meet. The importance of addressing basic hygiene needs was made even more apparent during the COVID-19 pandemic because of the importance of hand washing and basic sanitation to prevent the spread of the disease. This program offer continues an FY 2022 investment in basic hygiene services for the unsheltered population, with a focus on increasing access to toilets, hand washing, and showers in areas currently most underserved with those resources.

Program Summary

Gaining access to a bathroom, a place to wash up, and a shower have long been among the most challenging aspects of living unsheltered in the community. The COVID-19 pandemic both made access to basic hygiene services for the unsheltered population more critical than ever and made finding those services even more difficult. Public buildings that offer places to go to the bathroom, wash up, and shower closed, including community centers, libraries, and office buildings. Even certain day programs specifically designed to provide hygiene access for the unsheltered population were forced to close or significantly reduce their capacity. While a number of critical steps were taken to address this need for hygiene access, including county-wide distribution of hygiene supplies, the placement of dozens of hand washing stations, and more than 100 new portable bathrooms, additional investments are needed, especially in underserved areas of the County.

This program offer will fund an expansion of basic hygiene services for people living unsheltered. The precise nature and location of those services will be determined in consultation with the City of Portland and the East County municipalities, as well as with outreach providers and other community stakeholders. The Joint Office of Homeless Services (JOHS) expects the funding will complement and expand county-wide the City of Portland's ongoing project to offer portable restrooms and hygiene stations geographically distributed to identified areas of concentrated unmet need, as well as shower access through the use of site-based and mobile shower services. Depending on the outcome of the engagement process, funds may also be used to expand mobile or community-based laundry services. As the traditional spaces offering hygiene access to those living outside reopen, the JOHS will continue to reassess these investments and how best to improve access to hygiene services on an ongoing basis.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hygiene access points created/expanded	N/A	25	25	25
Outcome	Uses of expanded hygiene services	N/A	10,000	10,000	10,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$750,000	\$0	\$750,000
Total GF/non-GF	\$0	\$750,000	\$0	\$750,000
Program Total:	\$750,000		\$750,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$750,000	\$0	\$750,000
Total Revenue	\$0	\$750,000	\$0	\$750,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding \$750,000

Significant Program Changes

Last Year this program was: FY 2022: 30902 ARP - COVID-19 Emergency Response - Expanded Hygiene Access

This program provides core services supporting people in our care.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton

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

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Street outreach is a critical strategy to ensure people experiencing unsheltered homelessness are provided with access to basic survival supplies, receive critical information on available resources, and are assisted to navigate to those resources. Especially in the midst of the COVID-19 pandemic, having individuals who can bring services and supports to where people are is more essential than ever. This program offer funds significantly expanding culturally specific outreach services, recognizing that to be most effective, outreach services should be delivered by and for the diverse racial and ethnic communities that make up the unsheltered populations.

Program Summary

Homelessness, including unsheltered homelessness, disproportionately impacts Communities of Color. Continued systemic, institutional, and individual racism pushes higher numbers of Black, Indigenous and other People of Color (BIPOC) into homelessness and makes escaping homelessness significantly more difficult. That is why Multnomah County, like communities across the country, sees rates of homelessness for BIPOC significantly higher than rates for Non-Hispanic whites. This is seen across homeless subpopulations, including among adults, families with children, domestic violence survivors, youth, people experiencing chronic homelessness, and among people who identify as LGBTQIA2S+. This overrepresentation is also seen among those living unsheltered, as well as those in shelter, or living in doubled up situations.

It is because of the additional barriers faced by BIPOC that the Joint Office of Homeless Services prioritizes the provision of culturally specific and culturally responsive services within all aspects of the homeless response system. Culturally specific services provided by and for Communities of Color that are overrepresented among people experiencing homelessness are particularly critical to eliminating racial disparities and meeting the commitment to support everyone in the community to end their homelessness.

This program offer expands culturally specific services in one particularly critical area of the homeless services continuum of care, especially given the impacts of COVID-19 on the unsheltered population and Communities of Color. By investing in new culturally specific outreach capacity focused on overrepresented Communities of Color, this program offer helps ensure that members of those communities who are living unsheltered in encampments, vehicles, or other places not meant for human habitation are connected to critical resources, including survival supplies, a range of shelter and support services, and, ultimately, permanent housing. Culturally specific outreach workers are able to build trust and tailor their work to the specific needs of their communities. They can help those they serve navigate mainstream service systems and institutions that too often are not culturally responsive and overcome the additional barriers created by ongoing racism.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Culturally specific outreach workers	N/A	5	5	5
Outcome	People receiving assistance to access services	N/A	1,000	250*	1,000

Performance Measures Descriptions

*This estimate reflects program ramp-up time

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$425,000	\$0	\$425,000
Total GF/non-GF	\$0	\$425,000	\$0	\$425,000
Program Total:	\$425,000		\$425,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$425,000	\$0	\$425,000
Total Revenue	\$0	\$425,000	\$0	\$425,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding \$425,000

Significant Program Changes

Last Year this program was: FY 2022: 30903 ARP - COVID-19 Emergency Response - Culturally Specific Outreach

This program provides core services supporting people in our care.

Department: Joint Office of Homeless Services **Program Contact:** Shannon Singleton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 30208A
Program Characteristics: One-Time-Only Request

Executive Summary

This program offer allocates a one-time carryover balance of America Rescue Plan (ARP) Act HOME Investment Partnership Program (HOME) capital funds from the U.S. Department of Housing and Urban Development (HUD) for the Joint Office of Homeless Services (JOHS) to use in acquiring a new non-congregate motel shelter as part of a partnership with the Portland Housing Bureau (PHB).

Program Summary

Multnomah County is committed to funding and operating long-term, high quality, year-round emergency shelters, and to continuing to provide seasonal temporary shelter during cold weather months. After an initial rapid expansion of emergency shelter capacity in available locations, the JOHS is leading the transformation of all year-round shelter into a network of community-based shelter programs that are located, designed, and service-supported to maximize transitions of shelter participants back into permanent housing. This program offer allocates a one-time carryover balance of ARP HOME funds to use in acquiring a new emergency shelter as part of a partnership with PHB. This funding was originally allocated in mid-FY 2022 as part of a joint City/County funding rebalance involving Business Income Tax (BIT) and other funds.

To address the need for homelessness assistance and supportive services, Congress appropriated \$5.0 billion in ARP funds to be administered through HOME to perform four activities that must primarily benefit qualifying individuals and families who are homeless, at risk of homelessness, or in other vulnerable populations. These activities include: (1) development and support of affordable housing; (2) tenant-based rental assistance (TBRA); (3) provision of supportive services; and (4) acquisition and development of non-congregate shelter units.

As part of its partnership with PHB, the JOHS is planning to acquire a new 137 unit motel shelter in NE Portland. This site will be used as a temporary emergency shelter for a minimum of three years (based on the terms of the HOME funds), before being converted to affordable housing. The JOHS strategically invests in shelter to further its communities' commitment to ending homelessness. This is done by operating emergency shelters that offer safety off the streets, and are intentionally developed to maximize the number of people who successfully transition through them to permanent housing. This program, along with 30208A - Safety off the Streets - Emergency Shelter Strategic Investment, provides the critical capital resources to continue the acquisition and development of year-round emergency shelter sites that meet this commitment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of year-round emergency shelter beds/rooms	N/A	N/A	N/A	137
Outcome	Number of people served in year-round emergency shelter beds	N/A	N/A	N/A	300
Outcome	BIPOC served in emergency shelter at rate as higher than percent of HUD homeless population	N/A	N/A	N/A	Yes

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Capital Outlay	\$0	\$0	\$0	\$9,187,497
Total GF/non-GF	\$0	\$0	\$0	\$9,187,497
Program Total:	\$0		\$9,187,497	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$9,187,497
Total Revenue	\$0	\$0	\$0	\$9,187,497

Explanation of Revenues

HOME Investment Partnerships Program American Rescue Plan (HOME-ARP) \$9,187,497

Significant Program Changes

Last Year this program was:

This program allocates the HOME-ARP balance of one-time capital funds allocated in mid-FY 2022 for shelter development as part of the rebalance joint funding package.

Department Overview

Multnomah County Library uses short term 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. Multnomah County Library’s mission: Empowering our community to learn and create

As a result of the COVID-19 pandemic we face profound challenges now and for the foreseeable future. People of color and communities subjected to marinalization are experiencing higher risk and worse outcomes from COVID-19 as a result of systemic inequities. Multnomah County Library will focus library resources on our community’s recovery, starting with those most deeply impacted by the crisis. Equity is at the core of the library’s response, and the priorities below center equity and lived experience.

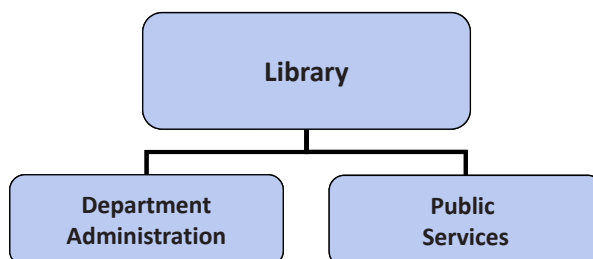
Helping people find work and develop career skills
We help people look for work
We offer resources to learn new job skills
We help people with resumes and applications

Supporting education and learning for all ages
We support teachers and educators in their work
We offer students tools and resources to help virtual and in-person learning
We provide tools and help for lifelong learning

Enhancing and diversifying virtual services
We will expand digital collections and resources
We will increase virtual services in the most spoken languages in our county
We will engage more diverse voices and communities online

Technology training, access, and assistance for all
We work to make technology available and useful for those who need it most
We collaborate with partners to provide devices, access and training
We amplify the urgency of digital inclusion through advocacy and action

Creating and maintaining safe and healthy spaces
We serve people in buildings that are safe and healthy
We follow public health guidance and use best practices
We plan for future library spaces that support personal and public health



Budget Overview

The Library FY 2023 Proposed budget is \$99.6 million, a \$3.1 million, or 3.3%, increase from the FY 2022 Adopted budget. Library operations are funded exclusively through the independent Multnomah County Library District. In the tenth year of the Library District, the Library proposes to levy a rate of \$1.22 per \$1,000 of assessed value. This rate is unchanged from FY 2022, and is below the voter approved maximum of \$1.24 per \$1,000 of assessed value. According to the most recent economic forecast for the Library, the Library District will experience growing property tax revenues due to the impending end of several large Urban Renewal Areas in the City of Portland which will allow the Library to run modest surpluses without raising the tax rate in the near term.

In November of 2020, voters passed the Library GO Bond measure which will fund development or significant renovations of eight library branches, including a new East County Flagship branch, as well as a new sorting center and expansion of automated materials handling capabilities. The majority of funding from the bond is held in DCA program offers 78228A-J, which also feature detailed updates on each bond project.

Highlights for FY 2023 include:

- Library Building Bond Administration (80024) \$0 and 6.00 FTE: The budget for the 6.00 FTE is held in DCA program offer Library Capital Bond Construction (78228A).
- Mass reclassification of 52 Library Clerks to Library Assistants which is part of the Library’s ongoing staffing update and better aligns budgeted positions with actual work done. Inclusion of 8.00 FTE of new Library Security Liaisons and the discontinuation of security services provided by the Multnomah County Sherriff’s Office.

All Library branches have fully reopened following over 500 days of closure due to COVID-19. A fuller description of the Library’s ongoing COVID-19 response and adaptation can be found in COVID-19 and American Rescue Plan section.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	533.04	538.08	534.00	543.25	9.25
Personnel Services	\$49,175,794	\$58,820,090	\$61,090,188	\$64,167,077	\$3,076,889
Contractual Services	883,930	1,692,791	1,837,637	1,912,870	75,233
Materials & Supplies	11,420,723	12,546,520	12,818,814	12,420,091	(398,723)
Internal Services	18,894,511	17,908,572	20,275,395	21,108,136	832,741
Capital Outlay	<u>156,604</u>	<u>20,047</u>	<u>450,000</u>	<u>0</u>	<u>(450,000)</u>
Total Costs	\$80,531,562	\$90,988,020	\$96,472,034	\$99,608,174	\$3,136,140

Successes and Challenges

As the library looks to FY 2023, we do so with the benefit of experience from a FY 2022 permeated by change, evolution and transformation. This budget reflects the continuation of those themes and better prepares the organization to center race and lead with equity and inclusion as the foundation for future library services.

In FY 2022 the library completed the reopening of its 19 locations for public access after a prolonged closure of those spaces due to be COVID-19 pandemic. Plans and services for restored public access were based on a community engagement process that identified services and resources based on culturally specific feedback. The library continues to restore and adapt services based on that framework.

The library completed a significant organizational restructuring of the Public Services division in FY 2022. This shift is aimed at creating better support for the library's public service teams and more engagement and service for communities that have been oppressed or marginalized. The new structure adjusts the geographic regional support for public service locations; further develops and realigns the community services unit that serves youth, adults, partner organizations, and centers community engagement in service design and delivery. The new structure also includes an Integrated Library Services program (80020) that will allow the library to rethink its work around the collection and materials movement in coordination with ongoing capital projects.

Among the challenges the library faces in FY 2023, security and safety loom large. The severity and frequency of behavioral problems in library spaces have increased significantly. Often such incidents began with issues around compliance with the requirement to wear masks while inside a library. These incidents regularly escalate and result in stress or trauma for library staff members. Due to this, the library is continuing to make investments in staffing that supports library staff in responding to security and safety issues. This includes four positions that are supporting locations with new or additional security coverage needs and five positions that will support the Central Library program (80001) in transitioning away from the support historically provided by the Multnomah County Sheriff's Office that were added through budget modifications in this past year. Along with this, the library is expanding coverage through contracted staffing for crisis intervention support at Central Library. As our community struggles with issues related to homelessness, addiction and mental health, the library also expects to expend considerable resources in response to the impacts of these community issues into the foreseeable future. Recruitment and staffing continue to be important priorities for the library. Many library programs have expanded the number of positions with cultural and language Knowledge, Skills, and Abilities designations. This has led to many new recruitments in a much more competitive marketplace for professional talent. To that end, the library will be continuing to support additional limited duration capacity for recruitment in the Human Resources program offer (80017).

COVID-19 Impacts and American Rescue Plan

The library entered FY 2022 as the COVID-19 pandemic continued to deeply impact services. The last public library to restore access was Albina Library in August of 2021. Throughout the year the library has worked to adjust services to continuously changing conditions, including limits on the number of people inside a building and for computer use, changes around mask policy and requirements, and intermittent service reductions or infrequent closures due to COVID-19 exposure or employee illness. The enforcement of mask mandates has added to the safety and security challenges library staff face in serving the public during the pandemic.

During the Omicron surge, the library experienced staffing issues like other businesses and organizations. In response, the library quickly modified its staffing practices, and provided public information to library users in all service languages about service changes.

The library continues to find ways of serving library users online through programs, reference services, tutorials and one-on-one technology assistance. In FY 2022 the library expanded its Library Connect partnership with local school districts to allow access to library services through a student ID card to more than 80,000 students in our area.

This year the library has continued to develop its role of supporting the community during weather-related emergencies to provide shelter, information and staff resources in collaboration with the County's Office of Emergency Management.

Looking forward, the library will continue to evolve and adapt services to changing community needs and COVID-19 related restrictions, regulations or circumstances. The challenges of the current fiscal year helped the organization create new processes and resources to support partners and assist library users during times of continual change and uncertainty. The library looks forward to a future where changing public health protocols and new library spaces will allow people to reconnect in person and build community in library spaces.

In the past year, the library used federal American Rescue Plan dollars to support two initiatives. The library developed a plan for a Library Tech Mobile through County coordinated federal funding. The library has acquired the vehicle for this initiative and is outfitting it to provide library and technology services to the community such as Wi-Fi, devices, books and personal assistance to communities in need of these resources. That same program is supporting another effort coordinated through the Oregon State Library to use federal funds to support digital inclusion outreach focused on tech lending of Chromebooks and internet hot spots. The FY 2023 budget further extends the tech lending outreach work from the previous year to support more hotspots to meet the demand for access the library is experiencing through the current lending program, through additional ARP funding.

Diversity, Equity and Inclusion

Multnomah County Library is working to create a system that equitably nurtures, empowers and lifts staff, library users 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. Multnomah County Library is committed to the goals of equity, inclusion and sustaining a workforce that reflects and engages the community it serves.

FY 2023 will be the seventh year of the library’s formal equity and inclusion (E&I) initiative that sits within the Library Director’s Office program (80010). Ongoing efforts include a continuing focus on training and coaching for the library’s Executive Management Team. The library is hiring an equity analyst position for this program that was newly funded in FY 2022. This position will expand and enrich equity and inclusion work across the library system including support for the County’s Workforce Equity Strategic Plan.

This budget will be the third library budget that includes distinct equity goals for every program. These goals reflect the library’s commitment to make meaningful changes throughout the organization and provide opportunities for programs to be accountable for the work of creating a more equitable library.

The library’s FY 2023 budget includes the new position of a Spanish-speaking Communications Coordinator to serve as Multnomah County Library’s designated Spanish language spokesperson.

Additional Library efforts in FY 2023 will include but are not limited to Central Library’s (80001) effort to focus teen librarian services on services for teenagers experiencing houselessness; Community Information’s (80007) efforts to expand language access to library phone services; an equity analysis of Mobile and Partner Libraries’ services (80009); the Library Director’s Office’s (80010) to develop a tracking system to support program equity goals throughout the library system; Integrated Library Service’s (80020) diversity, equity and inclusion assessment of the collection; and a data equity evaluation coordinated through the Public Services Division Management program (80022).

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$22,844,150	\$22,844,150	62.00
Public Services	0	76,564,024	76,564,024	481.25
COVID-19 & American Rescue Plan	0	<u>200,000</u>	<u>200,000</u>	<u>0.00</u>
Total Library	\$0	\$99,608,174	\$99,608,174	543.25

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; develops policies and procedures to help people use library services; and ensures that the library provides relevant information and exceptional customer service to library users.

The library director serves as the library's budget officer in the annual public budgeting process. Equity and Inclusion leads the library's work to equitably nurture, empower and lift staff, library users and the community to their highest potential. Marketing and Communications maintains the library's public image, brand, social media presence, and informational resources to connect the community to library resources. Library Capital Bond Administration supports public investment in library spaces in collaboration with the Multnomah County Department of County Assets.

IT Services leads development and support for the library's technology strategy, ensuring innovative 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. Business Services manages the library's finance and budget operations; Facilities coordinates the distribution of books and materials among all 22 locations and coordinates buildings and grounds maintenance; Human Resources provides assistance with all aspects of the employment cycle and coordinates training for staff and library users; and oversees the recruitment and placement of volunteers for all libraries, outreach programs.

Significant Changes

This division now includes the IT Services (80018) program offer from the previous fiscal year's Content Strategy division. It also includes the Human Resources (80017), Facilities (80014), and Business Services (80012) program offers from the previous fiscal year's Operations division.

Public Services

Public Services includes 19 neighborhood libraries, which are hubs of community engagement, learning and creativity. Other programs include Community Information services, which provides in-person and virtual reference services and the contact center, which serves library users via phone, email, text and chat.

Public libraries are welcoming spaces with friendly staff who provide access to books, computers with internet access, free programs and meeting spaces. People visit Multnomah County Libraries to access over two million physical and digital materials, attend programs such as storytimes in English, Spanish, Russian, Vietnamese, Chinese and Somali and access and get help with technology.

Community Learning provides support for in-person and virtual programming, public training, creative learning and reader services as well as partnership initiatives. Community Engagement connects both in-person and virtually with stakeholder groups and partners. Other programs and services include Youth Development, which supports kindergarten readiness, works with school districts and afterschool programs to improve student success; and the Summer Reading program. Mobile and Partner Libraries provide programs and services to older adults, new immigrants, adult learners, people with disabilities and people who are institutionalized or experiencing homelessness.

Integrated Library Services buys, catalogs, digitizes, curates and processes print and electronic/digital resources. It manages interlibrary loans, around 2,500 periodical subscriptions, more than 120 databases and online resources such as OverDrive and Hoopla and supports the systemwide movement of library materials.

Significant Changes

The public services division continued the realignment of its management structure to improve communication and collaboration within the division. The Education Services program was reorganized into Youth Development (80006) and Community Learning (80008). The Programming and Events program was reorganized into Community Learning (80008). The Intergenerational Services program is now Mobile and Partner Libraries (80009). The public location program offers (80002, 80003, 80004, 80005) have been realigned with different libraries in order to create more parity between the program offers based on regions of the County.

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 2022 General Fund	Other Funds	Total Cost	FTE
Department Administration					
80010	Library Director's Office	\$0	\$1,355,588	\$1,355,588	6.00
80012	Operations	0	1,614,474	1,614,474	7.75
80014	Facilities	0	4,023,478	4,023,478	10.00
80017	Human Resources	0	3,091,842	3,091,842	15.75
80018	IT Services	0	10,898,390	10,898,390	6.00
80019	Marketing and Communication	0	1,860,378	1,860,378	10.50
80024	Library Building Bond Administration	0	0	0	6.00
Public Services					
80001	Central Library	0	13,042,010	13,042,010	94.25
80002	North and Northeast County Libraries	0	8,925,513	8,925,513	68.5
80003	South and Southwest County Libraries	0	8,444,059	8,444,059	62.50
80004	Mid County Libraries	0	8,795,859	8,795,859	66.25
80005	East County Libraries	0	7,336,971	7,336,971	53.00
80006	Youth Development	0	1,100,805	1,100,805	6.75
80007	Community Information	0	3,633,568	3,633,568	25.75
80008	Community Learning	0	3,492,910	3,492,910	21.25
80009	Mobile and Partner Libraries	0	1,533,520	1,533,520	10.75
80020	Integrated Library Services	0	14,963,625	14,963,625	42.25
80022	Public Services Division Management	0	3,422,135	3,422,135	19.00
80023	Community Engagement	0	1,873,049	1,873,049	11.00
COVID-19 & American Rescue Plan					
80099	ARP - Outreach Hotspots	0	200,000	200,000	0.00
Total Library		\$0	\$99,608,174	\$99,608,174	543.25

Department: Library **Program Contact:** Shelly Jarman
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80002, 80003, 80004, 80005
Program Characteristics:

Executive Summary

This program offer is for Central Library, which serves visitors from across Multnomah County and the downtown core of the city of Portland. This library serves diverse county residents including African American and Indigenous communities and Chinese-speaking and Spanish-speaking residents with culturally relevant services. This program offer includes the John Wilson Special Collections.

Program Summary

Central Library is a community anchor where people attend classes and events that provide opportunities for neighbors to interact. County residents have access to 650,000 books and other items from this library. Central Library users checked out or renewed over 473,000 physical items last year.

Library users develop critical life skills through job training resources, book groups, opportunities for civic engagement, and other library programs. To support critical life skill development and digital literacy, Central Library staff conducted over 600 virtual tech support appointments in English, Spanish and Chinese last year. Central Library provided over 64,800 wi-fi sessions last year and provides access to 138 public computers.

Central Library provides opportunities for community building for people in Multnomah County. Central Library offers space for library-organized and community-led events to discuss issues of public interest. In cooperation with our partners at Cascadia Health, Central Library will provide over 3,000 hours of direct crisis support to people next year.

In order to create a more inclusive work environment for staff, Central Library is adding a second decompression/peer support space for staff who experience microaggressions and other traumatic interactions in serving the public. Central Library will continue to expand programming and dedicate resources to serving people experiencing houselessness and poverty, including adding a focus for the Teen Librarian to connect unhoused teens and youth with resources.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of library visits	N/A	215,000	220,000	215,000
Outcome	Percentage of library users who found books and items they wanted	94%	90%	90%	92%

Performance Measures Descriptions

Performance Measure 1: Library visits for previous year actual is not reflected due to building closure during the pandemic.

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	2022	2022	2023	2023
Personnel	\$0	\$9,320,657	\$0	\$9,627,189
Contractual Services	\$0	\$152,500	\$0	\$237,170
Materials & Supplies	\$0	\$97,199	\$0	\$91,127
Internal Services	\$0	\$3,265,826	\$0	\$3,086,524
Total GF/non-GF	\$0	\$12,836,182	\$0	\$13,042,010
Program Total:	\$12,836,182		\$13,042,010	
Program FTE	0.00	91.75	0.00	94.25

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

Explanation of Revenues

This program generates \$345,616 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 2022: 80001 Central Library

This program offer includes an additional 5.00 FTE of Library Safety Liaison and 1.00 FTE of Library Administrator staffing.

Department: Library **Program Contact:** Jennifer Studebaker
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80001, 80003, 80004, 80005
Program Characteristics:

Executive Summary

This program offer is for the libraries serving the northern area of Multnomah County: Albina, Hollywood, Kenton, North Portland and St. Johns libraries. People visit these libraries 7,500 times each week and benefit from diverse learning, cultural, and recreational opportunities. These libraries serve a large number of African American and Spanish-speaking library users with culturally relevant services.

Program Summary

North County libraries are community hubs where people attend classes, programs, and community forums that provide opportunities for neighbors to interact. These libraries provide access seven days per week to more than 250,000 books and other items, including Spanish language materials and a growing Black Pacific Northwest Collection that currently features around 300 titles.

Library users develop critical life skills through job training resources, book groups, civic engagement opportunities, and other programs. North County libraries' language learning and educational programs improve employment opportunities and quality of life for those with low English proficiency and limited resources. To support critical life skill development and digital literacy, North County libraries' staff conduct individualized library service appointments.

North County will continue to evaluate staffing to ensure that staff members have the language and cultural skills to serve the communities surrounding these libraries by aligning staff with current demographic community information.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of library visits	N/A	N/A	380,000	375,000
Outcome	Percentage of library users who found books and items they wanted	93%	N/A	90%	90%

Performance Measures Descriptions

North County Libraries program offer is reconfigured for FY 2023 to include five libraries.
 Performance Measure 1: Library visits for previous year actual is not reflected due to building closure during the pandemic.

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	2022	2022	2023	2023
Personnel	\$0	\$6,985,394	\$0	\$7,339,900
Contractual Services	\$0	\$5,500	\$0	\$4,700
Materials & Supplies	\$0	\$95,949	\$0	\$109,762
Internal Services	\$0	\$1,167,331	\$0	\$1,471,151
Total GF/non-GF	\$0	\$8,254,174	\$0	\$8,925,513
Program Total:	\$8,254,174		\$8,925,513	
Program FTE	0.00	66.75	0.00	68.50

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

Explanation of Revenues

This program generates \$263,501 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 2022: 80002 North County Libraries

This program was realigned to include Albina and Hollywood libraries. Northwest Library is no longer part of this program offer. Internal service costs for the facilities at Albina Library were moved to this program from the Facilities program offer (80014).

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	2022	2022	2023	2023
Personnel	\$0	\$6,702,345	\$0	\$6,818,209
Contractual Services	\$0	\$5,350	\$0	\$8,500
Materials & Supplies	\$0	\$67,645	\$0	\$59,484
Internal Services	\$0	\$1,466,932	\$0	\$1,557,866
Total GF/non-GF	\$0	\$8,242,272	\$0	\$8,444,059
Program Total:	\$8,242,272		\$8,444,059	
Program FTE	0.00	62.75	0.00	62.50

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

Explanation of Revenues

This program generates \$244,774 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 2022: 80003 South and West County Libraries

This region has been reconfigured and for the FY 2023 budget year and now includes the Northwest, Belmont, Capitol Hill, Hillsdale, and Sellwood-Moreland Libraries. The pandemic impacted service offerings and delivery last year.

Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would ... prevent reductions in services, programs and activities, and hours."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$6,688,183	\$0	\$7,260,815
Contractual Services	\$0	\$4,900	\$0	\$4,500
Materials & Supplies	\$0	\$69,940	\$0	\$68,957
Internal Services	\$0	\$1,365,301	\$0	\$1,461,587
Total GF/non-GF	\$0	\$8,128,324	\$0	\$8,795,859
Program Total:	\$8,128,324		\$8,795,859	
Program FTE	0.00	64.00	0.00	66.25

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

Explanation of Revenues

This program generates \$260,662 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 2022: 80004 East County Libraries

Mid County Libraries program offer is reconfigured for FY 2023 to include 4 libraries: Gregory Heights, Holgate, Midland and Woodstock.

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	2022	2022	2023	2023
Personnel	\$0	\$5,696,056	\$0	\$6,002,136
Contractual Services	\$0	\$17,600	\$0	\$3,900
Materials & Supplies	\$0	\$254,481	\$0	\$72,262
Internal Services	\$0	\$1,199,830	\$0	\$1,258,673
Total GF/non-GF	\$0	\$7,167,967	\$0	\$7,336,971
Program Total:	\$7,167,967		\$7,336,971	
Program FTE	0.00	53.00	0.00	53.00

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

Explanation of Revenues

This program generates \$215,477 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 2022: 80004 East County Libraries

This region has been reconfigured and now includes the Gresham, Fairview, Rockwood, and Troutdale Libraries. Midland, Gregory Heights and Holgate Libraries are now in the Mid County Libraries program offer (80004).

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	2022	2022	2023	2023
Personnel	\$0	\$943,382	\$0	\$946,224
Contractual Services	\$0	\$7,000	\$0	\$34,000
Materials & Supplies	\$0	\$419,285	\$0	\$76,847
Internal Services	\$0	\$52,330	\$0	\$43,734
Total GF/non-GF	\$0	\$1,421,997	\$0	\$1,100,805
Program Total:	\$1,421,997		\$1,100,805	
Program FTE	0.00	6.75	0.00	6.75

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

Explanation of Revenues

This program generates \$33,972 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 2022: 80006 Education Services

This program offer is changing due to management restructuring. Parts of this program are now incorporated into the Community Learning program (80008).

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	2022	2022	2023	2023
Personnel	\$0	\$2,680,944	\$0	\$3,162,096
Contractual Services	\$0	\$0	\$0	\$250,000
Materials & Supplies	\$0	\$8,040	\$0	\$83,258
Internal Services	\$0	\$69,874	\$0	\$138,214
Total GF/non-GF	\$0	\$2,758,858	\$0	\$3,633,568
Program Total:	\$2,758,858		\$3,633,568	
Program FTE	0.00	23.75	0.00	25.75

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

Explanation of Revenues

This program generates \$113,519 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 2022: 80005 Community Information

This program contains staff from the Central Library (80001) and Programming and Events (80008) program offers from FY 2022.

Department: Library **Program Contact:** Bryan Fearn
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80007, 80009
Program Characteristics:

Executive Summary

The Community Learning program utilizes an equity based approach in leading the library's summer reading program and encompasses the Rockwood makerspace. The Youth Learning team connects children birth to five, K-12 students, parents, educators, and community partners with educational support and information resources. The Adult Learning team connects adults with literacy, GED, English Language learning resources, technology training opportunities, and helps adults find work while developing career skills. All of these programs meet the needs of the community by providing in-person and online activities as well as the opportunity to connect partners with library resources that are in alignment with library priorities.

Program Summary

The Community Learning program connects with community members who face the most barriers in accessing library services. The Community Learning program has a variety of areas encompassing services to youth, adults, educators and community partners. Current emphases includes adult literacy, the summer reading program, public technology classes, workforce development, the Rockwood makerspace, and multiple outreach programs to youth and educators that use an equity-based service model.

The Adult Learning team connects community members who have not been well served by formal educational institutions or who face barriers in pursuing their professional goals with the programs and resources they need to develop literacy, English language, technology and job skills. This includes individual tech help, computer classes, and a well established, volunteer-based tutoring program for learners developing literacy, GED, and English language skills.

The Rockwood makerspace works with community partners, We Speak Your Language, Indigenous, and Black Cultural Library Advocates staff teams to develop Science, Technology, Engineering, and Math programs for teens. The makerspace team coordinates with other subject matter experts to enhance the experience for teens to engage in "maker" learning activities.

The Youth Learning team includes multiple youth outreach programs that use an equity-based service model. The program prioritizes serving children and families of color and other marginalized communities. School age staff serve students, educators, and parents primarily through the K-12 school setting but also via community agencies serving school age youth. Early literacy staff work with community partners in a variety of settings serving children birth to age five. Classes taught in multiple languages help adults learn how to read, talk, sing, write, and play with babies, toddlers and preschoolers so that children develop the pre-reading skills they need before entering kindergarten.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of children and teens who participate in the Summer Reading program	95,646	N/A	85,000	85,000
Outcome	% of participants who learn something new from an adult learning program	N/A	N/A	90%	80%

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	2022	2022	2023	2023
Personnel	\$0	\$2,616,361	\$0	\$2,878,429
Contractual Services	\$0	\$378,500	\$0	\$64,250
Materials & Supplies	\$0	\$621,670	\$0	\$433,141
Internal Services	\$0	\$112,490	\$0	\$117,090
Total GF/non-GF	\$0	\$3,729,021	\$0	\$3,492,910
Program Total:	\$3,729,021		\$3,492,910	
Program FTE	0.00	20.75	0.00	21.25

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

Explanation of Revenues

This program generates \$103,335 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 2022: 80008 Programming and Events

This program now includes parts of the Education Services program offer (80006) from FY 2022

Department: Library **Program Contact:** David Lee
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 80007, 80008
Program Characteristics:

Executive Summary

Mobile and Partner Libraries program provides services to Multnomah County residents underserved by traditional library means, including older and homebound adults, people with disabilities, adults and youth who are institutionalized, incarcerated, or experiencing houselessness and families using childcare services. The goal of Mobile and Partner Libraries is to further the library goal of free access for all with a focus on community members unable to access in-person services at library locations.

Program Summary

The primary service populations for Mobile and Partner Libraries are homebound older adults and people with disabilities, adults and youth in custody in jails and prisons, people experiencing houselessness and families using child care services. The goal of the program is to provide free access for all by providing accessible library services outside of library buildings and support education and learning for all ages. These services are provided to the community and partners through mail and in person deliveries, remote library services at correctional facilities, and book distribution to community partners.

To meet this goal, Mobile and Partner Libraries develops audience-specific collections and delivers books and other library materials and services to Multnomah County residents who are homebound, or who live in assisted living facilities, retirement homes, adult care homes, homeless shelters and transitional homes, prisons, jails in partnership with Multnomah County Sheriff's Office and families using childcare services. In addition to providing library materials, outreach staff provide readers services, lead book and discussion groups in jails, and connect people with other library services and community resources. We will also be incorporating a Tech/Book mobile to offer library services to populations experiencing barriers to accessing library locations.

Mobile and Partner Libraries will conduct an equity and inclusion analysis in the coming fiscal year. The analysis will identify gaps in services and will be used to inform and prioritize services for communities experiencing the greatest need. Mobile and Partner Libraries is in the process of realigning our work to best provide relevant services to people served through our outreach programs and we anticipate significant changes to how our work is organized over the next fiscal year.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	In person book deliveries to homebound patrons	97	565	70	100
Outcome	% of homebound library users who report that services reduce social isolation	90%	80%	90%	80%
Output	Number of books circulated to childcare providers	17,795	68,000	38,000	50,000

Performance Measures Descriptions

Performance Measure 1: This no longer includes the Words On Wheels program, which was cancelled due to the pandemic.

Performance Measure 3: Previous year actual is low due to necessary service changes during the pandemic.

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	2022	2022	2023	2023
Personnel	\$0	\$1,267,619	\$0	\$1,301,313
Contractual Services	\$0	\$737	\$0	\$0
Materials & Supplies	\$0	\$97,000	\$0	\$180,640
Internal Services	\$0	\$37,441	\$0	\$51,567
Total GF/non-GF	\$0	\$1,402,797	\$0	\$1,533,520
Program Total:	\$1,402,797		\$1,533,520	
Program FTE	0.00	10.75	0.00	10.75

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

Explanation of Revenues

This program generates \$46,717 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 2022: 80009 Intergenerational Services

Department:	Library	Program Contact:	Vailey Oehlke
Program Offer Type:	Administration	Program Offer Stage:	As Proposed
Related Programs:	800019, 800024		
Program Characteristics:			

Executive Summary

The Library Director's Office provides executive leadership and strategic vision for the library system by working with the Board of County Commissioners (BCC), the Multnomah County Library District Board (MCLDB), the Library Advisory Board (LAB), community organizations, businesses, individuals and staff to ensure that library services are responsive to the evolving needs of Multnomah County residents. This program offer is responsible for the leadership and direction of the library's equity and inclusion program. The Library Director's Office works in partnership with the Department of County Assets to oversee the community investments in library spaces.

Program Summary

The Library Director's Office envisions the library's role and future in the community; translates that vision into a strategic direction in partnership with the BCC, MCLDB, the community, and the LAB; represents Multnomah County Library on local, regional and national levels, working with other libraries and library organizations; partners with The Library Foundation and Friends of the Library to enhance public support and fundraising efforts; leads policy work with the senior management team; and leads in achieving County-wide objectives alongside other County departments.

This program develops long term objectives and near term strategies for supporting the fiscal and physical health of the library through the development of the library district, operating, and capital budgets along with the planning for capital expenditures to support successful library buildings.

The Library's Equity and Inclusion Manager provides systemwide equity leadership and represents the library on the County's Workforce Equity Strategic Plan committee. The manager builds effective collaborations with internal and external partners to leverage resources, advise on organizational policy, advance business needs and carry out organizational initiatives related to equity and inclusion. This includes creating and implementing metrics, monitoring, and reporting systems to effectively benchmark organizational progress related to equity. This program develops training for front-line staff and managers on how to work effectively with the Library's diverse staff and users in a culturally responsive manner. The program also works to foster a common vocabulary and understanding around diversity, inclusion and equity. This program will support all library programs in implementing equity goals for the coming fiscal year by tracking the progress of those goals and providing advice and mentoring to program managers.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Library managers with at least four hours of equity and racially just leadership training or coaching	N/A	N/A	40	45
Outcome	Library user satisfaction with Multnomah County Library	98%	95%	95%	92%
Outcome	Recent library users who say they would recommend the library to others (Net Promoter Score)	87	80	90	85
Outcome	Retention rate for employees of color	89%	90%	93%	90%

Performance Measures Descriptions

Performance Measure 1: This measure has changed for FY 2023, to include equity coaching.

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	2022	2022	2023	2023
Personnel	\$0	\$1,097,559	\$0	\$1,160,797
Contractual Services	\$0	\$177,500	\$0	\$77,500
Materials & Supplies	\$0	\$85,647	\$0	\$58,628
Internal Services	\$0	\$40,830	\$0	\$58,663
Total GF/non-GF	\$0	\$1,401,536	\$0	\$1,355,588
Program Total:	\$1,401,536		\$1,355,588	
Program FTE	0.00	6.00	0.00	6.00

Program Revenues				
Intergovernmental	\$0	\$95,937,034	\$0	\$99,373,174
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
Total Revenue	\$0	\$95,972,034	\$0	\$99,408,174

Explanation of Revenues

This program generates \$41,673 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.6%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (98.71%) and other revenues such as overdue fines, interest earnings, grants, and user charges for services provided to library patrons (1.29%).

Significant Program Changes

Last Year this program was: FY 2022: 80010 Library Director's Office

This program offer has 2.00 FTE reallocated from last year's Operations program offer (80012) as part of the reorganization of the Operation's Division into the Department Administration 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	2022	2022	2023	2023
Personnel	\$0	\$1,255,946	\$0	\$1,419,953
Contractual Services	\$0	\$12,200	\$0	\$14,200
Materials & Supplies	\$0	\$55,261	\$0	\$95,493
Internal Services	\$0	\$69,938	\$0	\$84,828
Total GF/non-GF	\$0	\$1,393,345	\$0	\$1,614,474
Program Total:	\$1,393,345		\$1,614,474	
Program FTE	0.00	6.75	0.00	7.75

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

Explanation of Revenues

This program generates \$50,976 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 2022: 80012 Operations

In the FY 2022 Program Offer 80012 Operations included both Business Services and Project Management & Evaluation. In FY 2023 this Program Offer only includes Business Services, while Project Management & Evaluation moves to Program Offer 80022 Public Services Management. This program includes an additional 1.00 FTE of Contract Specialist support.

Department:	Library	Program Contact:	Alene Davis
Program Offer Type:	Support	Program Offer Stage:	As Proposed
Related Programs:	80010, 80020		
Program Characteristics:			

Executive Summary

Facilities coordinates maintenance of buildings and grounds to maintain safe, secure and welcoming facilities. It contributes to the successful planning and delivery of construction projects in collaboration with the Department of County Assets. It ensures that library materials move quickly and accurately among all 21 library locations. This program acquires and coordinates supplies and fleet management; and manages risk and safety for the library, in coordination with the security team.

Program Summary

Facilities provides centralized coordination of repair and maintenance activities with county facilities staff, telecommunications, contractors and vendors for 21 library locations, helps develop the Library District five-year Capital Fund expenditure plan, and contributes to DCA's Library five-year Capital Improvement Plan for library buildings. This program serves all library staff and the public as expert resources on ADA-compliant building access, ergonomics, and workflow management; assists the security team and provides support for secure building access and security policy development and implementation.

The Library Logistics team operates delivery operations that move library materials to and among library locations, enabling residents to have quick access to materials throughout Multnomah County. This program operates a seven-day-per-week delivery system that provides delivery to 37 service points, delivering and receiving all library books and materials, interoffice mail, U.S. mail, library supplies and bank deposits. It provides support to all library fleet vehicles including coordinating service, working with County Fleet. It also acquires and coordinates systemwide supplies for the library system, including PPE and disinfecting supplies in response to the global pandemic.

This program supports diversity, equity and inclusion by budgeting to upgrade facilities to better meet universal design standards, in addition to Americans with Disabilities Act (ADA) requirements, to support equitable access for all. ADA represents minimum requirements and Universal Design represents best practices. This program also supports diversity, equity and inclusion by promoting design justice and trauma-informed design principles, sustainability, pandemic resiliency, biophilia, and workforce equity during upgrades and renovations at Library facilities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Crates of books, mail and supplies moved annually	149,000	200,000	175,000	200,000
Outcome	Library manager satisfaction with the delivery system	94%	95%	90%	90%
Outcome	% of patrons who agree library spaces are safe and welcoming	94%	90%	90%	90%

Performance Measures Descriptions

Performance Measure 1: A crate is the library's unit of measurement for transporting library materials, mail, supplies and other items.

Performance Measure 2: Satisfaction as determined by an annual survey of library managers.

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	2022	2022	2023	2023
Personnel	\$0	\$1,162,618	\$0	\$1,204,506
Contractual Services	\$0	\$300	\$0	\$1,200
Materials & Supplies	\$0	\$129,605	\$0	\$66,742
Internal Services	\$0	\$3,113,538	\$0	\$2,751,030
Total GF/non-GF	\$0	\$4,406,061	\$0	\$4,023,478
Program Total:	\$4,406,061		\$4,023,478	
Program FTE	0.00	10.00	0.00	10.00

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

Explanation of Revenues

This program generates \$43,242 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 2022: 80014 Facilities

This program contained the library's sort center work group in FY 2022 which is now in the Integrated Library Services offer (80020). The internal service costs for facilities at the Albina Library have been moved from this program to the North and Northeast County Libraries program (80002).

Department: Library

Program Contact: Johnette Easter

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs: 80010, 80012

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; volunteer management and staff training/development; and plans for future workforce needs.

Program Summary

Human Resources supports the library's mission by assisting and consulting with over 550 regular and 40+ on-call/temporary employees and supervisors; and assessing, developing and coordinating employee training needs and learning opportunities. This program provides consultation to managers and employees on HR, employee and labor relations issues including performance management to ensure a highly functioning diverse workforce; recruitment to attract highly qualified, diverse applicants; 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. This program partners with Multnomah County Central HR and Labor Relations to develop and implement HR initiatives and solutions. Human Resources includes the Learning + Organizational Development workgroup. This workgroup coordinates library training throughout the system, supports organizational growth through development programs, and supports workgroups with planning and team-building. This workgroup supports the Library's Equity Manager in development and delivery of equity and inclusion trainings. Volunteer services oversees the recruitment, screening, placement, performance management, position creation, volunteer policies and recognition of volunteers. Library volunteers continue to reflect the racial and ethnic diversity of Multnomah County. Volunteers range from grade school students to seniors from various racial backgrounds, who bring a wide array of skills, abilities and life experiences to support the library's mission.

This program will continue to 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) and department objectives. In the upcoming fiscal year, this program's goal is to add an Outreach Recruiter who will be responsible for conducting targeted recruitment in order to increase the diversity in the library's workforce.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hours contributed by volunteers	6,585	5,000	5,000	6,000
Outcome	% of library staff who agree that they can make a difference by working here	87%	87%	87%	87%
Outcome	% of incoming staff participating in New Employee Orientation equity training	95%	95%	95%	95%
Outcome	% of library staff who agree that they receive sufficient training and education to do their jobs effectively	84%	84%	84%	84%

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	2022	2022	2023	2023
Personnel	\$0	\$2,402,467	\$0	\$2,605,051
Contractual Services	\$0	\$46,800	\$0	\$48,250
Materials & Supplies	\$0	\$308,664	\$0	\$329,291
Internal Services	\$0	\$96,268	\$0	\$109,250
Total GF/non-GF	\$0	\$2,854,199	\$0	\$3,091,842
Program Total:	\$2,854,199		\$3,091,842	
Program FTE	0.00	15.75	0.00	15.75

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

Explanation of Revenues

This program generates \$93,521 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 2022: 80017 Human Resources

Department:	Library	Program Contact:	Jon Worona
Program Offer Type:	Administration	Program Offer Stage:	As Proposed
Related Programs:	80010		

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 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 library user 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 online 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 engage with social media.

Public computers provide office software to accomplish personal, business or school work. The library has computers and software in training rooms, teen after school homework lounges and a limited number of devices for home use. Many public computer users have no access to a computer or high-speed internet at home, so the library is their only access to current technology, communication and information. IT Services also maintains more than 600 computers, equipment and software for library staff, supporting general office computing and library systems for internal operations.

This program supports the Digital Equity and Inclusion Coordinator and provides leadership with the regional Digital Inclusion Network (DIN). The Digital Equity and Inclusion Coordinator administers the Tech Lending program of more than 500 computers and wi-fi hotspots for take-home borrowing and the Welcome To Computers program that provides digital literacy training and free computer grants to approximately 200 people who need these resources each year.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of public computers	975	1,000	1,000	1,000
Outcome	Library user satisfaction with the availability of public computers and wi-fi	90%	90%	90%	90%
Output	Number of free computer and wi-fi sessions	427,386	200,000	1,600,000	1,800,000

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	2022	2022	2023	2023
Personnel	\$0	\$1,072,730	\$0	\$1,121,819
Contractual Services	\$0	\$295,000	\$0	\$236,000
Materials & Supplies	\$0	\$1,110,980	\$0	\$1,079,460
Internal Services	\$0	\$7,807,564	\$0	\$8,461,111
Total GF/non-GF	\$0	\$10,286,274	\$0	\$10,898,390
Program Total:	\$10,286,274		\$10,898,390	
Program FTE	0.00	6.00	0.00	6.00

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

Explanation of Revenues

This program generates \$40,273 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 2022: 80018 IT Services

Department: Library **Program Contact:** Shawn Cunningham
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs: 80010
Program Characteristics:

Executive Summary

The Marketing and Communications program is responsible for internal and external communication strategy, maintaining the library’s public image, brand, social media presence, and informational resources to connect the community to library resources, programs and collections. Marketing and Communications includes the library’s in-house creative, marketing and communications teams. Together, they offer helpful, effective and compelling informational and promotional materials; engaging digital avenues to access; and public accountability for how the library uses public resources to serve its diverse community.

Program Summary

Marketing and Communications (Marcom) provides essential services to the library and the thousands of library users each day, either online or in person. This program creates lasting, meaningful relationships with the community; maintains an informative and engaging strategic online presence in social media and email marketing; oversees the library’s brand and identity; develops strategies to promote library use; creates mechanisms to gather library user feedback and input; provides critical guidance and input into systemwide strategic decisions; provides clear, timely information to the public and the news media; coordinates the application and translation of information to distinct cultural and language communities; and communicates with library staff about the ongoing evolution of library services and resources.

Marcom uses the Opportunity Map and patterns of distribution/allocation of Knowledge, Skills and Abilities staff and culture and language-specific resources to engage communities of color and of culture in ways that are relevant -- through language, design and platform. Marcom partners with Knowledge, Skills and Abilities staff to understand and respond to specific community needs and connect people with library services and resources.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Active cardholders	220,315	200,000	190,000	200,000
Outcome	Market penetration (active cardholder households as a percentage of all households in the service area)	32%	40%	34%	36%

Performance Measures Descriptions

Performance Measure 1: Active cardholders are those who have used their library card 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	2022	2022	2023	2023
Personnel	\$0	\$1,272,045	\$0	\$1,481,007
Contractual Services	\$0	\$118,000	\$0	\$157,000
Materials & Supplies	\$0	\$144,209	\$0	\$164,552
Internal Services	\$0	\$45,637	\$0	\$57,819
Total GF/non-GF	\$0	\$1,579,891	\$0	\$1,860,378
Program Total:	\$1,579,891		\$1,860,378	
Program FTE	0.00	9.50	0.00	10.50

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

Explanation of Revenues

This program generates \$53,168 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 2022: 80019 Marketing and Communication

This program includes the addition of 1.00 FTE focused on Spanish-language communications.

Department: Library
Program Offer Type: Support

Program Contact: Dave Ratliff
Program Offer Stage: As Proposed

Related Programs:

Program Characteristics:

Executive Summary

The Integrated Library Services Program provides access to a diverse, dynamic, and relevant collection of physical books and other digital information resources for all ages. This program is responsible for selecting, acquiring, curating, cataloging, processing, and distributing materials in the library's collections, as well as managing the technical functions and policies that provide library users access to these collections and those of other cooperating libraries.

Program Summary

Integrated Library Services manages and coordinates all aspects of acquiring and providing access to the library's collection of materials. This includes monitoring publishing trends and technology platforms, selecting, purchasing, and digitizing materials, maintaining an accurate and up to date catalog of materials, processing and preparing physical items for library use, monitoring and evaluating collection usage and diversity, developing and implementing equitable circulation policies, coordinating the timely movement and distribution of materials throughout the library system, processing and mailing holds and outreach items directly to patrons, coordinating cooperative lending and borrowing with other library systems, and maintaining the technical systems that support this work.

This program serves people in Multnomah County of all ages, ethnicities, and economic backgrounds by reducing barriers and providing a wide range of informational, educational, and recreational materials. The library collects materials in a variety of formats for the diverse access needs of library users. The collection includes materials in five "We Speak Your Language" collections (Spanish, Chinese, Vietnamese, Russian, and Somali) as well as a smaller collection of other World Languages. This program also works to reduce barriers to access through policy changes and direct services, such as mailing holds to patrons who are unable to access them at a library branch. Library users provide input on collection decisions by suggesting items for the library to purchase or requesting materials through interlibrary loan.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of items in the collection, physical & digital	2,617,983	2,550,000	2,550,000	2,550,000
Outcome	% of library users who found books and items they wanted	93%	90%	90%	90%
Outcome	Turnover rate, physical & digital content	4.6	5.0	5.5	5.0
Output	% of the collection that supports diversity, equity, and inclusion	N/A	N/A	20.8%	21%

Performance Measures Descriptions

Performance Measure 4: This is a new measure for FY 2023. The diversity, equity, and inclusion collection count is determined by CollectionHQ using national diversity collection lists, librarian-reviewed curated lists, and Library of Congress subject headings mapped to DEI Topics.

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	2022	2022	2023	2023
Personnel	\$0	\$4,875,299	\$0	\$4,929,191
Contractual Services	\$0	\$570,900	\$0	\$514,300
Materials & Supplies	\$0	\$9,065,979	\$0	\$9,326,847
Internal Services	\$0	\$182,957	\$0	\$193,287
Total GF/non-GF	\$0	\$14,695,135	\$0	\$14,963,625
Program Total:	\$14,695,135		\$14,963,625	
Program FTE	0.00	43.75	0.00	42.25

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

Explanation of Revenues

This program generates \$176,958 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 2022: 80020 Collections and Technical Services

This program now includes parts of previous programs including Access/Circulation Services team from Central Library (80001) and Library Materials Sorting for delivery to public locations from the Facilities (80014) as part of the Public Services Division management restructure.

Department: Library **Program Contact:** Terrilyn Chun
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 80001, 80002, 80003, 80004, 80005, 80006, 80008, 80009, 80023
Program Characteristics:

Executive Summary

Public Services Division Management (PSDM) provides leadership and accountability for the library's direct service to the people of Multnomah County including the 19 public libraries, community services and integrated services. Public Services Division Management plans services, develops and evaluates programs and staff, and administers the budget for all public library locations, phone, virtual and outreach services and collections. PSDM also manages security efforts to create safe and welcoming environments for library users and staff and the program management and evaluation unit.

Program Summary

Public Services Division Management (PSDM) provides executive leadership and accountability for the county's 19 public libraries, community services and integrated services. PSDM staff communicate with staff at all levels of the organization; develop collaborative relationships with community and governmental organizations to maximize the impact of library services for county residents; set priorities and policies for libraries to best address community needs and county priorities; and implement best practices for safe and efficient operations. Staff provide resources to individual managers, staff, and workgroups to improve their performance through ongoing training, coaching, leadership development and assessments.

This program oversees safety for the library. This work includes advising locations on security staffing; safety and security training; and developing and implementing related policies and procedures in collaboration with library executive leadership. The program management and evaluation unit is also part of this program. This unit provides analysis to support management decision-making, coordinates data collection for the organization, and supports the implementation of major projects.

Public Services Division Management supports the library's focus on equity and inclusion by providing strategic direction and vision for culturally specific services to the county's Black, immigrant and refugee communities. In the coming year, PSDM will direct a data equity project and move to a data justice approach of measurement and surface the stories of those often underrepresented in dominant culture data approaches and work with staff and community to co-create more meaningful measurements for library services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Outreach program attendance	N/A	20,000	20,000	20,000
Outcome	Library user satisfaction with one on one book-a-librarian service	100%	96%	95%	95%
Output	Digital material checkouts	5,210,000	4,700,000	5,196,000	5,100,000

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	2022	2022	2023	2023
Personnel	\$0	\$3,600,822	\$0	\$3,224,552
Contractual Services	\$0	\$44,850	\$0	\$33,400
Materials & Supplies	\$0	\$71,980	\$0	\$25,840
Internal Services	\$0	\$143,007	\$0	\$138,343
Total GF/non-GF	\$0	\$3,860,659	\$0	\$3,422,135
Program Total:	\$3,860,659		\$3,422,135	
Program FTE	0.00	20.00	0.00	19.00

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

Explanation of Revenues

This program generates \$115,762 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 2022: 80022 Public Services Division Management

This program reflects the results of the Public Services management realignment to a regional structure. This program now includes the program management and evaluation work unit from the Operations program offer (80012) from last year's budget.

Department:	Library	Program Contact:	Chevy Pham
Program Offer Type:	Existing Operating Program	Program Offer Stage:	As Proposed
Related Programs:	80022		
Program Characteristics:			

Executive Summary

Community Engagement leads efforts to design and develop responsive services and programs through meaningful engagement with disadvantaged population and under-served communities. Team members cultivate relationships with community members, advocate for services to meet community needs, and guide implementation by the language and cultural-specific teams across the library system.

Program Summary

This program will seek opportunities to cultivate enduring relationships with community members to understand the needs and aspirations of those who have experienced barriers to accessing the library and have not materially benefited from traditional, dominant culture programs and services. Through partnerships with community based organizations, service providers and public partners, this program will create the conditions for community leaders to co-create and shape library programs and services that are culturally and linguistically appropriate.

Efforts will be made to prioritize engaging with and elevating the voices of disadvantaged communities, especially of Black, Indigenous, People of Color and new immigrant communities, as well as vulnerable populations who are at-risk of being overlooked. The program also provides leadership and support to the culturally and linguistically-diverse staff who serve disadvantaged population in their daily interaction with library patrons, both inside and outside of the library walls.

The library is a community asset and resource, and has the capacity to transform and uplift lives, especially to those who've been harmed and excluded from sharing in this prosperity and contribute to a multi-racial democracy. By continuously and actively striving to understand who is benefiting and who isn't, this program will support the development of programs to uplift all communities. Through community engagement, we will co-create a future vision for library services and programs that foster welcoming spaces; provide meaningful opportunities to learn and create; emphasize cultural and historical learning; and create holistic opportunities to connect with cultural resources through multicultural approaches.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of community listening sessions and community events	N/A	20	0	50
Outcome	% of community members who report that their voices and needs are meaningfully considered	N/A	N/A	N/A	75%
Output	Participants in community listening sessions and events	N/A	200	0	500

Performance Measures Descriptions

Performance Measure 2: This is a new measure for FY 2023. Previous Year Actuals are not reflected due to necessary service changes during the pandemic.

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	2022	2022	2023	2023
Personnel	\$0	\$1,449,761	\$0	\$1,683,890
Contractual Services	\$0	\$0	\$0	\$24,000
Materials & Supplies	\$0	\$65,280	\$0	\$97,760
Internal Services	\$0	\$38,301	\$0	\$67,399
Total GF/non-GF	\$0	\$1,553,342	\$0	\$1,873,049
Program Total:	\$1,553,342		\$1,873,049	
Program FTE	0.00	10.00	0.00	11.00

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

Explanation of Revenues

This program generates \$60,452 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 2022: 80023 Community Engagement

Department: Library **Program Contact:** Katie O'Dell
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs: 80010
Program Characteristics:

Executive Summary

The Library Building Bond Administration program consists of the Library employees who are part of the Library Capital Program Management Office (PMO). It includes the Library PMO Deputy Director, and positions responsible for communications, staff and community outreach, Library-side project coordination, and office administration.

Program Summary

With the passage of the library capital construction bond (Measure 26-211), the voters of Multnomah County have approved the funding for all of the projects that are laid out as part of the bond plan. This program represents the library staff positions that will support the capital program's administration in collaboration with the Department of County Assets. Library Building Bond Administration supports the library's vision for the bond construction projects through collaboration with bond program management staff and community outreach and engagement. Most of the Library Bond expenses are budgeted in the Department of County Assets These positions are funded by the Multnomah County Library Capital Construction Fund (2517).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Rating on a scale of 1 to 10 for the professionalism and helpfulness of the Library Project Coordinators	N/A	8.5	0	8.5
Outcome	Community advocate satisfaction (on a scale of 1 to 5) with their experience as community engagement membe	N/A	N/A	N/A	4.0

Performance Measures Descriptions

Performance Measure 2: This measure is new for FY 2023. This reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience as paid grassroots community engagement members.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$0	\$0	\$0
Program Total:	\$0		\$0	
Program FTE	0.00	6.00	0.00	6.00

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

Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.96%) and resources from the County's Library Fund (0.04%). It represents a pro-rated share of property taxes (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 2022: 80024 Library Building Bond Administration

Department: Library

Program Contact: Jon Worona

Program Offer Type: Innovative/New Program

Program Offer Stage: As Proposed

Related Programs: 80018

Program Characteristics: One-Time-Only Request

Executive Summary

The Outreach Hotspots program will fund the acquisition of 500 hotspots to support the ongoing digital inclusion outreach lending program administered by the IT Services program.

Program Summary

This program will establish 500 new hotspots to meet the public demand for wireless internet resources. This program will support the efforts by the library's IT Services program to lend Chromebooks and hotspots to people in communities with gaps in digital access. WiFi hotspots are part of the library's Tech Lending program that supports digital access for BIPOC/marginalized communities disproportionately impacted by COVID-19, and others who need digital access, by lending Chromebooks and internet hotspot devices.

Due to relatively limited quantities of library WiFi hotspots compared to demand for affordable internet access, the library offers a 6 month loan in order to provide access to more patrons than a longer loan period would allow. Doubling the number of devices would allow the library to offer longer loan periods to patrons who need it, like students and their families.

The program prioritizes BIPOC patrons, but anyone who needs access to technology may participate. Most patrons are referred to the program through community partners or by staff specifically working with BIPOC communities.

The library's digital equity and inclusion strategy revolves around the "3 legged stool" which includes access to computers, internet and digital literacy training. High speed internet (without cost as a barrier) allows patrons the opportunity to be part of the digital economy, participate in online learning environments, attend doctor visits (telehealth), pay bills (banking), access much needed resources (library and benefits), connect with family, friends and follow current events. Access to virtual meeting technology even gives them a seat at the table for conversations about digital equity, what our infrastructure should include, and how it should evolve to meet growing needs.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of hotspots purchased	N/A	N/A	N/A	500
Outcome	Percentage of hotspots deployed in the first year of 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	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$200,000
Total GF/non-GF	\$0	\$0	\$0	\$200,000
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$200,000
Total Revenue	\$0	\$0	\$0	\$200,000

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program falls under the County's Crisis Response & Community Recovery ARP Priority Area. This technology supports community recovery by allowing the Library to provide WiFi hotspots for longer periods of time which allows recipients uninterrupted internet access.

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 Community Involvement Committee; independent County organizations such as the Local Public Safety Coordinating Council; 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. The Community Involvement Committee, an advisory body to the County, involves the community in County policy and decision-making processes. Several independent County agencies provide advice, oversight, analysis, and advocacy on behalf of the County and the community. 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.

Budget Overview

Nondepartmental contains County programs, independent County agencies, corporate functions, and payments to other entities that do not belong to County departments. The Nondepartmental FY 2023 Proposed budget is \$250.5 million, a \$49.1 million increase from the FY 2022 Adopted budget. The increase in contractual services primarily relates to an increase in the Oregon Public Employees Retirement System (PERS) Bond Sinking Fund (10028). In FY 2023, The County plans to establish a new PERS side account (\$25 million) with Oregon PERS. The side account will help mitigate rising PERS costs by providing PERS rate relief. Though rate of relief can vary, the relief is estimated to be between 0.6% - 0.7% of payroll.

The General Fund (including Video Lottery) has increased by \$10.1 million. The General Fund increase includes \$1,517,870 in new, ongoing funding for:

- Audit Capacity Expansion (10005C) \$661,000
- Communication Coordinator Homeless and Housing Services (10007B) \$165,000
- Internal Communications Coordinator (10007C) \$165,000
- Gun Violence Coordination (10009D) \$175,000
- Climate Resilience Coordinator (10018C) \$148,000
- Youth Opportunity and Workforce Development – Expansion (10029B) \$203,870

Additionally, the FY 2023 Nondepartmental General Fund includes \$6,885,000 in one-time-only funding (10005B, 10007D, 10009C, 10010B/C, 10017C, 10018B/D, 10020B, 10021B, 10031, 10033, 10040B). A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	Actual**	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	114.59	117.63	117.63	126.80	9.17
Personnel Services	\$19,015,477	\$32,848,575	\$24,210,698	\$27,407,418	\$3,196,720
Contractual Services	42,303,249	56,385,965	52,009,276	91,233,870	39,224,594
Materials & Supplies	2,181,845	3,562,471	3,198,436	3,606,545	408,109
Internal Services	15,302,545	15,918,781	16,243,654	17,145,108	901,454
Capital Outlay	66,125	0	0	0	0
Debt Service	<u>144,353,717</u>	<u>103,621,494</u>	<u>105,736,218</u>	<u>111,116,796</u>	<u>5,380,578</u>
Total Costs	\$223,222,958	\$212,337,286	\$201,398,282	\$250,509,737	\$49,111,455

*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain cash transfers, contingencies, and unappropriated balances.

** In the FY 2021 Adopted budget, \$117.1 million and 32.00 FTE associated with the Joint Office of Homeless Services (JOHS) were included in the Nondepartmental budget. Because JOHS was established as a department in FY 2022, the FY 2021 actual amounts associated with JOHS are shown in the JOHS Budget Trends table, not here.

Nondepartmental

fy2023 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 2023 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$1,982,820	0	\$1,982,820	8.65
10001	BCC District 1	761,300	0	761,300	4.00
10002	BCC District 2	761,300	0	761,300	4.00
10003	BCC District 3	761,300	0	761,300	4.00
10004	BCC District 4	761,300	0	761,300	4.00
10005A	Auditor's Office	1,971,440	0	1,971,440	9.00
10005B	Auditor Software	100,000	0	100,000	0.00
10005C	Audit Capacity Expansion	661,000	0	661,000	4.00
10006	Tax Supervising and Conservation Commission	479,640	0	479,640	2.00
10007A	Communications Office	2,359,740	0	2,359,740	13.00
10007B	Communications Coordinator Homeless and Housing Services	165,000	0	165,000	1.00
10007C	Internal Communications Coordinator	165,000	0	165,000	1.00
10007D	Public Records Software	200,000	0	200,000	0.00
10008	County Attorney's Office	0	7,253,210	7,253,210	26.00
10009A	Local Public Safety Coordinating Council	824,840	1,575,855	2,400,695	3.00
10009B	HB3194 Justice Reinvestment	0	635,406	635,406	0.80
10009C	Transforming Justice Implementation	250,000	0	250,000	0.00
10009D	Gun Violence Coordination	175,000	0	175,000	1.00
10010A	Office of Community Involvement	342,900	0	342,900	2.00
10010B	Charter Review Committee Support	50,000	0	50,000	0.00
10010C	Policy & Training Coordinator	80,000	0	80,000	0.00
10011	Office of the Board Clerk	1,036,400	0	1,036,400	2.35
10012	Office of Emergency Management	2,238,110	2,159,960	4,398,070	10.00
10016	Government Relations Office	1,362,480	0	1,362,480	6.00
10017A	Office of Diversity and Equity	1,819,420	0	1,819,420	8.00
10017B	Multnomah Youth Commission Support	175,000	0	175,000	1.00
10017C	WESP Update Planning and Engagement	200,000	0	200,000	0.00
10018A	Office of Sustainability	844,300	50,000	894,300	5.00

Nondepartmental

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Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Nondepartmental (cont.)					
10018B	Climate Justice by Design	50,000	0	50,000	0.00
10018C	Climate Resilience Coordinator	148,000	0	148,000	1.00
10018D	Supporting Community Resilience in East County	175,000	0	175,000	0.00
10020	Regional Arts & Culture Council	300,000	0	300,000	0.00
10020B	RACC - Cultural Planning Process	25,000	0	25,000	0.00
10021	State Mandated Expenses	12,280,448	1,773,508	14,053,956	0.00
10021B	Courthouse Security	165,000	0	165,000	0.00
10022	Pass-Through Payments to East County Cities	11,560,000	0	11,560,000	0.00
10023	OHS Local Option Levy	0	3,672,039	3,672,039	0.00
10024	County School Fund	0	80,125	80,125	0.00
10025	Convention Center Fund	0	35,315,375	35,315,375	0.00
10026	Capital Debt Retirement Fund	0	32,195,250	32,195,250	0.00
10027	Library GO Bond	0	52,773,275	52,773,275	0.00
10028	PERS Pension Bond Sinking Fund	0	95,228,611	95,228,611	0.00
10029A	Youth Opportunity and Workforce Development	562,100	0	562,100	1.00
10029B	Youth Opportunity and Workforce Development - Expansion	203,870	0	203,870	0.00
10031	Community Capacity Expansion: Physical Infrastructure	5,000,000	0	5,000,000	0.00
10033	Elected Official Office Transitions	400,000	0	400,000	0.00
10040A	Complaints Investigation Unit	1,120,260	0	1,120,260	5.00
10040B	Resolution & Development Coordinator Pilot	190,000	0	190,000	0.00
COVID-19 & American Rescue Plan					
10090	ARP Countywide Client Assistance	0	2,500,000	2,500,000	0.00
10091A	ARP COVID-19 Policy and Project Coordination	0	215,000	215,000	0.00
10092	ARP Communications Office Public Health Emergency Response	0	325,000	325,000	0.00
10093A	ARP Emergency Management Logistics	0	2,425,000	2,425,000	0.00
10093B	ARP Emergency Management Community Personal Protective Equipment (PPE) & County Supplies	0	1,040,000	1,040,000	0.00
10094	ARP Office of Sustainability Food Access Focus	0	200,000	200,000	0.00
10095	Sustainability - Wood Stove Replacement Pilot	0	500,000	500,000	0.00

Nondepartmental

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
COVID-19 & American Rescue Plan (cont.)					
10096	Sustainability - Electric School Buses	0	500,000	500,000	0.00
10097	Youth Connect	<u>0</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>0.00</u>
Total Nondepartmental		\$52,707,968	\$241,417,614	\$294,125,582	126.80

**The table above includes cash transfers, contingencies or unappropriated balances.*

Fund Level Programs

The following program offers account for General Fund revenues and other fund level transactions. General Fund expenditures are budgeted in departments.

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
95000	Fund Level Transactions	\$120,236,137	\$102,365,847	\$222,601,984	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95001	General Fund Revenues	\$695,514,542	\$0	\$695,514,542	0.00
	<i>This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.</i>				

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, leading the organization's efforts to create a community where anyone who needs help can find it, everyone shares in opportunity and the most vulnerable among us are protected. With both legislative and executive responsibilities, the Chair sets the County's strategic policy direction and priorities that are aimed at serving the community equitably and effectively, and works closely with the Board of County Commissioners to implement them as mandated by the Home Rule Charter. All departments and Nondepartmental offices, including the Office of Diversity and Equity, Office of Sustainability, Communications, Government Relations, the Local Public Safety Coordinating Council, Office of Community Involvement, and the Office of the Board Clerk, report to the Chair.

Program Summary

The Chair oversees a \$2.8 billion budget and more than 6,000 employees. The Chair's responsibilities include: developing an executive budget, appointing department directors, overseeing contracts and financial instruments, presiding over the Board meetings, executing policies and ordinances adopted by the Board, and serving as the Chief Personnel Officer.

The County's critical role in helping to address systemic inequities that disproportionately harm Black, Indigenous and other communities of color has been underscored by the COVID-19 pandemic and continued calls for racial justice. Many of the Chair's long-held priorities, including preventing and ending homelessness, creating family stability, providing accessible healthcare to underserved populations, and reducing the use of incarceration while increasing the use of diversion programs, are aligned with the County's work to build a more equitable community.

During FY 2023, Chair Kafoury will continue to focus on the following priorities:

- Investing in programs that help community members respond to and recover from the ongoing impacts of COVID-19, prioritizing communities most harmed by the virus and community-based solutions.
- Rapidly expanding access to the housing and support services we know people need to end their homelessness.
- Leading the transformation of the criminal legal system and direct new investments to programs that support diversion, reentry and healing.
- Identifying and mobilizing public health strategies geared towards eliminating health disparities perpetuated by systemic racism by leveraging County departments and their respective roles in achieving health equity.
- Investing in areas that support children and youth and family stability, particularly through the successful ramp-up of the Preschool for All program.
- Championing and implementing Workforce Equity Strategic Plan strategies that move the organization towards greater safety, trust and belonging.
- Leading the library capital bond to build a new "flagship" library in East Multnomah County and update 7 branch libraries.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Ensure broad community input by conducting community listening sessions and budget hearings.	28	20	25	10*
Outcome	Engage constituents through timely and meaningful responses to emails, phone calls and meeting requests.	90%	100%	95%	100%
Output	Proactively communicate with residents through a regular community newsletter	22	14	15	8*
Outcome	Meet fiscal year countywide Workforce Equity implementation deadlines.	85%	100%	In progress	In progress

Performance Measures Descriptions

*The Output and Outcome measures for FY 2023 reflect goals for the first 6 months of the year since Chair Deborah Kafoury leaves office in December 2022.

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	2022	2022	2023	2023
Personnel	\$1,506,365	\$0	\$1,660,279	\$0
Contractual Services	\$15,580	\$0	\$16,210	\$0
Materials & Supplies	\$84,020	\$0	\$87,570	\$0
Internal Services	\$211,101	\$0	\$218,761	\$0
Total GF/non-GF	\$1,817,066	\$0	\$1,982,820	\$0
Program Total:	\$1,817,066		\$1,982,820	
Program FTE	8.65	0.00	8.65	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 10000 Chair's Office

In FY 2022, a 1.00 FTE Communications Staff was split between the Chair's Office and the Communications Office. In FY 2023, the 0.50 FTE staff assistant is moved to the Communications Office (10007A) to align the staffing - this transfer does not result in new FTE.

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's priority issues include: monitoring the county's ongoing COVID-19 pandemic response; improving coordination of crisis response systems; increasing access to quality behavioral health services, including services specific to addressing meth addiction; supporting public safety system innovations to reduce recidivism and promote alternatives to costly incarceration; reducing homelessness through housing opportunity, supportive services, and harm reduction approaches; improving accountability and transparency of policy and budget making-decisions, especially related to homelessness response; implementing recommendations from a feasibility study of municipal broadband in Multnomah County; collaborating with her colleagues on major construction and infrastructure projects in District 1; addressing the needs of veterans, older adults, and people with disabilities; and advocating for policies that decrease risks stemming from climate change and a potential major earthquake.

Commissioner Meieran prioritizes programs that provide meaningful services to Multnomah County residents and have clear and measurable goals. She is also a strong advocate for effective legislation and adequate state and federal funding for local programs. Commissioner Meieran proactively engages with her District 1 constituents and strives for her office to respond to constituent inquiries and resolve constituent concerns in a timely manner. During the FY 2023 budget process, Commissioner Meieran will center the need to enact policies that address racial injustices, health inequities, and other disparities that disproportionately harm communities of color. She will promote inclusive decision-making that involves those most impacted by policy and budget decisions.

As the Co-Chair of the Association of Oregon Counties (AOC) Health and Human Services Steering Committee, Commissioner Meieran champions Multnomah County's interests. She is also the Board Liaison to the Aging Services Advisory Council, Disability Services Advisory Council, Veterans Task Force, Regional Disaster Preparedness Committee, and Behavioral Health Emergency Coordination Network.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Respond to constituent emails, phone calls and meeting requests timely and resolve constituent concerns.	49.2%*	94%	99%	100%
Outcome	Provide testimony and meet directly with state and federal legislators for priority issues.	NA	13 meetings	50 events	35 events
Output	Conduct or partner on twice quarterly outreach events.	NA	15 events	16 events	24 events
Output	Proactively connect with District 1 constituents, with an emphasis on marginalized communities.	NA	52 hours	100 events	75 events

Performance Measures Descriptions

1) Timely response is 10 business days. *A high increase in constituent correspondence and staff transition impacted our ability to meet this goal. 2) Priority issues include the County's legislative agenda and other emerging issues; D1 added meeting with City leaders in Q2 of FY22. 3) D1 updated the frequency of outreach events from quarterly to monthly in Q1 of FY22. 4) Output includes neighborhood meetings, community events, and other in-district connections (including virtual); this measure will change from hours to events to simplify tracking.

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	2022	2022	2023	2023
Personnel	\$594,916	\$0	\$615,616	\$0
Materials & Supplies	\$45,432	\$0	\$58,399	\$0
Internal Services	\$84,352	\$0	\$87,285	\$0
Total GF/non-GF	\$724,700	\$0	\$761,300	\$0
Program Total:	\$724,700		\$761,300	
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 2022: 10001 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

As the pandemic continues to impact every activity at the County we continue to evolve our work to meet new and old demands with creativity, innovation and lots of elbow grease. The uncertainty of the future is our new normal, and planning for the roller coaster of coronavirus variants and changing public health needs means that we need to look to the FY23 budget with that knowledge, and be prepared for other waves of public health needs along with all of the ongoing programs and services that the county implements. The objective is not to return to what seemed normal, but rather to rethink our systems in ways that will move us toward equity and justice.

Commissioner Jayapal continues to focus on homelessness and affordable housing, public safety, youth employment and workforce development, and environmental justice. During the 2022 budget process, she will prioritize programs and strategies that address racial inequities, focus on proven prevention, protect our most vulnerable residents, and deliver results. Recognizing that we cannot achieve equity for the community we serve if our own employees do not experience equity and belonging in their workplace, the Commissioner is committed to monitoring and supporting the progress of the Workforce Equity Strategic Plan.

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), the Metro Advisory Policy Committee (MPAC), the Workforce Development Board (Worksystems), Walnut Park Redevelopment Project, and Multnomah County's Audit Committee. She is also a member of the Metro Supportive Housing Services Measure Oversight Committee. In 2020 she chaired the Joint Task Force on Supporting Business in Reducing Diesel Emissions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Community engagement and constituent outreach via meetings and events.	23	12	25	18
Outcome	Ongoing responsiveness to all County departments	100%	100%	100%	100%
Output	Respond to constituent emails, phone calls and meeting requests in a timely manner.	100%	100%	100%	100%
Outcome	Use of Leading with Race framework in all policy and community work.	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 either virtually or in person. 2) Measured by the percentage of department meetings, briefings and communication requested and completed. 3) A timely response is within 10 days. 4) New measure for FY 2022.

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	2022	2022	2023	2023
Personnel	\$588,423	\$0	\$617,049	\$0
Contractual Services	\$14,070	\$0	\$14,640	\$0
Materials & Supplies	\$37,855	\$0	\$42,326	\$0
Internal Services	\$84,352	\$0	\$87,285	\$0
Total GF/non-GF	\$724,700	\$0	\$761,300	\$0
Program Total:	\$724,700		\$761,300	
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 2022: 10002 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 much of SE Portland. District 3 is the most densely populated County district according to 2020 U.S. Census data. 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 unique part of our region very seriously. The Commissioner's top priorities include addressing the disparities and inequities affecting District 3, as well as low income and Black, Indigenous and people of color communities generally, such as: the homelessness crisis; the lack of transportation options; the need for affordable housing; access to affordable preschool and child care; more robust and varied behavioral health services; combating historically high rates of gun violence; and mitigating the impacts of climate change, extreme weather events, and pollution on front line communities.

To address these issues, Commissioner Vega Pederson championed passage of the Preschool for All, which will provide free, universal preschool to all 3 and 4 year olds in Multnomah County in the coming years. In partnership with Multnomah County's Preschool and Early Learning division, the Commissioner is working to ensure a smooth and timely implementation of Preschool for All. Commissioner Vega Pederson has also led the County's efforts to combat climate change and pollution, co-sponsoring the County's #100by50 and Environmental Justice resolutions, as well as efforts to regulate the use of wood smoke. She has also fought to establish a timeline for TriMet's conversion to a zero emissions fleet and has led efforts to improve the transportation system, particularly in east Portland, through investments in pedestrian safety, multimodal options, and expanded transit.

Commissioner Vega Pederson 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. She also serves as the County's liaison to the Advisory Committee on Sustainability and Innovation, and on several transportation committees, including the Joint Policy Advisory Committee on Transportation and the TriMet Transit Advisory Committee. 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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Proactively communicate with residents through a monthly community newsletter.	12	12	12	12
Outcome	Provide testimony & meet with State/Federal officials on issues, such as transportation, homelessness & housing.	13	12	17	12
Outcome	Engage community & conduct outreach via attendance of neighborhood meetings & community events.	17	12	25	15
Output	Convene, attend or participate in meetings on preschool or childcare needs and policy.	N/A	8	37	15

Performance Measures Descriptions

1) Continue to publish a monthly newsletter. 2) Maintain federal and state advocacy, holding meetings with lawmakers, community groups and advocacy organizations. 3) Convene and/or participate in community-oriented events; provide opportunities for constituents to engage with local issues or county work; and provide translation services for events convened by Commissioner Vega Pederson's office. 4) Meet with county staff, community organizations, legislators and other organizations about Preschool for All. implementation. and lessons learned.

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	2022	2022	2023	2023
Personnel	\$606,229	\$0	\$635,978	\$0
Materials & Supplies	\$34,110	\$0	\$37,856	\$0
Internal Services	\$84,361	\$0	\$87,466	\$0
Total GF/non-GF	\$724,700	\$0	\$761,300	\$0
Program Total:	\$724,700		\$761,300	
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 2022: 10003 BCC District 3

Department: Nondepartmental **Program Contact:** Lori Stegmann
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissioner Lori Stegmann is one of five elected members that comprise the governing body of Multnomah County, representing District 4 in East County. As a member of the Board of County Commissioners, Commissioner Stegmann is responsible for adopting a balanced budget, setting policy, and effectively representing her district. Commissioner Stegmann is committed to engaging the community, operating in an open and transparent manner, and responding to the needs of constituents in a timely manner. For more information, please visit: <https://multco.us/commissioner-stegmann>

Program Summary

Commissioner Stegmann's office focuses on place-based anti-poverty strategies and efforts to increase economic mobility without displacement. This vision guides involvement in conversation about East County growth and continued investment. The core value of this is to mitigate the impacts of poverty and negative systemic interactions for all residents of East Multnomah County.

Specific policy areas for Commissioner Stegmann's office include: increasing housing stability and affordability, improved access to health and human services, reducing disparities for communities of color and residents involved in the justice system, and effective, ongoing conversations with East County communities about coordination of future growth strategies.

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 Issue Forum. 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 Urban Flood and Water Safety Quality District. Appointed to the Governor's Metro Regional Solutions leadership team, Commissioner Stegmann continues to bring East County needs to regional and state resource discussions.

She continues her 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 decisions that may disproportionately impact communities who are underrepresented in those discussions.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of residents involved in discussion of East County issues and policy areas	2,500	2,500	2,500	2,500
Outcome	Increase in awareness of East County issues	75%	75%	75%	75%
Output	Number of meetings and events convened	30	30	30	30
Outcome	Increase in knowledge of East County resources	75%	75%	75%	75%

Performance Measures Descriptions

1) Measured by the number of individuals involved in topic-specific meetings, gathered through mailing lists and sign-in sheets. 2) Measured by qualitative response at monthly issue forums. 3) Measured by the number of publicized and completed meetings hosted or led by Commissioner Stegmann and her staff. 4) Measured by qualitative response 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	2022	2022	2023	2023
Personnel	\$619,933	\$0	\$652,063	\$0
Materials & Supplies	\$21,040	\$0	\$24,109	\$0
Internal Services	\$83,727	\$0	\$85,128	\$0
Total GF/non-GF	\$724,700	\$0	\$761,300	\$0
Program Total:	\$724,700		\$761,300	
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 2022: 10004 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.

Guided by a commitment to equity, 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. Auditors use an equity lens tool in every step of the work, from audit planning through the development of recommendations. For example, our audit process includes identifying community groups affected by an audit, engaging thoughtfully with those groups, and providing meaningful acknowledgment to them about how their knowledge and experiences shaped audit objectives, findings, and/or recommendations. A volunteer Community Advisory Committee that includes BIPOC and LGBTQ+ members provides guidance to the Auditor on the annual audit plan, community engagement, and work to integrate diversity, equity, and inclusion into audits.

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 develop recommendations that are meaningful to community members, provide county leaders with information to help build policies that support racial equity and other forms of equity, and support continuous improvement.

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. All of our reports and audit schedule are online.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of audit reports and special studies issued.	3	3	3	3
Outcome	For reports with recommendations, percent with at least one rec. focused on supporting racial equity.	N/A	100%	100%	100%
Output	Number of special studies & special reports issued.	3	2	3	2
Outcome	Recommendations in progress or implemented at time of evaluation.	92%	94%	90%	90%

Performance Measures Descriptions

The first output measure includes reports on audits, special studies, and annual reports on the Good Government Hotline and the Auditor's Office's work. The second output measure ensures that audit reports will consider and support equity. The outcome measure reports on audit recommendations that the Office finds to be in progress or implemented.

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 [GAGAS]. The auditor may also conduct studies intended to measure or improve the performance of county efforts." GAGAS include continuing education requirements and regular external reviews. Charter requires the Auditor to appoint the Salary Commission and apportion Commission districts. County Code created 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	2022	2022	2023	2023
Personnel	\$1,503,487	\$0	\$1,552,287	\$0
Contractual Services	\$176,330	\$0	\$183,390	\$0
Materials & Supplies	\$38,138	\$0	\$70,006	\$0
Internal Services	\$159,745	\$0	\$165,757	\$0
Total GF/non-GF	\$1,877,700	\$0	\$1,971,440	\$0
Program Total:	\$1,877,700		\$1,971,440	
Program FTE	8.84	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 2022: 10005 Auditor's Office

In FY 2023 this program offer is increased by 0.16 FTE; 0.91 FTE increased by 0.09 FTE to fund a 1.00 FTE staff assistant and 0.93 FTE increased by 0.07 FTE to fund a 1.00 FTE staff assistant.

Department: Nondepartmental **Program Contact:** Jennifer McGuirk
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

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. County Charter requires the Office to conduct audits in compliance with generally accepted government auditing standards.

These standards include that we obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions. For each audit, obtaining sufficient, appropriate evidence includes gathering or documenting hundreds of pieces of evidence, including documenting information gathered through interviews and observations; documenting conditions via photographs; conducting data analyses; and gathering information about laws, regulations, best practices, data sets, program-created plans, meeting notes, and other items.

To ensure that the evidence provides a reasonable basis for our findings and conclusions, for each audit we conduct a comprehensive fact-checking process to ensure that each statement we make is backed up by evidence and accurately reflects the evidence. In addition, the County Auditor annually conducts a review of office work products for compliance with the standards, and every three years, outside government auditors conduct a review of our office for compliance. Maintaining audit documents in a way that facilitates these various quality reviews is largely a tedious, manual process.

The audit industry standard is to maintain these documents through an audit management system because they support compliance with standards and improve efficiency; rather than spending hours on document management, auditors can focus on auditing. With this program offer, the Auditor's Office will engage in a public procurement process to obtain an audit management system that will help ensure compliance with generally accepted government auditing standards; support efficient and transparent processes; and automate workflows.

The Auditor's Office base program offer is sufficient to cover annual licensing fees.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete development of system requirements, based on industry standards.	N/A	N/A	N/A	1
Outcome	Delivering updated systems that meet requirements and modern technology standards.	N/A	N/A	N/A	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 [GAGAS]. The auditor may also conduct studies intended to measure or improve the performance of county efforts." GAGAS include internal quality assurance reviews and regular external reviews.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Jennifer McGuirk
Program Offer Type: Innovative/New 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, the Charter requires the Auditor to perform duties including conducting performance audits of all County operations and financial affairs. The resources allotted to the Auditor have not kept pace with the County's increasing complexity. This program offer addresses that issue to enable the Auditor to meet its Charter-mandated responsibilities.

Program Summary

The Auditor oversees 7 staff auditors, the same number of staff auditors the Office had in 1998. During that time, county government has grown increasingly complex. Since 2014 alone, the county has created substantial new functions including the Joint Office of Homeless Services and Preschool For All, and undertaken numerous capital projects, such as the Earthquake Ready Burnside Bridge. As the county government has grown, the resources allotted to the Auditor's Office have not kept pace. It is currently not possible for the office to meet its Charter mandate to audit all county operations. The Office is generally able to conduct only three audits, or one larger scale audit, at one time.

This program offer will fund year one of a two-year process to better align the Office's staffing resources with the Charter's mandate. In year one, FY2023, the Office will bring on four auditors and establish audit teams for public safety and human services. New hires will be onboarded through curricula that orients them to the Office, to the County, and to government auditing, as needed. Each new hire will be assigned to a team, have an in-office mentor, and regular one-on-one time with the Auditor. In year two, the Office will bring on five auditors.

At the conclusion of year two, the Auditor will be staffed to provide these benefits:

- Double the number of audits under way at one time to support accountability, transparency, and equity.
- Ensure audits take place concurrently in core service areas: 1) general government services, 2) public safety, 3) internal operations & financial affairs, 4) infrastructure & capital projects, 5) health, and 6) human services. Public safety and human services audit teams will be established in year one (FY 2023).
- Ensure timely evaluation of the implementation of all audit recommendations.

The proposed year-one budget should be sufficient to cover salaries and benefits for four staff auditors; related materials and services, including supports needed to ensure compliance with generally accepted government auditing standards' education requirements; and related internal service funds expenditures.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of audit reports in process.	N/A	N/A	N/A	2
Outcome	Recommendations in progress or implemented at time of evaluation	N/A	N/A	N/A	90%
Output	For reports w/ recommendations, % of reports w/ at least one recommendation focused on supporting racial equity.	N/A	N/A	N/A	100%

Performance Measures Descriptions

The first output measure is focused on audit reports. The second output measure ensures that audit reports will consider and support equity. The outcome measure reports on audit recommendations that the Office finds to be in progress or implemented.

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."

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$601,200	\$0
Materials & Supplies	\$0	\$0	\$25,283	\$0
Internal Services	\$0	\$0	\$34,517	\$0
Total GF/non-GF	\$0	\$0	\$661,000	\$0
Program Total:	\$0		\$661,000	
Program FTE	0.00	0.00	4.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Allegra Willhite
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Tax Supervising and Conservation Commission (TSCC) serves the public by overseeing budget, debt, and property tax issues for local governments in Multnomah County. Created by the Legislature in 1919, the TSCC focuses on four primary duties: advocating for the public by holding public hearings, training and supporting local government staff on issues related to local and state budget law, informing the public on issues related to local government budgets through publications, and conducting annual reviews and certifications of budgets for member districts. The Commission considers the whole community to be its customers and seeks to make the financial affairs of local governments transparent and accountable to those living within each district.

Program Summary

The Tax Supervising and Conservation Commission (TSCC), established by the Oregon Legislature in 1919 (ORS 294.605-710), 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. TSCC protects and represents the public interest, ensures local government compliance with local budget law, promotes economy and efficiency within those local governments, and provides budgetary advice and assistance. Oregon law describes the duties of the TSCC, including the following:

Advocacy: The TSCC holds public hearings on TSCC member budgets and tax measures to engage with elected officials and advocate for the public in the spending of taxpayer dollars. Members of the public are encouraged to attend and comment at these public hearings.

Training: The TSCC holds annual local budget law training and provides regular advisory and consultative services to local government staff.

Informing the Public: Each year, the TSCC publishes a comprehensive report on local government budgets, indebtedness, and property taxes. This report is the only one of its kind in the region and is available both electronically and in hard copy.

Budget Reviews and Certification: The TSCC checks 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.

TSCC funding comes from three sources per ORS 294.632: the County General Fund, member districts, and the state's County Assessment Function Funding Assistance grant. TSCC budget increases are limited by law to 4% annually.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hold public hearings on subject jurisdiction budgets and property tax ballot measures.	13	15	13	15
Outcome	Minimize the number of recommendations and objections to district budgets.	3	4	4	4
Output	Number of responses to budget law and other inquiries (annual measure).	N/A	N/A	40	45

Performance Measures Descriptions

There were no property tax ballot measures in FY 2021-22, so the number of public hearings is less than anticipated. All statutorily required hearings are expected to be held.

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 (13 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 jurisdiction. (30 Districts of which 10 have opted out).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$400,000	\$0	\$417,888	\$0
Contractual Services	\$6,000	\$0	\$6,240	\$0
Materials & Supplies	\$30,413	\$0	\$52,084	\$0
Internal Services	\$4,787	\$0	\$3,428	\$0
Total GF/non-GF	\$441,200	\$0	\$479,640	\$0
Program Total:	\$441,200		\$479,640	
Program FTE	2.00	0.00	2.00	0.00

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

Explanation of Revenues

Although not budgeted directly in TSCC, the program is supported by the following countywide revenue:
 Revenue from other member districts: \$169,712
 Revenue from the County Assessment Function Funding Assistance (CAFFA) grant: \$73,403

Significant Program Changes

Last Year this program was: FY 2022: 10006 Tax Supervising and Conservation Commission

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Communications Office promotes the values and actions of Multnomah County’s Chair and Board of Commissioners, department leaders and employees. We do this through strategic communications, media relations, writing, photography, videography and graphic design. We convey news developments and policy initiatives through accessible and equitable web articles, social media, event planning and public education campaigns. We respond to public records requests and link community members to County employees and expertise. We promote life safety 365 days a year, conducting a broad range of crisis communications during emergencies.

Program Summary

Communicating during a crisis is our most essential function as a team and is our greatest responsibility to the community and to our colleagues. Working closely with the County Chair, Board of Commissioners, Chief Operating Officer and department leaders, we share accurate and timely messages during an emergency, we produce reports afterward, and provide accountability throughout. The cascade of recent crises has created an historic demand for media relations, public engagement and web, social media, photography, videography and graphic design services. In the face of this challenge, we strive to maintain the highest standards in our day-to-day operations, supporting Board policy, department initiatives and the public’s demand for information.

Key objectives for 2023:

- Expand strategic communications and planning Countywide through a deputy director.
- Continue investing in written materials, videos, social media and graphics in multiple languages.
- Support Workforce Equity through communications planning and coverage.
- Develop infrastructure for a more effective public records response.
- Coordinate and strengthen internal communications between leadership and County employees.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of news stories generated by the office in all media -- TV, print, radio, County website and blogs	1,583	1,500	2,000	1,800
Outcome	Number of multi-media videos/projects produced by the office that reach diverse audiences.	65	60	119	120
Outcome	Number of Twitter users for the County that signal public engagement.	36,164	36,500	47,000	47,500
Outcome	Number of Facebook followers for the County that signal public engagement.	10,289	10,300	15,630	15,630

Performance Measures Descriptions

The performance measure 1 captures traditional media including the impact of COVID-19, while 3 and 4 capture social media reach. The multi-media projects capture the number of videos produced as well as those in multiple languages other than English.

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	2022	2022	2023	2023
Personnel	\$1,983,983	\$0	\$2,117,207	\$0
Contractual Services	\$11,880	\$0	\$12,360	\$0
Materials & Supplies	\$76,530	\$0	\$71,020	\$0
Internal Services	\$153,441	\$0	\$159,153	\$0
Total GF/non-GF	\$2,225,834	\$0	\$2,359,740	\$0
Program Total:	\$2,225,834		\$2,359,740	
Program FTE	13.00	0.00	13.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 10007 Communications Office

0.50 FTE staff assistant is moved from The Chair's Office (10000) to align the Communications staff - no new FTE.

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Since the Joint Office of Homeless Services was established in 2016 to oversee the delivery of services to people experiencing homelessness in Multnomah County, the Communications Office has provided the media relations, crisis communications, writing, photography, videography and graphic design for this joint city of Portland and Multnomah County effort. This includes strategic communication, event planning, public outreach, and coordination with and communication to the providers of homeless services.

Program Summary

Thanks to the Supportive Housing Services measure voters approved in May 2020, Multnomah County has the capacity to make needed investments in the strategies we know end people's homelessness. Through this measure, the Joint Office of Homeless Services more than doubled its previous budget allocation, to more than \$150 million and transformed from an office into a full department. To meaningfully and effectively communicate the impact of these expanded investments and meet the need for life safety messages during severe weather and other crisis, the Communications Office's communications coordinator, working with the deputy director, will provide day-to-day media relations, public engagement, web and social media content, communication to providers and event planning.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Earned/unearned media for the public generated by coordinator's writing, media relations, social media efforts	N/A	N/A	N/A	50
Outcome	Increased public understanding of svcs and investments through internal planning documents for the JOHS.*	N/A	N/A	N/A	20

Performance Measures Descriptions

*Includes quotes, speeches, talking points, media prep and documents for the Board and Chair's Office.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$158,243	\$0
Materials & Supplies	\$0	\$0	\$6,757	\$0
Total GF/non-GF	\$0	\$0	\$165,000	\$0
Program Total:	\$0		\$165,000	
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:

This program adds 1.00 FTE Public Affairs Coordinator (6089).

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

When the Multnomah County Chair, Board of Commissioners, Chief Operating Officer, department directors and other leaders communicate well with County employees, staff understand the County's mission and their role in achieving it. Internal communications also connect employees to one another, creating a shared sense of purpose. Clear and equitable communication also strengthens individual progress and employment opportunities, facilitates teamwork and improves client and customer service.

Program Summary

The Internal Communications Coordinator works to ensure that County internal communications are centralized, coordinated, and consistent. Currently, County employees receive relevant information from a variety of channels including newsletters (Multco Matters and the Wednesday Wire), the County's intranet (Multco Commons), all staff emails from the Chair or Chief Operating Officer and town hall forums. These communications may originate from and be delivered by different sources. The Internal Communications Coordinator will centralize the County's internal communications strategy, ensuring that the office of the COO, Communications, Emergency Operations, and Central HR communicate to the workforce clearly and consistently, enhancing the ability of all employees to access relevant, timely, and useful information.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Communications to County employees*	N/A	N/A	N/A	100
Outcome	Percent of communications opened by employees	N/A	N/A	N/A	35%

Performance Measures Descriptions

*Communications are via the Wednesday Wire, Multco Message, emails from the Chair, Chief Operating Officer and Human Resources.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$158,243	\$0
Materials & Supplies	\$0	\$0	\$6,757	\$0
Total GF/non-GF	\$0	\$0	\$165,000	\$0
Program Total:	\$0		\$165,000	
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:

This program adds 1.00 FTE Public Affairs Coordinator (6089).

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Access to public records allows Multnomah County residents to see how their County government works, understand financial decisions and hold public employees accountable. Public Records laws are central to our representative democracy, and Oregon's laws provide a clear framework and schedule for local governments to acknowledge, research and respond to the public requests in a timely manner.

Program Summary

This software tool will replace the fragmented, highly dispersed, manual system of accepting, responding and tracking public records requests. An automated tool will allow members of the public to submit a public records request electronically and give County employees the means to track the request's receipt, their progress in collecting the records, and provide them to the requestor in a timely way. Software tools can help automatically identify the custodian of the records across the County, coordinate work groups that may be collaborating to collect the documents, calendar required responses, permit redactions during legal review, limit duplication of efforts, prevent errors and allow the County to stay in compliance with Oregon Public Records Law.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Complete the evaluation and selection of a software develop. contractor to automate County's public records.	N/A	N/A	N/A	100%
Outcome	Percentage of milestones met based on the approved plan and timeline.	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	2022	2022	2023	2023
Materials & Supplies	\$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: Nondepartmental **Program Contact:** Jenny Madkour

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

Related Programs:
Program Characteristics:

Executive Summary

The mission of the Office of County Attorney is to provide the highest quality and cost effective legal advice and representation. The Office reviews and advises on the legal aspects of County government operation, defends claims against the County and employees acting in their official capacity, and assists with Federal, State, and County legal requirements. The Office houses the County's Privacy Officer and related Privacy Program. The County Attorney collaborates with Risk Management, provides legal training and advice before legal issues become legal problems.

Program Summary

The Office of County Attorney prepares and reviews legal documents including contracts, Ordinances, Resolutions, Board Orders, Executive Rules, Administrative Procedures, and other legal instruments. It provides legal advice and counsel to the Board of County Commissioners, County elected officials, County Departments and Offices, Advisory Boards, Districts, and Commissions. The Office of County Attorney prepares formal written opinions as deemed necessary by the County Attorney regarding significant interpretations of federal and state laws, the County Charter and Code, and other legal requirements. The Office controls and supervises all civil actions and legal proceedings where the County is a party or has a legal interest. The Office represents and defends any legal action, matter, or proceedings in any court or tribunal and as requested by the Board.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	County Attorney Direct Service Hours	23,412	24,500	24,000	25,000
Outcome	Percentage of County Attorney Time Dedicated to Direct Client Services	95%	94%	94%	95%
Input	Number of Tort Claims Received	272	155	200	220

Performance Measures Descriptions

Legal / Contractual Obligation

The role and duties of the County Attorney are set forth in Multnomah County Code Chapter 25.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$5,703,573	\$0	\$6,095,925
Contractual Services	\$0	\$285,920	\$0	\$297,360
Materials & Supplies	\$0	\$241,503	\$0	\$282,747
Internal Services	\$0	\$558,644	\$0	\$577,178
Total GF/non-GF	\$0	\$6,789,640	\$0	\$7,253,210
Program Total:	\$6,789,640		\$7,253,210	
Program FTE	0.00	26.00	0.00	26.00

Program Revenues				
Other / Miscellaneous	\$0	\$6,789,640	\$0	\$7,253,210
Total Revenue	\$0	\$6,789,640	\$0	\$7,253,210

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 2022: 10008 County Attorney's Office

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10010A
Program Characteristics:

Executive Summary

The central purpose of Multnomah County's Local Public Safety Coordinating Council (LPSCC) is to coordinate public safety planning, policies, operations, and strategies of government agencies to improve the local public safety system's cost effectiveness and responsiveness to the needs of the community. LPSCC has convened leaders from local governments; public safety, social service and health agencies; private service providers and local communities to collaborate on and improve public safety system outcomes. LPSCC focuses on equity by leaning into the requirement that justice reforms and programs must lead with race. LPSCC staff acknowledge the harm caused by the criminal legal system over the last 400 years, and each project and policy area is evaluated by its impact on Black Indigenous and People Of Color communities.

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 Commissioner Jo Ann Hardesty.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety systems, (b) coordinated policies to improve those systems and (c) evidence-based strategies that address issues important to community safety. The LPSCC office prioritizes racial justice by ensuring leading with race is the lens through which policy development and evaluation occurs. With the help of data, the staff can also support policy efforts to reduce racial and ethnic disparities in the criminal legal system.

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: 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 that allows for longitudinal analysis and evaluation. The LPSCC co-chairs also champion the Transforming Justice project.

In FY 2023, LPSCC will fund an Executive Director, who coordinates inter-agency public safety policy discussions; and an Executive Assistant, who provides organizational and communications support. In addition, to support implementation of the MacArthur Foundation's Safety + Justice Challenge (SJC), this year focused on overhauling the pretrial justice system, LPSCC funds five staff (two staff in the LPSCC office, one staff in OCI, two staff in DCA IT, and one staff budgeted in DCJ).

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of data analyses that disaggregate and evaluate racial and ethnic disparities.	100%	100%	100%	100%
Outcome	% of new initiatives/projects that consult the Office of Diversity and Equity, including Equity Lens application	100%	100%	100%	100%
Output	Number of diversity, equity, and inclusion trainings attended by each LPSCC office staff each year	1	1	1	1
Outcome	Percentage/number of policy-level projects that include voices of people with lived experiences.	50%	80%	60%	60%

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	2022	2022	2023	2023
Personnel	\$0	\$1,125,196	\$0	\$1,183,896
Contractual Services	\$0	\$98,089	\$0	\$265,400
Materials & Supplies	\$0	\$28,510	\$0	\$45,103
Internal Services	\$783,100	\$76,025	\$824,840	\$81,456
Total GF/non-GF	\$783,100	\$1,327,820	\$824,840	\$1,575,855
Program Total:	\$2,110,920		\$2,400,695	
Program FTE	0.00	2.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$422,700	\$0	\$514,885
Other / Miscellaneous	\$0	\$905,120	\$0	\$985,970
Beginning Working Capital	\$0	\$0	\$0	\$75,000
Total Revenue	\$0	\$1,327,820	\$0	\$1,575,855

Explanation of Revenues

This program generates \$42,502 in indirect revenues.
 State Department of Corrections through SB 1145 - \$514,885
 Beginning Working Capital from SB 1145 funding - \$75,000
 MacArthur Foundation - \$985,970

Significant Program Changes

Last Year this program was: FY 2022: 10009A Local Public Safety Coordinating Council

A new partnership between LPSCC and the Office of Community Involvement (OCI) has blossomed. In FY 2023, the offices will launch a Justice Fellowship program to increase the voices of community members impacted by the criminal legal system. The goal of the program will be to partner Fellows with justice system leadership to advise on policy that will reduce racial and ethnic disparities. The program will be staffed by a Limited Duration Assignment employee housed at OCI and will fund a community-based agency to develop fellowship structure and curriculum.

In FY 2023, 1.00 FTE IT Business Systems Analyst Senior (6055) is added, funded by the MacArthur Foundation grant. This position was previously limited duration.

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 the Justice Reinvestment Grant, administered by the Oregon Criminal Justice Commission.

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 Commissioner Jo Ann Hardesty.

LPSCC and its partners collaborate on the development of (a) solutions to problems in the intergovernmental operations of the public safety systems, (b) coordinated policies to improve those systems and (c) evidence-based strategies that address issues important to community safety. The LPSCC office prioritizes racial justice by ensuring leading with race is the lens through which policy development and evaluation occurs. With the help of data, the staff can also support policy efforts to reduce racial and ethnic disparities in the criminal legal system.

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 the Multnomah County Justice Reinvestment Program (prison diversion) and funding directed to agencies who serve victims of crime from underserved and Black Indigenous and People Of Color communities.

This program offer includes the funding for victim's services contracts. 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. 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 0.80 FTE LPSCC Project Manager for the Multnomah County Justice Reinvestment Program.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of victims services contracted providers that aim to serve marginalized & underrepresented communities	3	3	3	3
Outcome	Percentage of MCJRP related analyses that included evaluation of racial and ethnic disparities	100%	100%	100%	100%
Outcome	Percentage of policy agreements made motivated by racial equity (i.e.. eligibility)	80%	80%	100%	100%

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). Per the Oregon Criminal Justice Commission, each county's LPSCC is required to be the grant applicant for justice reinvestment funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$148,641	\$0	\$155,778
Contractual Services	\$0	\$434,048	\$0	\$473,556
Materials & Supplies	\$0	\$0	\$0	\$480
Internal Services	\$0	\$4,771	\$0	\$5,592
Total GF/non-GF	\$0	\$587,460	\$0	\$635,406
Program Total:	\$587,460		\$635,406	
Program FTE	0.00	0.80	0.00	0.80

Program Revenues				
Intergovernmental	\$0	\$587,460	\$0	\$635,406
Total Revenue	\$0	\$587,460	\$0	\$635,406

Explanation of Revenues

This program generates \$5,592 in indirect revenues.

State HB 3194 Criminal Justice Commission (CJC) - \$635,406

This revenue includes formula funding based on a statewide allocation (\$553,426) and supplemental funding (\$81,980) from the State for this program.

Significant Program Changes

Last Year this program was: FY 2022: 10009B HB3194 Justice Reinvestment

In addition to funding a 0.80 FTE Project Manager, this program funds \$767,795 for three contracts for services to victims of crime. In 2021, the previous contracts ended and the dollars were re-procured, resulting in three new contracts with IRCO, Oregon Crime Victims Law Center, and Lutheran Community Services NW.

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

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. In 2021, LPSCC embarked on a bold, multi-sector effort to Transform Justice to create a more just, equitable, and service-oriented non-criminal legal response to communities and individuals in need. That effort continued into FY 2022, which will result in an implementable vision for the future, starting in FY 2023.

Program Summary

At the What Works Public Safety conference in January 2020, the criminal legal system leaders, health system administrators, behavioral health experts, advocates for victims of crime, and a number of government leaders in attendance agreed to embark on a large-scale planning and implementation process that will transform the future of local justice policy. This future system must be equitable and acknowledge the 400 years of institutionalized racism perpetrated by its inception. The system currently lacks a North Star, requiring the criminal legal system to often be the intervention for housing, behavioral health, and public health crises.

In order to effectively develop and implement a vision, an outside firm was selected through a competitive procurement process and the visioning process began in earnest in FY 2022. A report summarizing the perspective of several dozen stakeholders (from individuals in recovery to judges) will be completed in late February 2022. Throughout the Spring, local leadership and community members will engage in sessions to use the report to craft the final vision.

In addition to facilitating sessions with LPSCC and its partners in other sectors, including health care, housing, and community advocacy agencies, in FY 2023 a contractor will also help facilitate implementation of the strategies developed by the final vision.

This program offer allocates \$250,000 toward a contractor to support local stakeholders to implement strategies to create a more just criminal legal system.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Nbr of Steering Committee mtgs (includes community groups. svstem leaders. people w/ lived experience. etc).	N/A	6	6	6
Outcome	Percentage of strategies moved from vision to implementation.	N/A	N/A	N/A	100
Outcome	Percentage of strategies that lead with race using data and intentional approaches to reduce disparities.	N/A	N/A	N/A	100

Performance Measures Descriptions

The FY 2022 performance measure related to the number of people that were to be engaged in surveys, focus groups, interviews, and facilitated sessions. The engagements were very successful, providing ample data for the discovery report. The FY 2023 performance measures are based on probable strategies which will be developed in Spring 2022.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$200,000	\$250,000	\$0
Total GF/non-GF	\$0	\$200,000	\$250,000	\$0
Program Total:	\$200,000		\$250,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$200,000	\$0	\$0
Total Revenue	\$0	\$200,000	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 10009C Local Public Safety Coordinating Council Strategic Planning Contract

Department: Nondepartmental **Program Contact:** Abbey Stamp
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

There has been a significant uptick in gun violence across our community since the beginning of the Covid-19 pandemic. Multnomah County has invested in a number of areas to help respond, adding prosecutors, detectives, community health workers, trauma support specialists, and behavioral health supports. With all these new resources, it is imperative that the County also assist with coordinating these diverse lines of work. This program adds a position in the Multnomah County Local Public Safety Coordinating Council (LPSCC) to provide leadership and subject matter expertise in respect to gun violence responses, as well as assess and coordinate community violence prevention strategies that further the goals of the County.

Program Summary

Multnomah County is heavily involved in violence prevention work across the organization. That work ranges from upstream interventions like building healthy relationships and social/emotional supports for youth, to far more downstream responses that are exemplified by the work of the criminal legal system. One area where we have seen an increased need since the start of the pandemic is gun violence. Over the last two years, Portland and Multnomah County have seen a sharp increase in gun related homicides and overall shooting incidents. In the City of Portland alone, injuries caused by firearms rose from 93 in 2019 to 334 in 2021.

The County has responded by adding additional staff in the District Attorney's Office, Multnomah County Sheriff's Office, the Department of Community Justice, and Health Department. These new resources, in addition to the work already existing within departments to respond to gun violence, are far reaching. The need for a level of coordination and collaboration is essential at this time.

This new coordinator position will work in the Multnomah County Local Public Safety Coordinating Council office to deepen the expertise and capacity to coordinate intra-county efforts to reduce gun and community violence. The position will work between departments and external agencies to monitor, track and coordinate existing and new efforts to reduce violence. They will be a resource on each department's violence prevention policies, programs, and outcomes. This coordination also includes being a point of contact and liaison with area advisory bodies, work groups and steering committees on violence prevention efforts in Multnomah County.

Performance Measures					
Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of LPSCC meetings convened	N/A	N/A	N/A	12
Outcome	Provide an annual report that details the impact of gun violence prevention and intervention investments	N/A	N/A	N/A	1
Output	Number of briefings, planning groups and presentations provided to increase collaboration and coordination	N/A	N/A	N/A	12

Performance Measures Descriptions

LPSCC meetings facilitate solutions to problems in the intergovernmental operations of the public safety system, coordinate policies to improve that system and offer evidence-based strategies to address issues important to community safety. The annual report identifies positive and negative results providing transparency and accountability for county investments. Briefings, planning groups and presentations increase collaboration and information sharing to ensure deeper coordination for intra-county and external facing efforts to reduce gun and community violence.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$173,009	\$0
Materials & Supplies	\$0	\$0	\$1,991	\$0
Total GF/non-GF	\$0	\$0	\$175,000	\$0
Program Total:	\$0		\$175,000	
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:

This program offer adds 1.00 FTE Staff Assistant.

Department: Nondepartmental **Program Contact:** Dani Bernstein
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 10009A
Program Characteristics:

Executive Summary

The Office of Community Involvement 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. The office connects community members with opportunities to serve on advisory boards and committees, with a focus on elevating the voices of communities historically underrepresented in government decision-making. The office's recruitment process prioritizes applicants from communities most impacted by the county's programs and services.

Program Summary

The Office of Community Involvement coordinates programs and activities designed to engage people from Multnomah County's diverse communities and support the County's community involvement programs. The office 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 office 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 office provides a single point of contact for community members interested in volunteering by maintaining lists of advisory committees and other volunteer opportunities, managing inquiry and application processes, referring inquiries from the public to appropriate opportunities and resources, and maintaining a database of active and potential volunteers. The office also hosts an annual volunteer recognition event for all county departments.

The office staffs the volunteer members of the Community Involvement Committee (CIC), including providing support, training and coordination for CIC meetings. The CIC serves as Multnomah County's advisory body on community engagement and involvement. The office also manages the Community Budget Advisory Committee (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 office also provides staffing and technical assistance to the County's Central and Nondepartmental CBACs. The office serves as a resource for offices and departments in the development of effective and inclusive community engagement plans, and coordinates a community of practice for county staff who support advisory boards and committees

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of participants in activities who felt time was well spent	93%	90%	90%	90%
Outcome	Percentage of volunteer positions on CIC and CBACs filled	94%	90%	90%	90%
Outcome	Percentage of new CIC & CBAC members who have not previously served on County advisory group	N/A	90%	88%	90%
Outcome	Community meetings & events with partners serving historically underrepresented/hard to reach communities	N/A	10	5	10

Performance Measures Descriptions

Measure 1 is based on an annual survey of CIC and CBAC members. Measures 3 and 4 are new for FY 2022, to better reflect the office's focus on engaging communities historically underrepresented in county decision-making and commitment to recruiting new community members to serve on advisory groups.

Legal / Contractual Obligation

Multnomah County Home Rule Charter Chapter 3.75; Resolution 95-245; Multnomah County Code 3.250-3.253, 3.300-3.306, 25.810-25.830. The County Charter states that the commission “shall appropriate sufficient funds for the operation of the office and the committee.”

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$243,929	\$0	\$257,736	\$0
Contractual Services	\$6,390	\$0	\$15,850	\$0
Materials & Supplies	\$33,530	\$0	\$25,557	\$0
Internal Services	\$42,581	\$0	\$43,757	\$0
Total GF/non-GF	\$326,430	\$0	\$342,900	\$0
Program Total:	\$326,430		\$342,900	
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 2022: 10010A Office of Community Involvement

In FY 2023, the office will collaborate with the Local Public Safety Coordinating Council (LPSCC) to pilot a fellowship program to increase the voices of community members impacted by the criminal legal system. The program will partner fellows with justice system leaders to advise on policies that will reduce racial and ethnic disparities. This work will be funded through a grant to LPSCC from the John D. and Catherine T. MacArthur Foundation's Safety & Justice Challenge. A Limited Duration Assignment employee housed within the Office of Community Involvement will staff the program and collaborate with a community-based agency to develop the fellowship structure and curriculum.

Department: Nondepartmental **Program Contact:** Dani Bernstein
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Multnomah County Charter Review Committee, comprised of a group of county residents, began meeting in September 2022 to study the county charter and, if necessary, will propose amendments to the charter to appear on the 2022 primary and/or general election ballots.

Program Summary

The Multnomah County Home Rule Charter provides that every six years, a Charter Review Committee will be convened for the purpose of making a comprehensive study of the Charter and, if it chooses, to submit Charter amendments to the voters of Multnomah County. The county Charter is like our local constitution, creating the structure of county government and outlining the county's powers.

The Charter Review Committee is charged with studying the Charter by all appropriate means including open hearings and meetings, the taking of testimony and interviews. The committee's meetings are open to the public. Members of the committee were selected by the state senators and representatives of their senatorial districts.

The committee is required to present a report to the people and the Board of County Commissioners that includes their findings, conclusions, and recommendations including any amendments the committee proposes to the Charter. All amendments proposed by the committee will be submitted to the voters of Multnomah County at the 2022 primary or general election.

The committee began meeting in September 2021 and must conclude its work by August 2022. As required by Charter, the Office of Community Involvement convenes the meetings of the Charter Review Committee. The office has dedicated staff to provide support and technical assistance at all committee and subcommittee meetings, assist the committee with research, develop communications to keep the public informed of the committee's work, ensure the committee meets all required deadlines, and support the committee to be inclusive, accessible and elevate the voices of communities most impacted by county programs and services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of CRC meetings and subcommittee meetings	N/A	15	25	4
Outcome	Public testimony received verbally or in writing	N/A	25	25	10
Output	Updates posted to county's public website & social media on work of CRC	N/A	10	20	5

Performance Measures Descriptions

Performance measure 1 captures the work to support the committee's comprehensive study of the county charter. Performance measures 2 and 3 capture the work to inform and engage the public in the work of the committee and the charter review process.

Legal / Contractual Obligation

Multnomah County Home Rule Charter Chapter 12.40. The County Charter states that the Office of Community Involvement will 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	2022	2022	2023	2023
Personnel	\$92,180	\$0	\$25,000	\$0
Contractual Services	\$19,650	\$0	\$23,954	\$0
Materials & Supplies	\$20,980	\$0	\$1,046	\$0
Total GF/non-GF	\$132,810	\$0	\$50,000	\$0
Program Total:	\$132,810		\$50,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 10010B Charter Review Committee Support

Department: Nondepartmental **Program Contact:** Dani Bernstein
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

As part of its mission to facilitate communication between the community and county leadership, the Office of Community Involvement supports county advisory groups through community outreach, staff support, technical assistance and policy development. This offer will use one-time-only funds to develop new trainings, standards and policies for use in advisory groups and volunteer programs across departments.

Program Summary

Since 2018, the Office of Community Involvement has expanded its work to support community engagement across offices and departments, including: establishing a community of practice for advisory group staff, drafting and supporting the adoption of advisory group standards, and convening a workgroup to consider a countywide approach to stipends for community participation.

In addition, the Community Involvement Committee drafted a community involvement resolution, adopted by the Board of Commissioners in May 2021, that directs the office to regularly evaluate the County’s community engagement policies and programs and reduce barriers to participation. The resolution also affirms the need for departments to create timely and culturally relevant plans for community involvement.

This program will add to the office’s capacity in FY 2023 to develop new trainings and policies to support county advisory groups and other volunteer programs, and will support the implementation of the community involvement resolution by developing tools and metrics for monitoring and evaluating countywide community engagement activities and impact. Training curriculum will cover a Multnomah County 101, personnel policies, the county budget process, the equity and empowerment lens, and ethics for public officials, as well as other topics identified in collaboration with the community of practice and other colleagues. The coordinator will develop, pilot and refine these trainings over the course of FY 2023.

The coordinator will also advance the work to establish countywide policies or approaches to stipends, working with finance and legal staff to develop the necessary resources and guidance for implementation.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of new countywide trainings for County volunteers	N/A	N/A	N/A	5
Outcome	Create framework and resources for countywide implementation of stipends	N/A	N/A	N/A	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$69,750	\$0
Contractual Services	\$0	\$0	\$10,250	\$0
Total GF/non-GF	\$0	\$0	\$80,000	\$0
Program Total:	\$0		\$80,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Marina Hovious
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of the Board Clerk supports the Board of County Commissioners by managing the Board meetings and providing information on items brought before the Board and the public. The Office is responsible for ensuring that notices of Board meetings, the agendas for the meetings, and any official actions taken are posted for the public. The Office is focused on making this information as accessible as possible.

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 are responsible for the following:

- Notifying internal and external customers of scheduled meetings and cancellations
- Processing, posting, and distributing all agenda submissions and official documentation that result from Board action and directives
- Ensuring access for future internal and external inquiries
- Providing members of the public with agenda, notices of public hearings, and access to public records
- Preserving the official County records both electronically and on paper for perpetuity
- Providing information on upcoming Board items

The Office of the Board Clerk focuses on making the Board meetings and the information it provides accessible to as much of the public as possible. For example, during some public hearings, the Board Clerk ensures that translators are available for a variety of different languages so that members of the public can more easily communicate with the Board. The Office of the Board Clerk also provides live closed captioning during Board meetings and posts videos and transcripts after the meetings. During the COVID-19 pandemic, the Office adapted to provide virtual public testimony so that the public could still engage in the public hearings. By making the information more accessible, the goal is that the meetings will be more equitable for people who communicate in different ways.

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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of Board related documents processed (digital files).	3,700	4,000	4,000	4,000
Outcome	Board Meeting Minutes uploaded and available to the public within two weeks.	85%	90%	90%	90%
Outcome	Board adopted resolutions, proclamations, orders & ordinances available to public within 1 week.	95%	95%	95%	95%
Outcome	All Board events have accessibility tools-including captioning and interpretation-available to public*.	100%	100%	100%	100%

Performance Measures Descriptions

Board related documents include board packets, proclamations, resolutions, orders, & ordinances.

*A new outcome measure was added in FY 2021 to reflect the County's efforts and goal to ensure all members of our community have the tools to listen and engage with the County Board of Commissioners - amidst new virtual formats that have been adopted in light of the COVID-19 pandemic.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$309,462	\$0	\$329,402	\$0
Contractual Services	\$33,910	\$0	\$50,270	\$0
Materials & Supplies	\$300,200	\$0	\$314,781	\$0
Internal Services	\$327,028	\$0	\$341,947	\$0
Total GF/non-GF	\$970,600	\$0	\$1,036,400	\$0
Program Total:	\$970,600		\$1,036,400	
Program FTE	2.35	0.00	2.35	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 10011 Office of the Board Clerk

In Spring 2020, the County added live streaming to YouTube, an online form to receive public comment and budget comments and developed new abilities to accept testimony virtually with language interpretation. These enhanced community access efforts are now part of program foundation and outcome metrics.

In Fall 2021, the County transitioned from 19 months of virtual-only meetings to hybrid board meetings that take place in the Multnomah County Boardroom but still allow the public and presenters to virtually listen and engage. The County is continuing to update and improve its technology equipment and management in this arena to support effective and accessible Board proceedings.

Department: Nondepartmental **Program Contact:** Chris 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. During events, MCEM will activate the emergency operations center to facilitate the appropriate response using people and resources throughout the county.

Program Summary

The MCEM program focus includes: 1) County preparedness, 2) Intergovernmental and regional preparedness, 3) 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 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. Annual exercise of Emergency Coordination Center and evaluation of performance of established objectives in an After Action Report (AAR).

MCEM can 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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percentage of resource requests supporting underserved communities.	N/A	N/A	N/A	90%
Outcome	Percentage of approved resource orders fulfilled within 3 business days.	N/A	N/A	N/A	90%

Performance Measures Descriptions

Performance measures have changed for FY 2021 and FY 2022 due to the COVID-19 response.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,353,598	\$396,041	\$1,428,127	\$870,835
Contractual Services	\$141,600	\$585,150	\$147,270	\$966,579
Materials & Supplies	\$127,042	\$656,400	\$131,030	\$291,283
Internal Services	\$510,180	\$12,709	\$531,683	\$31,263
Total GF/non-GF	\$2,132,420	\$1,650,300	\$2,238,110	\$2,159,960
Program Total:	\$3,782,720		\$4,398,070	
Program FTE	8.00	2.00	8.00	2.00

Program Revenues				
Intergovernmental	\$0	\$1,650,300	\$0	\$2,159,960
Total Revenue	\$0	\$1,650,300	\$0	\$2,159,960

Explanation of Revenues

This program generates \$31,263 in indirect revenues.
 Emergency Management Performance Grant - \$408,470
 Urban Areas Security Initiative Grants - \$674,979
 State Homeland Security Program - \$1,076,511

Due to the COVID-19 response some of this grant funding is carry over from FY 2022 for normal operations.

Significant Program Changes

Last Year this program was: FY 2022: 10012 Office of Emergency Management

The Office of Emergency Management began to respond to COVID-19 in January 2020 and this response continues today. While the office hopes to return to a more normal operation in FY 2023, it is likely to be focusing on COVID-19 response and coordination activities at the beginning of the year. While in a response mode, many of the everyday activities including planning, training, exercises, mitigation, etc. will have limited support. The office also anticipates COVID-19 After Action Report activities to pick up in FY 2023 as response operations diminish, which will also reduce our capability to support more year "typical" activities.

Department: Nondepartmental **Program Contact:** Jeston Black
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Government Relations represents the Board of Commissioners and County Departments before the United States Congress, the Oregon Legislature and local governing bodies to advance Multnomah County's annual state and federal legislative agenda. The office works with smaller cities in Multnomah County to provide insight on County actions and facilitate partnership. In addition, the office is working to create a single point of contact for Oregon's nine recognized Tribal Governments. These functions are vital in protecting the interests of Multnomah County and its residents.

Program Summary

Government Relations Office services as the primary representative for the County to State and Federal Elected Officials.

The Office of Government Relations works with the Board of Commissioners, County Departments, Regional Partners and Community Groups to advance policy set by the Board of Commissioners at the Federal, State and Local Level.

The Office of Government Relations in partnership with County Departments provides analysis and tracks impacts that Federal and State Legislation would have on County programs and the people served by those programs.

The office also works with other local government partners in the metro region to align priorities and to give other local governments insight on Multnomah County operations and policy.

The Tribal Liaison position will create a single point of contact for Oregon's nine federally recognized Tribal Governments, as well as work with County staff to establish processes and protocols for departments interaction with Tribal Governments.

The Senior Grant Coordinator works across departments and systems to increase the county's capacity to secure, track, and successfully implement competitive grants aligned with the County's mission and values.

Over the past two budget cycles the Office of Government Relations has expanded its work in developing positive partnerships with cities in East County as well as expanding its budget analysis capabilities to better translate budget impacts in impacted communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Develop and pass a comprehensive legislative and federal agenda	1	1	1	1
Outcome	Provide an annual report that details bill outcomes and progress on County priorities	1	1	1	1
Output	Number of trainings, planning groups, and presentations to increase countywide competitive grant capacity	31	30	40	30
Outcome	Develop engagement strategies with Tribal governments and local American Indian/Alaska Native communities	N/A	1	1	1

Performance Measures Descriptions

The adoption of the legislative agenda is the culmination of a broad process of consultation with employees, departments, elected officials, advocacy organizations and community groups. The report provides transparency and identifies both positive and negative results. The office also focuses on impacts of Legislation on communities in Multnomah County, not just County operations. A Tribal engagement plan will kick off the comprehensive approach to Tribal Governments. Planning groups, trainings and presentations ensures access to the resources necessary for submitting successful grants.

Legal / Contractual Obligation

All government relations activities shall be consistent with federal laws and policies, State of Oregon statutes, the Multnomah County Home Rule Charter and Multnomah County Laws.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,052,530	\$0	\$1,118,064	\$0
Contractual Services	\$123,700	\$0	\$124,000	\$0
Materials & Supplies	\$37,113	\$0	\$48,651	\$0
Internal Services	\$68,257	\$0	\$71,765	\$0
Total GF/non-GF	\$1,281,600	\$0	\$1,362,480	\$0
Program Total:	\$1,281,600		\$1,362,480	
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 2022: 10016A Government Relations Office

This program combines 10016B Tribal Relations Liaison from FY 2022.

Department: Nondepartmental **Program Contact:** Joy Fowler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Office of Diversity is a team of subject matter experts focusing on the impacts on Multnomah County residents and employees disproportionately affected by institutional and systemic racism and other identity based oppression. ODE provides countywide leadership, models and builds best practices for equity policy analysis and development, conducts research and evaluation, and creates intersectional and inclusive frameworks for practice, policy and program delivery.

Program Summary

ODE works across the organization, providing leadership, leading initiatives, piloting best practices, consulting, coordinating and collaborating to advance equity. Core to the work of ODE is a commitment to Inclusively Leading with Race and modeling intersectional approaches that recognize how multiple and compounding forms of marginalization impact communities and employee experience and wellbeing.

ODE advances this work by providing countywide leadership as a multi-racial, multi-identity, and diverse team of experts who are available to provide guidance and counsel across the organization, modeling best practices to inform and influence change.

The offer funds the ongoing implementation of key pillars of ODE work: Workforce equity and the Workforce Equity Strategic Plan through coordination and engagement of the WESP Committee and other stakeholders, developing communication strategies, and evaluating impacts as well as ensuring accountability to performance measures. Training and internal policy to support Safety, Trust and Belonging for all employees. The Equity Policy Teams work around disability equity and accommodations, compliance reporting, research and evaluation, exit interviews, policy development, and other initiatives that support equity. The ongoing utilization, tools, frameworks and capacity building around the Equity and Empowerment Lens: Racial Justice Focus. Support, coordination and governance of Employee Resource Groups. Leadership for the Multnomah Youth Commission, majority from Black, Indigenous, and People of Color communities, which utilizes youth-adult partnership to advance policies and practices that reflect the priorities of youth across Multnomah County. ODE also convenes the Equity Core Team made up of equity managers across the organization and other key stakeholder groups around specific or emerging organizational equity issues.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Employee Resource Groups managed and coordinated	9	9	9	9
Outcome	Compliance on Workforce Equity Strategic Plan performance measure adherence and completion	N/A	80%	80%	80%
Output	Number of guidance documents, evaluation reports or compliance reports completed	5	4	4	4
Output	Number of disability accommodation consults	N/A	N/A	25	25

Performance Measures Descriptions

These performance measures reflect a transition in how we are measuring our work and applying ODE's Budget Equity Tool to our own work. It reflects metrics from WESP funded positions relating to WESP project management, evaluations and disability rights.

Legal / Contractual Obligation

ADA Title II Coordination, EEO Reporting, Civil Rights Grievance Staffing

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,373,684	\$0	\$1,544,930	\$0
Contractual Services	\$23,900	\$0	\$24,860	\$0
Materials & Supplies	\$82,798	\$0	\$88,366	\$0
Internal Services	\$158,918	\$0	\$161,264	\$0
Total GF/non-GF	\$1,639,300	\$0	\$1,819,420	\$0
Program Total:	\$1,639,300		\$1,819,420	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues**Significant Program Changes**

Last Year this program was: FY 2022: 10017A Office of Diversity and Equity

This program combines 10017A and 10017C ODE Employee Resource Group from FY 2022.

Department: Nondepartmental **Program Contact:** Joy Fowler
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah Youth Commission (MYC) the official youth policy body for Multnomah County and the City of Portland, is a group of 42 young people, ages 13- 21, from majority Black, Indigenous and People of Color Communities (BIPOC), that strives to amplify youth perspectives on policy impacting and relevant to youth, their families, peers, and community. In addition to its commission role within local government, the MYC works to improve the community through Social Justice projects, and by shifting negative community perceptions about youth. 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 advises and makes recommendations on policies and programs that impact youth through focused, issue-specific committee work, the Elected Official Liaison program, and training and technical assistance. 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 is a nationally recognized model using participatory action research, policy creation and advocacy, and Youth-Adult Partnership as its foundational underpinnings. The MYC has made an intentional and sustained effort over time to ensure that a majority of youth commissioners come from BIPOC Communities and embed equity and social justice into all of the work.

MYC's current policy focus areas are driven and led by youth and selected through youth outreach and engagement. These projects empower youth to take lead and work together to address issues most important to their communities, while highlighting and sharing ideas and experiences to build youth-led solutions. In the past several years, those include:

- Youth Against Violence committee: working to change the way violence is viewed and dealt with, eliminating police violence, gang violence and sexual and dating violence
- Transit Equity and Environmental Advocacy committee: focus on transit justice issues and expanding TriMet's YouthPass program region wide
- Education/Youth Voice committee: organizing candidates forums and working to combat chronic absenteeism by pushing back high school start times to 8:45 am or later.

The Office of Diversity and Equity (ODE) provides leadership and resources for advancing organizational equity and inclusion change efforts. ODE works in collaboration with departments and offices and serves as equity, inclusion and social justice resource at Multnomah County. The MYC sits within the Office of Diversity and Equity.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Youth Commission Meetings held	22	22	21	22
Outcome	Youth-led policies impacted and/or advocated for	12	12	12	12
Output	Number of partnerships established	10	11	12	12
Outcome	Number of Youth-led forums and/or events held	4	5	6	5

Performance Measures Descriptions

There were more youth-led forums this fiscal year because of COVID and because 2022 is an election year.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$147,804	\$0	\$154,983	\$0
Materials & Supplies	\$19,996	\$0	\$20,017	\$0
Total GF/non-GF	\$167,800	\$0	\$175,000	\$0
Program Total:	\$167,800		\$175,000	
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 2022: 10017B Multnomah Youth Commission Support

Due to the multiple pandemics of anti-Black racism, increased gun violence, and COVID-19, and their impact on BIPOC youth commissioners, the work of the MYC has and will continue to shift to respond to changing needs. With continued focus on core areas of work, the MYC is also:

- Increasing the level of collaboration with youth-led organizations and city and county, co-leading efforts to identify and carry out shared projects and goals to better address the rising needs among youth, particularly related to youth mental health and violence prevention
- Addressing and resolving barriers for youth civic engagement including mental health referrals, and coaching support.

Department: Nondepartmental **Program Contact:** Joy Fowler
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Workforce equity demands that the County identify and address structural and policy barriers to equal employment opportunity faced by our employees and communities because of their race, ethnicity, national origin, disability, gender and gender identity, sexual orientation and other protected classes. County employees across the organization stepped forward to develop the Workforce Equity Strategic Plan (“WESP”) to create a workplace where everyone can reach their full potential. The WESP is designed to be regularly reviewed and updated.

Program Summary

The Multnomah County Board of County Commissioners approved the County’s groundbreaking WESP in April 2018, as amended in January 2019. The WESP contains five focus areas relating to: 1) organizational culture; 2) promotion and professional development; 3) retention; 4) recruitment and pipeline programs; and 5) the recommendations of the Jemcott Rollins Group Report.

Each focus area has corresponding objectives, minimum standards, and performance measures. The last of these performance measures has a target date of 2022. As a result, in FY 2023, the County will engage in a process to update the WESP with new performance measures extending from 2023 through 2028. This program offer supports an investment in designing and executing on a stakeholder engagement process resulting in an updated WESP.

The initial WESP was developed through advocacy from the County’s Employee Resource Groups, AFSCME Local 88, and external organizations in conjunction with the Office of Diversity and Equity and the County’s Chief Operating Officer. In order to update the WESP, additional stakeholders will include: County leadership, Central and departmental Human Resources, departmental Equity Managers and their staff, departmental equity committees, the Complaint Investigations Unit, and other County staff. It is imperative that those stakeholders implementing the WESP are included in this next iteration providing clarity, rationale and understanding as measures/metrics are outlined.

Utilizing these funds, the Office of Diversity and Equity will design, lead and implement a process that includes conversations, focus groups, listening sessions, surveys, and other methods to gather and analyze feedback. This will allow the Office of Diversity and Equity to make solid recommendations for the purpose of updating the WESP focus areas, objectives, base standards, and performance measures/metrics.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of meetings engaging with project team leads on process design and updates.	N/A	N/A	N/A	10
Outcome	Updated WESP where all stakeholders are invited to engage in meeting outlined objectives.	N/A	N/A	N/A	5
Output	Number of stakeholder engagement process sessions.	N/A	N/A	N/A	20
Output	Number of WESP focus areas reviewed and updated.	N/A	N/A	N/A	5

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$100,000	\$0
Contractual Services	\$0	\$0	\$100,000	\$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: 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 policies and 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. Equity and environmental justice are core guiding principles that shape the office's approach to policy and programs.

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 is not only committed to a healthy planet but also firmly roots our work in the County's mission to protect the most vulnerable in our community. This value shapes how we approach sustainability, an approach based on achieving social, economic, and environmental justice.

Major focus areas for FY 2023 include implementing the Climate Justice Initiative, 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, pursue policies that reduce human exposure to harmful air pollutants, and supporting a culture of resource-conservation in County operations. The Office 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; partnership and co-creation with frontline-led community based organizations and community members; and through research, data analysis, and reporting.

The Office will lead the Climate Action Plan update in a new direction, one fully rooted in a community vision of a just transition and that centers frontline community voices. This reimagining of climate action rooted in environmental justice and committed to a community led process of co-creation will produce a new type of climate action plan based on a community driven consensus on how to build a more resilient and decarbonized community. 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	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of unique County employees engaged with programming offered by the Office of Sustainability.	208	1,000	300	500
Outcome	Decrease in community wide greenhouse gas emissions over 1990 levels based on trend line analysis.	19%	20%	17%	17%
Output	Total number of advisory committee meeting volunteer hours	128	100	134	100
Outcome	Percent Energy burdened Multnomah County Households	24%	24%	24%	24%

Performance Measures Descriptions

Greenhouse gas emissions data are several years lagging, in this case the most recent year for which data is available is 2019. These data are also reported on a calendar year basis. An individual or family is considered energy burdened if they spend 6% or more of their income on energy costs. Energy burdened household data comes from <https://energyinfo.oregon.gov/2020-counties/2020/11/1/multnomah-county>

Legal / Contractual Obligation

The Office of Sustainability is taking a lead role in the implementation of a Technical Assistance Grant, the County will receive no direct funding, to work with PPS and community stakeholders to identify PPS schools that can serve as cooling and clean air shelters. The project will include evaluating HVAC systems to ensure capacity at these facilities to serve this vital community need.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$698,408	\$15,000	\$740,138	\$7,000
Contractual Services	\$14,000	\$55,000	\$16,558	\$42,749
Materials & Supplies	\$25,496	\$0	\$29,960	\$0
Internal Services	\$56,486	\$0	\$57,644	\$251
Total GF/non-GF	\$794,390	\$70,000	\$844,300	\$50,000
Program Total:	\$864,390		\$894,300	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$70,000	\$0	\$50,000
Total Revenue	\$0	\$70,000	\$0	\$50,000

Explanation of Revenues

This program generates \$251 in indirect revenues.

The Office of Sustainability has applied for grant funding from the East Multnomah Soil and Water Conservation district, \$50,000 per a year for two years, to continue the Gresham tree planting program that is called Green Gresham / Healthy Gresham.

In addition, the Office of Sustainability will be administering two pools of ARP funding, including a continuation of \$200,000 in funding to develop infrastructure at the CROPS farm (program offer 10094), and \$500,000 to administer a pilot woodstove exchange program (program offer 10095).

Significant Program Changes

Last Year this program was: FY 2022: 10018 Office of Sustainability

The Office is not anticipating substantial staffing or programmatic shifts over the next year. However, it is important to note that ongoing emphasis on addressing community vulnerabilities to the impacts of the climate crisis will be a top priority. This will include partnerships with Multnomah County Communications, Emergency Management, Departments, other jurisdictional partners, and the community. The impacts of global heating are dramatically altering the local environment and creating unprecedented risks to community safety. This requires renewed emphasis on partnership, policy development, and program implementation.

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

Climate Justice by Design uses a human-centered approach that convenes governments and the communities they serve with the intent to co-design and co-create climate justice strategies. The approach recognizes that frontline communities can be the source of the most innovative multi-benefit solutions, and reflects a shared commitment to equitable processes and outcomes. The goal of this investment is to develop a new climate action community justice framework as a successor to the 2015 Climate Action Plan.

Program Summary

In 2015 the Board of County Commissioners adopted the joint Multnomah County and City of Portland Climate Action Plan (CAP), which broke new ground connecting climate action to core County priorities such as racial equity and public health, and was recognized as the “best” climate plan in the world (by C40). The large majority of five year actions identified in the plan have been accomplished or are underway, and emissions have decreased from 1990 levels by 17%. However, emission reductions have plateaued in recent years and are not on track to meet 2030 goals. Since the CAP’s adoption, the racial justice reckoning and growing influence of frontline communities on environmental policy; and the painful community impacts from climate triggered heat waves and smoke events, in addition to stalled emissions reductions, have led to exploration of new climate planning approaches.

The Office of Sustainability responded by launching Climate Justice by Design (CJxD) in 2021, with the goal of creating a “third space” that is co-created and co-convened by government and frontline community organizations. This program offer will support a second iteration of CJxD that will have an expanded scope, and will: 1) Build a “third” space of deep collaboration and co-creation between the County and frontline community based organizations (CBO), with space for additional stakeholders; 2) assess the current state of climate justice efforts underway (government led, community led, joint efforts); 3) identify and prioritize future actions for the County and for County/community collaboration; 4) develop a shared County/community climate justice strategy; 5) develop mechanisms for ongoing transparency, accountability, and partnership. The climate justice strategy will serve as a critical part of the County’s plan for climate action. This program-offer will invest in the capacity of frontline CBO’s to participate, and will prioritize inclusion of voices missing from the first iteration of CJxD, particularly youth and youth of color. There is a high likelihood of leveraged support from foundations given the interest in government-community collaboration to advance climate justice. This program-offer aligns and supports several other County priority actions, including the completion of an Environmental Justice snapshot called for by the Board, the Board adopted racism as a public health emergency (Resolution 2021-017), and the Multnomah County Justice and Equity Agenda.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Hours of community based participation.	N/A	N/A	N/A	270
Outcome	Creation of a new climate action community justice framework.	N/A	N/A	N/A	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
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

This is a one-time-only request for general fund. The Office of Sustainability has already secured, with partners, \$125,000 in foundation funding for the first phase of this work. Partner organizations are poised to leverage this County investment to seek additional foundation funding and further increase CBO capacity to engage in climate planning work.

Significant Program Changes

Last Year this program was:

Climate planning

Department: Nondepartmental **Program Contact:** John Wasitynski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Climate risks have moved from being a future danger to a present threat. Unprecedented climate fueled environmental disasters have pummeled Multnomah County with dire consequences for Multnomah County residents. While short term interventions focused on improved sheltering strategies and outreach are critical, medium to long term policy interventions are also needed. This position will coordinate and catalyze these medium to long term programmatic and policy interventions.

Program Summary

Over the past several years Multnomah County has experienced unprecedented impacts from the climate crisis. For example, prior to 2016 the Department of Environmental Quality, which monitors air quality, had not recorded a wildfire smoke intrusion in Multnomah County since monitoring had begun. Since that time, wildfire smoke has become a seasonal hazard that impacts County residents on a nearly annual basis. Wildfire activity has also impacted Multnomah County, with the Eagle Creek Fire directly threatening homes in Multnomah County, to nearby wildfires forcing displaced households into Multnomah County shelters. Wildfires and wildfire smoke, are just two examples of the many natural phenomena that are being made worse, more intense, and more frequent due to global heating, threatening the lives and safety of Multnomah County residents.

Indeed, the list of threats from the climate crisis are year round and worsening. Besides those threats already mentioned, others include, drought, worsening air quality, flooding, impacts to drinking water, and extreme heat. Extreme heat alone was responsible for the deaths of over 68 people in Multnomah County during the 'heat dome' event in June 2021. The 'June 2021 Extreme Heat Event Preliminary Findings and Action Steps' report stated that the “[d]ramatic negative impacts of the climate crisis that seemed far off are hurting our community today. This is a moment for the County to redouble our efforts to both mitigate and prepare for the worst effects of climate change.”

The Climate Resilience Coordinator will implement and catalyze climate resilience policy within Multnomah County and across local and state agencies; e.x. assist with wildfire mitigation zoning updates, low income weatherization policy, co-develop best practices for public buildings to mitigate extreme heat and smoke conditions, coordinate with local governments on heat island mitigation strategies, update county administrative rules, build capacity for research and science based best practices, focus on partnerships with less resourced east county cities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of county policies updated or adopted.	N/A	N/A	N/A	3
Outcome	Increase cross departmental collaboration and climate resilience capacity in Multnomah County.	N/A	N/A	N/A	10%

Performance Measures Descriptions

County policies may include updated administrative procedures, Board resolutions, or planning documents. A survey tool will be used to help determine baseline climate resilience capacity and changes to that capacity over time.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$147,164	\$0
Materials & Supplies	\$0	\$0	\$836	\$0
Total GF/non-GF	\$0	\$0	\$148,000	\$0
Program Total:	\$0		\$148,000	
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:

This program adds 1.00 FTE Program Specialist Senior.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$125,000	\$0
Materials & Supplies	\$0	\$0	\$50,000	\$0
Total GF/non-GF	\$0	\$0	\$175,000	\$0
Program Total:	\$0		\$175,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Cindy Knapp
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. Formerly a County bureau (as the Metropolitan Arts Commission), since 1995 RACC has been a 501(c)(3) nonprofit serving the Portland Metro area. This transition enables RACC to provide leverage support from other regional government partners and private donors, including foundations and trusts, 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 six key areas: (1) Through Advocacy building support & resources for arts and culture; (2) Grants provide artists & arts organizations with base financial support needed to serve the community; (3) A 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 works with K-12 arts educators supporting, advocating, providing professional development and resources to ensure a well-rounded arts education program is available in our schools. This includes the 6 districts that receive funding from the Arts Education and Access Income Tax fund for dance, music, visual arts and theater instruction for K-5 students; and (6) RACC invests in arts-related programming that supports vulnerable populations and marginalized communities including low-income Oregonians, veterans, communities of color, the LGBTQIA+ community, East County, seniors, and people experiencing homelessness.

Multnomah County is home to a majority of the region’s artists and arts and culture organizations, which pre-COVID-19, together generated more than \$294 million for the local economy and \$12.5 million for local government every year. During COVID-19 artists, creatives, and arts-servicing organizations have served as valuable partners to help our communities recover.

County funding supports: \$257,500 for grants and technical assistance services for artists and arts organizations, \$7,500 for arts education and assessment, \$15,000 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’s 2%-for-art to fund public art projects.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Dollars leveraged from other sources (FY 2022 includes ARPA and NEA funding)	\$21 million	\$8 million	\$8.5 million	\$8 million
Outcome	Children engaged in creative learning	27,633	35,000	25,000 (k-5)	23,000 (k-5)
Output	Direct Investment in artists & arts & culture organizations (includes ARPA and NEA funds)	\$5.9 million	\$5.4 million	\$4.5 million	\$4.5 million
Output	RACC-funded artists who identify as Black, Indigenous, and People of Color and/or reside in East County	44%	44%	44%	45%

Performance Measures Descriptions

During the pandemic, virtual learning for arts education was deemed as a special and not considered a core subject, impacting the number of children engaged in services. RACC will continue to focus on bringing resources to historically under-served communities, artists, and arts & culture organizations with the goal to increase support for these individuals and communities.

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	2022	2022	2023	2023
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 2022: 10020 Regional Arts & Culture Council

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$25,000	\$0
Total GF/non-GF	\$0	\$0	\$25,000	\$0
Program Total:	\$0		\$25,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Funds will go to the City of Portland. The total planning process is expected to be \$500,000: City of Portland, \$250,000 Foundations, \$150,000 Local government partners, \$75,000 State/Federal: \$25,000.

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	2022	2022	2023	2023
Contractual Services	\$1,005,000	\$0	\$1,205,000	\$0
Materials & Supplies	\$168,151	\$0	\$174,877	\$0
Internal Services	\$10,462,079	\$1,763,155	\$10,900,571	\$1,773,508
Total GF/non-GF	\$11,635,230	\$1,763,155	\$12,280,448	\$1,773,508
Program Total:	\$13,398,385		\$14,053,956	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Fees, Permits & Charges	\$1,000,000	\$0	\$1,200,000	\$0
Total Revenue	\$1,000,000	\$0	\$1,200,000	\$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 2022: 10021 State Mandated Expenses

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Internal Services	\$0	\$0	\$165,000	\$0
Total GF/non-GF	\$0	\$0	\$165,000	\$0
Program Total:	\$0		\$165,000	
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:

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 0.68% BIT increment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$9,520,000	\$0	\$11,560,000	\$0
Total GF/non-GF	\$9,520,000	\$0	\$11,560,000	\$0
Program Total:	\$9,520,000		\$11,560,000	
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 0.68% of BIT collections.

Significant Program Changes

Last Year this program was: [FY 2022: 10022 Pass-Through Payments to East County Cities](#)

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. In May of 2021, measure 26-174 approved a third levy renewal from fiscal years 2021-22 through 2025-26.

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 and was overwhelmingly renewed by Multnomah County voters in 2016 and 2021) 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-- together received \$160,000 annually from the levy proceeds. Beginning January 1, 2022, the organizations will together receive \$200,000 annually from the levy proceeds. These funds are critical to the continued operation of these four organizations. The levy allocates the balance, estimated at \$3.2 million in FY 2021-22 to the Oregon Historical Society for its programs and operations.

The 2020 exhibits, Never the Less They Persisted: Women's Voting Rights and the 19th Amendment, and We are the Rose City! A History of Soccer in Portland were held over well into 2021 due to the COVID-19 2020-21 closures. Other exhibits in 2021 included: Freeze the Day! A History of Winter Sports in Oregon, and I Am My Story, Voices of Hope. Thanks to the levy funding, virtual public programs and events continued to serve the Oregon Historical Society's mission and engage a wide audience.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Multnomah County residents admitted free of charge	907	1,500	3,890	17,500
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	152	200	187	205
Quality	Care of Collections through additional curator/registrar	3	0	0	0

Performance Measures Descriptions

Due to the COVID-19 pandemic issues, OHS continued to make greater use of virtual programs and events. OHS sends two E-Digests per week: E-newsletter on articles pertaining to specific themes and Dear Oregon Blogs imparting articles of interest. OHS also sends a weekly E-Digest to educators in mid-April informing them of programs and articles that will assist them with virtual teaching and facilitates other educational programs such as History Day and curriculum workshops.

Legal / Contractual Obligation

Measure 26-174 provides the Oregon Historical Society with a five-year property tax levy at the rate of \$0.05 per thousand dollars of assessed value. Four east county historical societies (Fairview-Rockwood-Wilkes, Gresham, Troutdale, and Crown Point Country) will together receive \$200,000 per year from the levy proceeds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$3,436,940	\$0	\$3,643,039
Internal Services	\$0	\$7,500	\$0	\$29,000
Total GF/non-GF	\$0	\$3,444,440	\$0	\$3,672,039
Program Total:	\$3,444,440		\$3,672,039	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$3,403,655	\$0	\$3,646,083
Interest	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$37,785	\$0	\$22,956
Total Revenue	\$0	\$3,444,440	\$0	\$3,672,039

Explanation of Revenues

This program generates \$29,000 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 2022: 10023 OHS Local Option Levy

The levy was renewed for a third time in May of 2021. The levy extension runs from fiscal years 2021-22 through 2025-26. Under the revised funding agreement between Multnomah County and the Oregon Historical Society, Multnomah County will annually receive \$29,000 (increase from \$7,500) for administrative services which include tax collections, distributions, and support of Levy Oversight Committee (LOC).

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	2022	2022	2023	2023
Contractual Services	\$0	\$80,300	\$0	\$80,125
Total GF/non-GF	\$0	\$80,300	\$0	\$80,125
Program Total:	\$80,300		\$80,125	
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	\$25
Total Revenue	\$0	\$80,300	\$0	\$80,125

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 \$60,000 over the past several years.

Significant Program Changes

Last Year this program was: FY 2022: 10024 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 and over 7,300 jobs. The COVID-19 pandemic severely impacted convention center bookings (cancelled or delayed) in 2020-21. The more recent easing of COVID-19 restrictions and improved pandemic conditions have helped slowly boost convention center activity.

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.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Impact (\$ in millions) of Convention Center Visitors to County Economy	N/A	443	350	550
Outcome	Number of Employees in Travel/Tourism Industry (Est.)	N/A	4,070	3,500	5,300

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. Due to the COVID-19 pandemic, the Convention Center has seen a reduction in event (cancelled or delayed) activity but is slowly increasing in FY 2022. Last year during the height of pandemic, the Convention Center opened shelters for individuals experiencing homelessness and served as COVID-19 mass vaccination center.

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	2022	2022	2023	2023
Contractual Services	\$0	\$30,187,210	\$0	\$35,315,375
Total GF/non-GF	\$0	\$30,187,210	\$0	\$35,315,375
Program Total:	\$30,187,210		\$35,315,375	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$30,091,530	\$0	\$35,225,475
Interest	\$0	\$8,000	\$0	\$8,000
Beginning Working Capital	\$0	\$87,680	\$0	\$81,900
Total Revenue	\$0	\$30,187,210	\$0	\$35,315,375

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 2022: 10025 Convention Center Fund

The travel industry has been one of the hardest hit by the COVID-19 pandemic. Lodging occupancy rates have been at historical lows locally. Transient Lodging Taxes have seen improvement in FY 2022 but still well below peak level collections. Transient Lodging Taxes are estimated to be at 55% of peak level in FY 2022. Motor Vehicle Rental Taxes have recovered much faster, taxes are estimated to be at 82% of peak level in FY 2022.

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 accounts for principal and interest payments on various full faith and credit obligation bonds and intergovernmental agreements that were entered into in order to finance various capital improvements or capital acquisitions.

Program Summary

Multnomah County is currently making payments on the following obligations:

- Series 2010B (\$15 million) - Full Faith & Credit
- Oregon Investment Transportation Bank (OTIB) (\$3.2 million) - Intergovernmental Loan
- Series 2017 (\$164.1 million) - Full Faith & Credit
- Series 2019 (\$16.075 million) - Full Faith & Credit (Bank Placement)
- Series 2021 (\$89.58 million) - Full Faith & Credit (Refunding - Sellwood Bridge Bonds)

The outstanding debt issues have funded a number of capital improvements and acquisitions. These include the construction of the East County Courthouse and the new Multnomah County Courthouse, the Sellwood Bridge replacement project, the new Health Department Headquarters building, the implementation of a new ERP system, and the NEPA phase of the Burnside Bridge replacement project. All binding obligations were approved by the Board of County Commissioners. In FY23, Multnomah County is planning to finance 30% of the Design and Right of Way phase of the Burnside Bridge replacement project, currently estimated at \$25 million. The financing is expected to occur in the fall of 2022.

Multnomah County's credit is rated Aaa by Moody's Investors Services and AAA by Standard & Poor's - both represent the highest rating awarded for governmental debt. The firms cited Multnomah County's strong budget management, low debt, moderate pension burden, adequate reserves and large and growing tax base from a strong economy.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Moody's Rating of Aa1 or Better	1	1	1	1
Outcome	Debt Service Payments Made as Scheduled	100%	100%	100%	100%

Performance Measures Descriptions

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. In 2017, Moody's and Standard & Poor's upgraded all Multnomah County full faith and credit debt to Aaa and AAA, respectively. (1)-indicates Moody's Aa1 (or better) rating, (0)-represents a rating lower than Aa1.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations 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	2022	2022	2023	2023
Contractual Services	\$0	\$3,000	\$0	\$3,000
Debt Service	\$0	\$27,690,421	\$0	\$29,467,603
Unappropriated & Contingency	\$0	\$5,805,685	\$0	\$2,724,647
Total GF/non-GF	\$0	\$33,499,106	\$0	\$32,195,250
Program Total:	\$33,499,106		\$32,195,250	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$276,733	\$0	\$237,730
Other / Miscellaneous	\$0	\$26,415,688	\$0	\$28,231,873
Interest	\$0	\$125,000	\$0	\$50,000
Beginning Working Capital	\$0	\$6,681,685	\$0	\$3,675,647
Total Revenue	\$0	\$33,499,106	\$0	\$32,195,250

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 2022: 10026 Capital Debt Retirement Fund

In January 2021, the County refunded a large portion of its FFC Series 2012 (Sellwood Bridge Project) bonds to take advantage of favorable market interest rates. In fiscal year 2022 unrefunded portions of FFC Series 2012 fully matured. The refunding will yield the County a net present value savings of approximately 11% (over \$10 million) over the remaining term of the bonds. Bonds fully mature in FY 2033. In the fall of 2022, the County will be financing a portion (30%) of the Design and Right of Way phase of the Burnside Bridge Replacement project, estimated at \$25m.

Department: Nondepartmental **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Library GO Bond Fund program accounts for the payment of General Obligation Bond principal and interest approved by the voters in November 2020, ballot measure 26-211. The County Library Project will enlarge and modernize eight libraries. The Library General Obligation Bonds were issued in January 2021 in two series (2021A & 2021B) totaling \$387 million. The bonds were delivered on January 26, 2021 and will fully mature in FY 2029. Revenue to pay the debt is derived from property taxes and interest earned on cash balances.

Program Summary

In November 2020, the voters of Multnomah County approved ballot measure 26-211 for a County Library Capital Construction Project. The measure authorized the County to issue General Obligation Bonds not to exceed \$387 million and will be payable from taxes on property or property ownership that are not subject to the limits of section 11 and 11b, Article XI of the Oregon Constitution. The County Library Project will enlarge and modernize eight libraries. Build a flagship library in East County, expand/renovate/or construct seven branches including Albina, Belmont, Holgate, Midland, North Portland, Northwest, and St. Johns, create a central materials handling and distribution center, and provide high speed internet to all libraries.

The County issued debt in January 2021 in two series (2021A & 2021B) totaling \$387 million. The Bonds were delivered on January 26, 2021 and will fully mature in FY 2029. Revenue to pay debt is derived from property taxes and interest income. Bonds are double rated (Moody's - Aaa and S&P - AAA) and annual debt service began in December of 2021. The County has established a dedicated debt service fund (2003) to account for debt payments (principal and interest), all taxes levied, and accrued interest. The capital project will be managed in a separate capital fund (2517) in the Department of County Assets that accounts for bond proceeds, interest accrued on bond proceeds, and all capital expenditures.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Moody's Rating of Aa1 or Better	N/A	1	1	1
Outcome	Debt Service Payments Made as Scheduled	N/A	100%	100%	100%

Performance Measures Descriptions

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. In 2021, Moody's and Standard & Poor's rated Library GO debt at Aaa and AAA, respectively. (1)-indicates Moody's Aa1 (or better) rating, (0)-represents a rating lower than Aa1.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Legal / Contractual Obligation

The County is authorized by ORS 287A.100 to issue general obligation bonds to finance capital costs if such financing is approved by a majority of the governing body. Principal and interest on the voter approved General Obligation Bonds are a binding debt that the County must pay. The property tax levy used to pay the debt is outside of the property tax constitution limits imposed by State Ballot Measure #5 approved in 1990 and State Ballot Measure #50 approved in 1997.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,000	\$0	\$0
Debt Service	\$0	\$49,935,797	\$0	\$51,974,193
Unappropriated & Contingency	\$0	\$499,000	\$0	\$799,082
Total GF/non-GF	\$0	\$50,435,797	\$0	\$52,773,275
Program Total:	\$50,435,797		\$52,773,275	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$50,235,797	\$0	\$52,419,815
Interest	\$0	\$200,000	\$0	\$100,000
Beginning Working Capital	\$0	\$0	\$0	\$253,460
Total Revenue	\$0	\$50,435,797	\$0	\$52,773,275

Explanation of Revenues

Revenues to pay the debt service is derived from property taxes and interest earned on the cash balances.

Significant Program Changes

Last Year this program was: FY 2022: 10027 Library GO Bond

Department: Nondepartmental **Program Contact:** Eric Arellano
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The PERS Pension Obligation Bond Sinking Program accounts for principal and interest payments on pension obligation revenue bonds issued December 1, 1999 in the amount of \$184,548,160 to retire the County's unfunded actuarial accrued pension liability. Revenues that support debt payments are derived from charge backs to departments based on their departmental personnel cost.

Program Summary

The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bond proceeds to finance the estimated unfunded accrued actuarial liability (UAL) of the County to the Oregon Public Employees Retirement System (PERS).

Senate Bill 198-B, effective October 23, 1999, authorized the County to pledge taxes that the County may levy within the limitations of sections 11 and 11b, Article XI of the Oregon Constitution not subject to annual appropriation. On December 1, 1999 the County issued \$184,548,160 in Pension Obligation Bonds to fund its PERS unfunded liability. The bonds have a final maturity date in FY 2030.

Debt service payments are supported by a surcharge against payroll. The surcharge rate has fluctuated, on average, between 6% and 9% of payroll. A reserve has been established to support future escalating debt payments in order to maintain the surcharge at a constant level.

To mitigate rising PERS rates, in FY 2017, the County Board approved a plan to set up four PERS side accounts over a four year period (\$25 million each year). In FY 2020, the County established its fourth side account, total side accounts \$100 million. Side accounts increase an employer's actuarial assets, reducing the difference between actuarial assets and actuarial liabilities, the PERS UAL. Side accounts reduce employer contributions/rates over time by paying down pension obligation. The County participated in the State of Oregon's SB 1049 PERS Employer Incentive Fund (EIF) match program, which provided for a 25% match on one qualifying side account (\$6.2 million). The County plans to establish a new \$25 million PERS side account in FY 2023, though rate of relief can vary, the relief is estimated to be between .6%- .7% of payroll.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Moody's Rating of Aa1 or Better	1	1	1	1
Outcome	Debt Service Payments Made as Scheduled	100%	100%	100%	100%

Performance Measures Descriptions

Maintaining an investment grade bond rating limits the amount the County might otherwise have to pay towards annual debt service. (1)-indicates Moody's Aa1, (0)-represents a rating lower than Aa1.

All principal and interest payments are made on time in order to maintain an investment grade rating on the bond issue. Multnomah County has never defaulted on a debt payment.

Legal / Contractual Obligation

Principal and interest on the PERS Pension Obligation Bond are a binding debt obligation. The County passed Resolution No. 99-218 on November 4, 1999 authorizing the issuance of up to \$200,000,000 of bonds as authorized by state statute.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$461,495	\$0	\$25,461,495
Debt Service	\$0	\$28,110,000	\$0	\$29,675,000
Unappropriated & Contingency	\$0	\$33,654,725	\$0	\$40,092,116
Total GF/non-GF	\$0	\$62,226,220	\$0	\$95,228,611
Program Total:	\$62,226,220		\$95,228,611	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$34,462,926	\$0	\$35,082,027
Financing Sources	\$0	\$0	\$0	\$25,000,000
Interest	\$0	\$332,000	\$0	\$315,000
Beginning Working Capital	\$0	\$27,431,294	\$0	\$34,831,584
Total Revenue	\$0	\$62,226,220	\$0	\$95,228,611

Explanation of Revenues

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2023, departments will pay 7.35% of payroll costs toward the retirement of the Pension Obligation Bonds.

Significant Program Changes

Last Year this program was: FY 2022: 10028 PERS Pension Bond Sinking Fund

The County plans to establish a PERS side account (amount \$25 million) with Oregon PERS in FY 2023. The side account will help mitigate rising PERS costs by providing PERS rate relief. FY 2023 budgeted expenses 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. In alignment with local violence prevention strategies and youth wellness efforts, this program ensures training, coaching, and job placement for youth who face barriers to employment.

Program Summary

The program supports key interventions to help stabilize vulnerable individuals, reduce recidivism rates, mitigate risk behavior, and create pro-social opportunities in the lives of low-income and disadvantaged youth by connecting them to supported learning experiences and paid work.

The program is coordinated with regional workforce partners and community-based organizations to create a community of practice that supports wellbeing and financial independence for young people. Partners assist in identifying, recruiting and enrolling youth as well as coaching and mentoring.

SummerWorks, a key component of this program, enables youth ages 16 to 24 to gain valuable work experience through paid training, virtual internships, traditional work experiences, and learning opportunities at Multnomah County or in partnership with external work sites that support the County's mission.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participating youth*	170	138	231	138
Outcome	Percentage of youth who complete training and internship hours	82%	80%	86%	80%
Outcome	Percentage of participating youth experiencing barriers to employment**	94%	90%	96%	90%
Outcome	Percentage of youth of color participating	75%	70%	77%	70%

Performance Measures Descriptions

*Defined as youth completing 80% of planned work hours or learning opportunities, and received a positive evaluation from their work site supervisor.

**Barriers to employment are self-reported and 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	2022	2022	2023	2023
Personnel	\$144,575	\$0	\$157,168	\$0
Contractual Services	\$386,000	\$0	\$399,168	\$0
Materials & Supplies	\$5,689	\$0	\$0	\$0
Internal Services	\$2,836	\$0	\$5,764	\$0
Total GF/non-GF	\$539,100	\$0	\$562,100	\$0
Program Total:	\$539,100		\$562,100	
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 2022: 10029A Youth Opportunity and Workforce Development

Persistent impacts from COVID-19 included navigating social distancing guidelines, and increased virtual opportunities and paid training due to fewer internship worksites due to office closures.

Department: Nondepartmental **Program Contact:** Raffaele Timarchi
Program Offer Type: Innovative/New 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. In alignment with local violence prevention strategies and youth wellness efforts, this program ensures training, coaching, and job placement for youth who face barriers to employment.

Program Summary

The program supports key interventions to help stabilize vulnerable individuals, reduce recidivism rates, mitigate risk behavior, and create pro-social opportunities in the lives of low-income and disadvantaged youth by connecting them to supported learning experiences and paid work.

The program is coordinated with regional workforce partners and community-based organizations to create a community of practice that supports wellbeing and financial independence for young people. Partners assist in identifying, recruiting and enrolling youth as well as coaching and mentoring.

FY 2022 funding allowed the program to extend opportunities for youth year-round (October to May) in addition to SummerWorks (June to September).

FY 2023 funding will sustain youth engagement efforts and continue expansion of year-round opportunities.

Youth Opportunities and Workforce Development will pilot a community leadership and career development program for young Black men ages 16 to 21. The pilot will include two cohorts of youth run during the school year and through the summer. Participants will engage with civic partners and stakeholders including community members, law enforcement, elected officials and criminal justice practitioners on issues of public safety, racial equity, and system change. These learning opportunities will be followed by internships in various offices related to the criminal legal system, social services and community development.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participating youth*	N/A	50	89	50
Outcome	Percentage of youth who complete training and internship hours	N/A	80%	91%	80%
Outcome	Percentage of participating youth experiencing barriers to employment**	N/A	90%	96%	90%
Outcome	Percentage of youth of color participating	N/A	70%	75%	70%

Performance Measures Descriptions

*Defined as youth completing 80% of planned work hours or learning opportunities, and received a positive evaluation from their work site supervisor.

**Barriers to employment are self-reported and 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	2022	2022	2023	2023
Contractual Services	\$140,000	\$0	\$197,872	\$0
Materials & Supplies	\$0	\$0	\$5,998	\$0
Total GF/non-GF	\$140,000	\$0	\$203,870	\$0
Program Total:	\$140,000		\$203,870	
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 2022: 10029B Youth Opportunity and Workforce Development - Restoration

Persistent impacts from COVID-19 included navigating social distancing guidelines, and increased virtual opportunities and paid training due to fewer internship worksites due to office closures. During COVID the program model was shifted to Learn and Earn allowing the program to serve more youth who worked or learned for less than 160 hours (the standard for in-person internships). We expect more in-person opportunities in FY 2023 moving back toward 160 hours per internship or work experience.

In FY 2023 this program adds \$50,000 to pilot a community leadership and career development program for young Black men ages 16 to 21.

Department: Nondepartmental **Program Contact:** Kim Melton
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Multnomah County will support community capacity building through physical infrastructure development, land acquisition and improvement, and the costs associated with relocating office spaces, to better serve culturally diverse communities who have been most impacted by the COVID-19 pandemic.

Multnomah County provides critical services to residents through partnerships with community based organizations. As our county continues to grow and diversify, we have a responsibility to support the growth of our community partners to ensure that the needs of our residents are met.

Program Summary

Research has demonstrated the efficacy of culturally-tailored services led by community based organizations who hold strong relationships with diverse communities in Multnomah County.

This one-time-only program will support capital expenditures for ten or more culturally-specific population nonprofit organizations serving communities who have been most impacted by the COVID-19 pandemic. Funds will be distributed through a competitive procurement process. A two-tiered funding structure will ensure both smaller and larger organizations have equitable access to these funds. Specialty populations these funds will serve may include specific racial and ethnic communities, LGBTQIA2S+ populations, people experiencing houselessness, and other vulnerable communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Fiscal sustainability plan is identified.	N/A	1	5	12
Outcome	Improved infrastructure to serve communities most impacted by the COVID-19 pandemic.	N/A	1	5	12

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$1,500,000	\$0	\$5,000,000	\$0
Total GF/non-GF	\$1,500,000	\$0	\$5,000,000	\$0
Program Total:	\$1,500,000		\$5,000,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 10031 Community Capacity Expansion: Physical Infrastructure

In the FY 2022 Adopted budget, \$1,500,000 of General Fund was allocated to this program.

During FY 2022, an additional \$600,000 in one-time-only General Fund was added to this program which increased the total budget to \$2.1 million. This additional funding was Business Income Tax (BIT) above the forecasted expectation (refer to budget modification NOND-003-22).

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$265,000	\$0
Materials & Supplies	\$0	\$0	\$67,500	\$0
Internal Services	\$0	\$0	\$67,500	\$0
Total GF/non-GF	\$0	\$0	\$400,000	\$0
Program Total:	\$0		\$400,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Andrea Damewood
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Complaints Investigation Unit, directed by the Deputy Chief Operating Officer, investigates discrimination and harassment complaints based on a protected class made by County employees. CIU allows for countywide coordination and tracking of the investigations and themes. The centralized placement of the complaints unit is outside of a department and helps employees to come forward when they may otherwise feel uncomfortable reporting to their manager or department, fosters equitable outcomes for employees through the cultural competence of its staff, and creates countywide consistency in the protected class complaint process. Complaints unit staff are knowledgeable and experienced with the many aspects of discrimination and harassment.

Program Summary

The unit employs experienced investigators that have multicultural competency, are knowledgeable in trauma-informed care, and practice conflict resolution skills. The investigators will view complaints, processes, and proposed actions through the Diversity Equity Inclusion Framework adopted by the County. The unit meets with department and County leadership on a regular basis to discuss investigations and themes.

In addition to conducting investigations, the Complaints Investigation Unit:

- Creates standardized investigation procedures to help employees have the same experience throughout the organization.
- Works closely with Departmental HR, Office of Diversity and Equity and Organizational Learning to find appropriate ways to resolve complaints that may not require a full investigation and ensure proper corrective action is taken.
- Trains HR staff and managers on best practices for conducting non-protected class investigations that departments are responsible for.
- Tracks protected class complaints and reports key themes to County leadership.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Serve as main point of reporting and inquiry for protected class complaints	87	100	100	100
Outcome	Average number of days investigations completed	100	N/A	100	100
Output	Centrally investigate discrimination and harassment complaints filed by employees (except MCSO & DA).	45	100	50	50

Performance Measures Descriptions

The performance measures were right-sized based on actual data gathered on case numbers and timelines, rather than projected estimates used to create the original program offer. CIU often spends significant time handling cases that do not go to investigation, performing intakes, gathering additional information in order to make case handling recommendations, and meeting with Depts. and other parties to ensure a proper handoff of cases that are not appropriate for investigation. Our timeline was also adjusted to reflect the median length of investigations as measured over our first two years in operation.

Legal / Contractual Obligation

The Complaints Investigation Unit is responsible for identifying potential violations of Multnomah County personnel rules, which are based on state and Federal laws.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$837,741	\$0	\$884,120	\$0
Contractual Services	\$26,250	\$0	\$27,300	\$0
Materials & Supplies	\$83,490	\$0	\$87,495	\$0
Internal Services	\$118,519	\$0	\$121,345	\$0
Total GF/non-GF	\$1,066,000	\$0	\$1,120,260	\$0
Program Total:	\$1,066,000		\$1,120,260	
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 2022: 10040 Complaints Investigation Unit

Department: Nondepartmental **Program Contact:** Andrea Damewood

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Complaints Investigation Unit (CIU), directed by the Deputy Chief Operating Officer, investigates discrimination and harassment complaints based on a protected class made by County employees. This offer would develop and pilot, with one-time-only money, a position to provide follow-up to those involved in protected class complaints. This could include mediation, team building, training, facilitation, restorative justice, etc.

Program Summary

This offer will fund a limited duration position to pilot a program that will:

- Work with participants following a Protected Class investigation to determine what steps could be taken to provide restoration for the individual(s) involved, and, when necessary, the larger workgroup
- Provide coaching to involved HR and managers on restorative practices
- Work collaboratively with reporting party in CIU case to assess needs and make a plan
- Remain in communication with CIU investigators during the course of their cases and at the completion of a report to have full awareness of cases
- Serve as a connector to additional County resources in Central HR, Equity Management, or even external trainings

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Work with the impacted parties in sustained cases on resolution post investigation.	N/A	N/A	N/A	25
Outcome	Create recommendations for resolution best practices based on pilot year.	N/A	N/A	N/A	1

Performance Measures Descriptions

Estimating that there would be about 25 sustained cases for additional resolution work based off of CIU data gathered (just over half our cases have sustained policy violations)

Legal / Contractual Obligation

The Complaints Investigation Unit is responsible for identifying potential violations of Multnomah County personnel rules, which are based on state and Federal laws; this would be a step toward preventing further incidents of harm.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$173,340	\$0
Materials & Supplies	\$0	\$0	\$16,660	\$0
Total GF/non-GF	\$0	\$0	\$190,000	\$0
Program Total:	\$0		\$190,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Kim Melton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The COVID-19 pandemic has significantly increased the need for direct support to community members affected by this global health crisis and its economic and social impacts. This offer funds direct client assistance resources to meet the basic needs of clients and communities and/or provide a bridge to accessing long term supports. The funding also supports outreach and engagement to better connect community members to resources.

Program Summary

Direct client assistance plays an important role in supporting community members' ability to address housing instability, food insecurity, and household and family needs. More than \$7.0 million of ARP dollars have been dedicated to client assistance across the County departments including this funding. As budget and program impacts are more fully known, this client assistance funding will be allocated to support specific programs and services.

The County utilizes the Regional COVID-19 Dashboard to analyze racial disparities for COVID-19 response. The Dashboard includes COVID-19 cases, cumulative tests, and percentage of positive tests by race/ethnicity, as well as other important factors such as age, sex, housing status, and coexisting conditions. This data enables the County to focus COVID-19 resources and supports on communities most impacted by the pandemic and engage community members directly about how best to provide that support.

During FY 2022, for example, these resources supported staffing to connect individuals to rent assistance, renter relief outreach and outreach and engagement with landlords to expedite housing placements for individuals and families.

- To support the COVID-19 Rent Assistance program, additional staff were added mid-year to increase ability to connect with renters and process applications more quickly.
- Text messages were sent to residents throughout the Fall and Winter informing them of resources to prevent evictions, reaching over 750,000 residents.
- Postcards were created and designed with information and resources for renters facing evictions. The postcards - in six languages - reached approximately 300,000 people. Newspaper ads were also published in local publications including Portland Chinese Times, The Skanner, The Observer, El Latino De Hoy and Slavic Family.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Clients or families receiving client assistance	N/A	3,000	In Progress	1,000
Outcome	Percent of funding dispersed to communities and residents disproportionately impacted by COVID-19	N/A	95%	100%	90%
Outcome	Clients or families connected to services	N/A	N/A	5,000	1,000

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$1,861,864	\$0	\$2,500,000
Materials & Supplies	\$0	\$0	\$0	\$0
Total GF/non-GF	\$0	\$1,861,864	\$0	\$2,500,000
Program Total:	\$1,861,864		\$2,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,861,864	\$0	\$2,500,000
Total Revenue	\$0	\$1,861,864	\$0	\$2,500,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$2,500,000

Significant Program Changes

Last Year this program was: FY 2022: 10090A ARP Countywide Client Assistance

This program offer falls under the County's Crisis Response & Community Recovery ARP Priority Area. The funds will provide client assistance resources to meet the basic needs of clients and communities impacted by the pandemic, provide a bridge to accessing long term supports and/or facilitate those connections.



Program #10091A - ARP COVID-19 Policy and Project Coordination

4/28/2022

Department: Nondepartmental **Program Contact:** Kim Melton
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

With both legislative and executive responsibilities, the Chair sets the County’s strategic policy direction and priorities that are aimed at serving the community equitably and effectively, and works closely with the Board of County Commissioners to implement them as mandated by the Home Rule Charter. All departments and non-departmental offices, including the Office of Diversity and Equity, Office of Sustainability, Communications, Government Relations, the Local Public Safety Coordinating Council, Office of Community Involvement, and the Office of the Board Clerk, report to the Chair. This program provides project management and policy coordination capacity to manage the new and increased number of projects and initiatives related to COVID-19 response, recovery and resilience.

Program Summary

Since the pandemic, the Chair’s Office and Nondepartmental offices have led and managed numerous projects and new programs in response to the impacts of COVID-19. This program adds project management and policy coordination capacity to support the increased responsibilities of these offices and to track and manage COVID-19 related projects, including those that support economic and business relief, community violence response and prevention, and other initiatives.

This public health emergency has exacerbated existing inequities in our community while creating new challenges that threaten the health, safety and well-being of the community. The County has worked throughout the pandemic to address numerous crises that range from the devastation in the childcare, food service and hospitality sectors, to inequitable vaccines and testing access, to surges in community and gun violence. For Multnomah County and Chair Deborah Kafoury, key priorities for FY 2023 include continuing to invest equitably in these responses to COVID-19 and ensuring that federal relief funds are allocated in a way that prioritizes communities most impacted by the virus.

As the Local Public Health Authority and the state’s largest provider of social safety net services, Multnomah County has deepened its community engagement strategies to ensure the effective, equitable and efficient delivery of crisis services and resources. Leading the public health response to the COVID-19 pandemic has also required the development of more flexible and creative ways to reach residents, culturally specific communities and local businesses. The County anticipates continuing to create and deploy new projects that will support community recovery efforts.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	COVID-19 policy initiatives developed and implemented	N/A	5	5	5
Outcome	Progress metrics and impact goals met	N/A	N/A	90%	95%
Output	Tracking and project plans created for key projects	N/A	3	3	3

Performance Measures Descriptions

Legal / Contractual Obligation

N/A

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$165,000	\$0	\$215,000
Total GF/non-GF	\$0	\$165,000	\$0	\$215,000
Program Total:	\$165,000		\$215,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$165,000	\$0	\$215,000
Total Revenue	\$0	\$165,000	\$0	\$215,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$215,000

Significant Program Changes

Last Year this program was: FY 2022: 10091 ARP COVID-19 Policy and Project Coordination

This program offer falls under the County's Crisis Response & Community Recovery ARP Priority Area.

Department: Nondepartmental **Program Contact:** Julie Sullivan-Springhetti

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

Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The Communications Office works to make County services more equitable by increasing access to information about those services across our diverse communities. The Office creates, curates and publishes accurate, timely information in multiple languages. We share that information in print and web articles, photos, videos, graphics, social media posts, one pagers, media interviews and paid advertising. We work constructively with community partners and journalists.

Program Summary

This program builds on the 2022 work to increase outreach and materials to communities with low use of existing communication channels. It allows us to offer more culturally specific videos, to share more social media and graphics in multiple languages and to further equity through new distribution channels which include partnering with community organizations and culturally specific media. It follows through on our equity efforts with more intentional planning, coordination and leveraging of language resources in the Health Department, County Human Services and Emergency Management.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Produce culturally specific videos in languages other than English.	N/A	5	31	30
Outcome	Grow Spanish language/bilingual social media, Condado Multnomah's Facebook page.	N/A	250	400	450

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$100,000	\$0	\$125,000
Contractual Services	\$0	\$200,000	\$0	\$200,000
Total GF/non-GF	\$0	\$300,000	\$0	\$325,000
Program Total:	\$300,000		\$325,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$300,000	\$0	\$325,000
Total Revenue	\$0	\$300,000	\$0	\$325,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$325,000

Significant Program Changes

Last Year this program was: FY 2022: 10092 ARP Communications Office Public Health Emergency Response

This program offer falls under the County's Public Health Emergency Response ARP Priority Area. It adds graphic design and photography to support creation of content. And it adds communication channels through new culturally and geographically specific outreach.

Department: Nondepartmental **Program Contact:** Chris Voss
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program consists of a total of \$2,425,000 ARP Funds to support two initiatives. This funding provides for both staffing and warehouse support for the logistics group which maintains equipment and personnel protective gear to support the County's COVID-19 operations and to mitigate the spread of COVID-19 in our community.

Program Summary

This program consists of a total of \$2,425,000 ARP Funds to support two initiatives. This first initiative is \$2,000,000 to provide staffing support for the logistics group which maintains equipment and personnel protective gear to support the county's COVID-19 operations and to mitigate the spread of COVID-19 in our community. Specifically, this funding will pay for staffing (limited duration) and includes a logistics manager, 2 logistics section chiefs, resource request personnel, inventory specialists, drivers and other key staff to support logistical operations. This team works with County departments, Cities, the State, BIPOC community organizations, County contractors, non-profits, hospitals and other groups to support operations and mitigate the spread of COVID-19. This includes the requesting, purchasing, storage and dissemination of personal protective equipment, the requesting, purchasing, storage and dissemination of supplies to support vaccination clinics throughout the County and the storage and support to shelter operations when they exceed JOHS capabilities due to changes made necessary by COVID-19 distancing and COVID-19 outbreaks in the community.

The second initiative is for \$425,000 and will be utilized for both warehouse space, storage units and for the acquisition of vehicles and trucks to transport equipment and supplies to support operations. Specifically, the County leases over 12,000 square feet to store supplies and equipment necessary to continue COVID-19 operations. The warehouse allows us to consolidate supplies that had been stored in multiple locations including the Multnomah Garage, several hallways and conference rooms in the Multnomah Building, Yeon and other locations. Through consolidation, our efficiency increases as our drivers will not need to make multiple stops to compile a resource request. The warehouse allows us to move supplies that are more sensitive to temperature fluctuations into more of a controlled atmosphere which is not possible with the Multnomah Garage. Additionally, there is a significant cost savings as a result of increased security at the warehouse. Lastly, inherent to leasing the warehouse are ongoing maintenance costs required to maintain a safe working environment for staff and supplies at this location. A portion of this funding will also be utilized to ensure we have the proper vehicles to transport supplies. All of our current vehicles are on loan from other departments and as they return to more of a normal work environment, the current vehicles will no longer be available.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Conduct regular meetings to respond to changes in need to PPE	N/A	12	50	50
Outcome	Deliver 95% of processed PPE requests within 3 business days (unless later date is requested by client)	N/A	95%	95%	95%
Outcome	Provide 75% of supplies to underserved and BIPOC communities*	N/A	N/A	50.6%	75%

Performance Measures Descriptions

*Adjusted the measure to include COVID-19 outbreaks.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$2,500,000	\$0	\$2,000,000
Internal Services	\$0	\$425,000	\$0	\$425,000
Total GF/non-GF	\$0	\$2,925,000	\$0	\$2,425,000
Program Total:	\$2,925,000		\$2,425,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,925,000	\$0	\$2,425,000
Total Revenue	\$0	\$2,925,000	\$0	\$2,425,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$2,425,000

Significant Program Changes

Last Year this program was: FY 2022: 10093A ARP Emergency Management Logistics

This program offer falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Nondepartmental **Program Contact:** Chris Voss
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

This program of \$1.040 million in ARP funds ensures the County has funds to continue to support the COVID-19 response and mitigation activities including the allocation of Personal Protective Equipment (PPE), test kits, and other critical supplies to County departments, contractors and organizations supporting the County's most vulnerable communities.

Program Summary

Since the beginning of COVID-19 response activities, the County has been a critical resource in providing PPE, and other supplies to reduce the spread of the virus. Much of this focus has been on supporting County departments and their employees, County contractors, organizations that support people experiencing homelessness, and organizations that support BIPOC, medically fragile, and other underserved communities. Since the beginning of our COVID-19 response, the County has regularly purchased cloth, reusable masks, child size masks, gel hand sanitizer, gloves, test kits and other supplies. This funding allows for the County to continue to support these organizations with PPE and other crucial supplies.

Although mask guidelines have changed, masks, other PPE, and testing remain an important part of the County's strategy to reduce the spread of COVID-19 and we believe a critical resource for many of our underserved communities.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Conduct regular meetings to respond to changes in need to PPE.	N/A	12	50	50
Outcome	Deliver 95% of processed PPE requests within 3 business days (unless later date is requested by client).	N/A	95%	95%	95%
Outcome	Provide 75% of supplies to underserved and BIPOC communities*	N/A	N/A	50.6%	75%

Performance Measures Descriptions

*Adjusted measure to include COVID-19 outbreaks.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$1,000,000	\$0	\$1,040,000
Total GF/non-GF	\$0	\$1,000,000	\$0	\$1,040,000
Program Total:	\$1,000,000		\$1,040,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,000,000	\$0	\$1,040,000
Total Revenue	\$0	\$1,000,000	\$0	\$1,040,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,040,000

Significant Program Changes

Last Year this program was: FY 2022: 10093B ARP Emergency Management Community Personal Protective Equipment

This program offer falls under the County's Public Health Emergency Response ARP Priority Area.

Department: Nondepartmental **Program Contact:** John Wasiutynski
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

Community Reaps Our Produce and Shares (CROPS) is a Multnomah County initiative that began in 2009 and was established to address hunger, a growing public health concern, and its links to obesity and chronic diseases. The CROPS Farm, now under the management of Mudbone Grown, will become a hub for community access to fresh culturally appropriate food, and for culturally specific training of new farmers with a particular focus on Black and African immigrant farmers.

Program Summary

In CY 2021 the County officially awarded a 5-year license for the use of the CROPS site to MudBone Grown, a local Black owned farming business specializing in growing organically grown food, and providing farm training to people who are Black, African, Indigenous and veterans. MudBone will operate the CROPS site as an incubator farm for beginning farmers and as a community training site.

In order to fulfill our goals of increasing access to culturally appropriate organically grown food and offering access to economic development opportunities for historically marginalized and discriminated against groups, particularly in relation to farm-land access, the site must be improved with farm infrastructure. The funds will support the creation of farm buildings, irrigation, greenhouse(s), access to electricity, and other related capital expenses that will allow new farmers to have access to a turn-key farm operation. This aspect of the project will be important because new farmers, particularly Black farmers, often lack access to land, and farm equipment and other infrastructure when beginning their business and building a market for their agricultural products.

The project will also integrate with the Multnomah County Health Department REACH program, helping to promote healthy, fresh, locally grown, and culturally appropriate fruits and vegetables through “prescription CSA shares” and institutional procurement. In the current FY 2022 year we anticipate to have water connection (separately funded), site design and design and permitting of farm structures to all be completed or commence before the end of the fiscal year. Actual construction of a barn, however, will take place in FY 2023.

Also, starting this spring, MudBone will begin to cultivate crops that need minimal irrigation, since water service to the location has not yet been established.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of farmers using CROPS	N/A	4	1	4
Outcome	Increase number of Black farmers in Multnomah County	N/A	1%	0.27%	1%
Output	Volunteer hours	N/A	1,000	100	1,000

Performance Measures Descriptions

According to the USDA only 0.27% of all farmers in MultCo identify as Black. This small percentage is the result of hundreds of years of discriminatory practices by governments, especially the Federal Government. This project is a deliberate attempt to increase farm training, economic development and access to farmland for Black and African farmers, while also increasing access to fresh, local, organically grown produce and opportunities for culturally specific community engagement in a farm setting for people who are food insecure.

Legal / Contractual Obligation

The County will utilize existing contracts and cooperative contracts to complete this work.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$200,000	\$0	\$200,000
Total GF/non-GF	\$0	\$200,000	\$0	\$200,000
Program Total:	\$200,000		\$200,000	
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

American Rescue Plan (ARP) Direct County Funding - \$200,000

Significant Program Changes

Last Year this program was: FY 2022: 10094 ARP Office of Sustainability Food Access Focus

This program offer falls under the County's Crisis Response & Community Recovery ARP Priority Area. The program supports community recovery by promoting economic opportunity through access to farmland for beginning farmers and training opportunities, particularly in greenhouse propagation, for Black and African Immigrant farmers. The program will also address the ongoing issue of food insecurity through partnerships with the Health Department REACH program to increase prescription-CSA and institutional food purchases of local, culturally appropriate, organically grown produce.

Department: Nondepartmental **Program Contact:** John Wasiutynski
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 25121C
Program Characteristics: One-Time-Only Request

Executive Summary

Residential wood combustion is the largest source of human-caused fine particulate (PM) emissions in Multnomah County, especially in the winter months. Health risks from exposure to wood smoke include heart disease, lung disease, respiratory distress, low birth weight, and a growing body of scientific literature suggests that it can be harmful even when there isn't enough to see or smell. Elevated exposure to PM has also been linked to increased mortality from COVID-19. Wood stove removal and replacement with non emitting sources is a proven best practice for reducing exposure to harmful pollution from wood burning. This investment will support the implementation of a pilot woodstove exchange program.

Program Summary

The 2017 American Community Survey estimates that 3,496 households in Multnomah County use wood burning as their primary source of heat, along with an unknown number of secondary wood stoves and an unknown number of wood burning fireplaces, recreational fire pits, and/or chimineas. According to a DEQ study, Multnomah County residents are responsible for the vast majority of wood burning in the Tri-County region, accounting for 48% of annual wood combustion. Wood combustion emissions impact many more people in Multnomah County because of the sheer volume of emissions and the dense urbanized distribution of people across the County.

This program will pilot the implementation of a woodstove exchange program. The program will prioritize geographic areas in diverse and highly impacted neighborhoods, like Cully in NE Portland, that would have the largest impact. This program will help households replace a wood stove, wood insert, or fireplace used as a primary source of heat with a cleaner burning and more efficient device. The non-wood burning replacement devices, likely ductless heat pump systems, emit less greenhouse gas (GHG) and particulate matter; they also are less likely to be a fire risk, or degrade indoor air quality. Heat pumps also can provide cooling during heat events. The project would fund, in full or in part depending on income, the purchase and installation of a replacement home heating device, and/or the removal and decommissioning of a wood burning device.

The program would prioritize households residing in a census tract identified as a target area with low-income households relying on wood burning devices for heat. Based on information from the Washington County wood stove replacement program, each wood stove replacement to heat pump is likely to cost between \$3,000 - \$7,000 with an average cost of about \$5,000.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of households served with wood burning appliance replacements*	N/A	N/A	N/A	60-150
Outcome	Annual Particulate Matter emissions reduction**	N/A	N/A	N/A	1,200-30,000

Performance Measures Descriptions

*The number of wood stoves removed will depend on the average cost of each replacement, so it is shown as a range.

**The particulate matter emissions decrease outcome will be heavily dependent on how the corresponding households use wood heat and number of units replaced, therefore it is shown as a range, the value is presented as pounds of particulate matter per year, using an average annual reduction of 200 lbs per year for a wood stove.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$400,000
Materials & Supplies	\$0	\$0	\$0	\$100,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$0	\$0	\$500,000

Explanation of Revenues

State of Oregon - American Rescue Plan (ARP) funding - \$500,000

Significant Program Changes

Last Year this program was:

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

Diesel exposure is an acute problem in Multnomah County. There is no safe level of exposure to diesel particulate matter (PM). Multnomah County has the highest exposure rate to diesel exhaust in Oregon and is in the 95th percentile nationally according to the U.S. Environmental Protection Agency (EPA) National Air Toxics Assessment (NATA) data. School children who ride in older diesel school buses that lack pollution controls have a 4% increased likelihood of developing cancer due to diesel PM in their lifetime. Research shows that reducing exposure to diesel PM increases children's lung function, decreases biomarkers for asthma, and decreases absenteeism. This investment purchases electric school buses in Multnomah County school districts that are already engaged in fleet electrification projects.

Program Summary

Although no areas of Multnomah County have safe levels of diesel pollution, the pollution “hot-spots” are in neighborhoods with higher proportions of residents who are people of color. The disproportionate exposure to diesel mirrors health disparities in the community, particularly asthma, cardiovascular disease, low birth-weights and more recently morbidity and mortality related to COVID-19. Children are especially vulnerable to air pollution because their lungs are still in the developmental phase and they breathe, on average, 50% more air per pound of body weight than adults. School children who ride on older diesel school buses that lack pollution controls have a 4% increased likelihood of developing cancer due to diesel particulate matter in their lifetime. In addition, exposure to diesel exhaust enhances allergic response, can induce new allergies to airborne allergens, and exacerbate asthma. Studies show that diesel exhaust gets caught in the school bus cabin, increasing children’s exposure. Although bus commutes only comprise a fraction of a child’s day, the bus ride can represent up to 1/3 of a child’s daily diesel pollution exposure. A recent study in Washington State found that children riding on cleaner school buses reduced a marker for inflammation in the lungs by 16 percent over the whole group, and 20-31 percent among children with asthma, depending on the severity of their disease. Moreover, children riding on cleaner buses had a 6-8% reduction in the risk of absenteeism. Cleaner buses means healthier kids who are more ready to learn.

The County will identify a school districts that have access to other sources of funding for school bus electrification. This will be accomplished through collaboration with Portland General Electric, which offers a variety of incentives for fleet electrification, the Department of Environmental Quality that administers clean fleet incentives, and the school district. By leveraging existing school bus electrification projects, the County can maximize the funds to purchase new buses instead of allocating resources to charging infrastructure. To further maximize funds, the County will pay for the incremental cost of an electric bus over the cost of a conventional diesel powered bus, the remainder of the cost will be reimbursed from the state. In addition, the County will focus on school district owned and operated equipment to make sure these investments stay in Multnomah County. Finally, the County will ask the school district(s) to replace their oldest buses with these funds to help ensure that health benefits are maximized.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of school buses replaced*	N/A	N/A	N/A	2
Outcome	Lifetime Cost Effectiveness (\$/short ton reduced) for diesel particulate matter**	N/A	N/A	N/A	\$62.9 Million

Performance Measures Descriptions

*The estimated incremental cost of replacing a diesel bus with an all electric bus is \$250,000, so a total of two buses will be replaced. **Calculated using EPA Diesel Emissions Quantifier and assumes replacement of a model year 2010 diesel powered bus.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$500,000
Total GF/non-GF	\$0	\$0	\$0	\$500,000
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$500,000
Total Revenue	\$0	\$0	\$0	\$500,000

Explanation of Revenues

State of Oregon - American Rescue Plan (ARP) funding - \$500,000

Significant Program Changes

Last Year this program was:

Department: Nondepartmental **Program Contact:** Raffaele Timarchi
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics: One-Time-Only Request

Executive Summary

The COVID-19 pandemic has exacerbated economic and social inequities, creating prolonged emotional and financial stress that has fueled a significant uptick in community violence particularly in low income communities of color. Adolescents especially in these communities have experienced psychological distress from increased isolation, disconnection from schools, and disruption of healthy routines and social supports leading to an escalation of risky behaviors and mental health challenges. Youth Connect will identify and engage youth from these communities to provide essential skills training, service learning opportunities, caring adult mentors and stipends to help them successfully transition into adulthood and toward economic self-sufficiency.

Program Summary

Youth Connect will provide incentivized positive youth development through early career and job skill exposure as a form of violence prevention to build resilience in underserved youth ages 14 to 21 experiencing barriers to employment and in need of interpersonal and community connection. This program offer represents the first phase of the project, which will significantly scale up in year two.

CORE PROGRAM FUNCTIONS:

- 1) Identify, recruit and enroll youth ages 14 to 21 facing barriers to employment such as houselessness, juvenile justice involvement, immigrant/refugee status, and engagement with the foster care system.
- 2) Provide up to 200 hours of paid job skill training, work experience, community-based activities, service learning, and support services for each participating youth.
- 3) Coordinate with community partners to develop place-based service learning projects in low income neighborhoods to create social connections and engage youth as change agents and valuable contributors.
- 4) Build organizational capacity at the community level and expand mentor networks and additional supports for youth.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Youth served in professional/educational settings (year one)*	N/A	N/A	N/A	80
Outcome	% of youth who complete training and internship hours**	N/A	N/A	N/A	80%
Outcome	% of participating youth experiencing barriers to employment***	N/A	N/A	N/A	90%
Output	Number of community-based organizations activated to serve as mentors and life coaches in (year one)	N/A	N/A	N/A	2

Performance Measures Descriptions

*Defined as jobs, internships and paid learning opportunities. **Defined as youth completing 80% of planned hours of work, training or learning opportunity with a positive evaluation and/or passing standardized assessments. ***Barriers to employment are self-reported and could include disability, homelessness, criminal justice involvement, immigrant/refugee status, and engagement with the foster care system. This program is the first phase and will significantly scale up in year two. By year two, 280 youth will be served, and 5 community-based organizations will be activated as mentors/life coaches.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$0	\$1,000,000
Total GF/non-GF	\$0	\$0	\$0	\$1,000,000
Program Total:	\$0		\$1,000,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,000,000
Total Revenue	\$0	\$0	\$0	\$1,000,000

Explanation of Revenues

State of Oregon - American Rescue Plan funding (two years)

Significant Program Changes

Last Year this program was:

Department: Overall County

Program Contact: Jeff Renfro

Program Offer Type: Revenue/Fund Level/Tech

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program offer budgets a number of "fund level" transactions. These include transfers between funds, fund contingencies, and reserves.

Program Summary

This offer includes the following cash transfers:

Hansen Building Replacement Fund to General Fund - \$1.0 million
 Capital Improvement Fund to General Fund - \$0.6 million
 General Fund to PERS Bond Sinking Fund - \$25.0 million

A full list of cash transfers in the County's budget can be found in the Summaries section of Volume 1 of the Budget.

This offer accounts for the General Fund contingency, which is established at \$2.0 million. The General Fund contingency also contains \$13.6 million for a Business Income Tax reserve set at 10% of anticipated revenues.

This offer accounts for the 10% General Fund revenue reserve as described in the Financial & Budget Policies. The Risk Fund contingency (\$14.4 million) and unappropriated balance are recorded here.

Video Lottery Fund resources of \$6.5 million and contingency of \$0.6 million are recorded in this offer, while expenditures are reported in departmental program offers where they are spent.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	% of reserve goal met	100%	100%	100%	100%
Outcome	Moody's Bond Rating	0	0	0	0
Outcome	S&P Global Ratings	0	0	0	0

Performance Measures Descriptions

Change in bond rating: (0) = no change, (1) = upgraded rating, (-1) = downgraded rating. On November 17, 2017, S&P upgraded the County's rating from AA+ to AAA. Moody's currently rates the County debt as Aaa.

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 contingenc 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	2022	2022	2023	2023
Cash Transfers	\$3,565,000	\$0	\$34,798,621	\$3,105,000
Unappropriated & Contingency	\$80,022,847	\$96,482,151	\$85,437,516	\$99,260,847
Total GF/non-GF	\$83,587,847	\$96,482,151	\$120,236,137	\$102,365,847
Program Total:	\$180,069,998		\$222,601,984	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$6,093,382	\$0	\$6,457,500
Financing Sources	\$1,223,494	\$0	\$4,737,250	\$7,062,417
Interest	\$0	\$1,200,000	\$0	\$935,312
Beginning Working Capital	\$284,665	\$93,852,813	\$216,439	\$101,374,801
Total Revenue	\$1,508,159	\$101,146,195	\$4,953,689	\$115,830,030

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 95000 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	\$7,066,208	\$0	\$7,294,727	\$0
Taxes	\$474,296,853	\$0	\$524,928,237	\$0
Other / Miscellaneous	\$9,142,047	\$0	\$11,581,513	\$0
Interest	\$1,262,500	\$0	\$1,275,125	\$0
Beginning Working Capital	\$90,063,182	\$0	\$150,434,940	\$0
Total Revenue	\$581,830,790	\$0	\$695,514,542	\$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 2022: 95001 General Fund Revenues

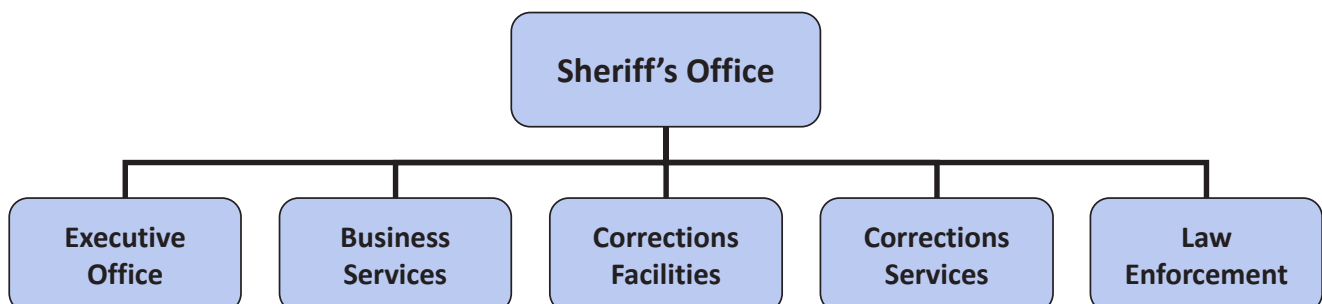
Department Overview

The Multnomah County Sheriff's Office (MCSO) is committed to providing exemplary public safety services to support all community members throughout Multnomah County, and envisions a safe and thriving community for everyone. While this past year has continued to bring many challenges and uncertainties, MCSO has, and will, continue to look for ways to provide the best service to Multnomah County.

MCSO's Law Enforcement Division serves a diverse group of Multnomah County communities. We provide public safety services for the communities of Dunthorpe and Sauvie Island, Corbett, Fairview, Maywood Park, Troutdale, Wood Village, and for the unincorporated areas of Multnomah County. This includes services for the Columbia River Gorge, an area which receives more than three million visitors each year. In addition to the aforementioned areas, MCSO patrols over 100 miles of county waterways and provides search and rescue, special investigations, hazardous materials response, regional task force collaboration, and dive, search, and recovery operations. In short, MCSO is a full-service law enforcement agency with a commitment to tackling the unique service needs of Multnomah County.

MCSO's Corrections Services and Facilities Divisions oversee the operations of Multnomah County Detention Center and Inverness Jail, including 1,117 budgeted jail beds, as well as all corrections programs therein. Providing compassionate care and safety to these individuals is the top priority of MCSO's corrections divisions. MCSO collaborates with state courts and system partners to provide adults in custody with mental health and addiction treatment services, court transportation services, and release transition assistance. Through these collaborations, MCSO hopes to improve outcomes for adults in custody, shorten jail stays, provide better pathways for stronger community re-entry, and expand alternatives to traditional incarceration.

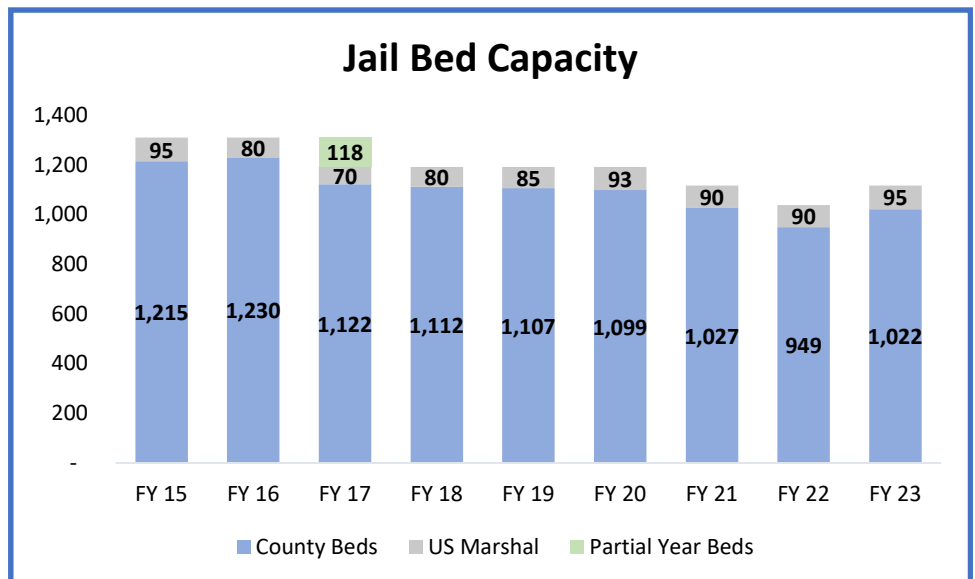
MCSO's Business Services Division continues to support MCSO operations by directing strategic initiatives, ensuring accurate data and evolving technology solutions guide our operations, providing prudent management of MCSO resources, and delivering programs to best serve the public. Business Services also continues to lead our Strategic Plan work to ensure we're striving to meet our goals with an emphasis on Diversity, Equity, and Inclusion.



Budget Overview

The FY 2023 Sheriff's Office (MCSO) budget is \$180.0 million, a \$10.9 million (6.5%) increase from the FY 2022 Adopted budget. The General Fund accounts for 87.4% of the total budget, and General Fund expenses increased by \$8.0 million (5.4%). Other Funds (besides American Rescue Plan) increased by \$2.2 million (12.1%). American Rescue Plan funding increased by \$0.7 million.

The majority of the increase in Other Funds was in the State Community Corrections Senate Bill 1145 (SB 1145) funding (\$1.6 million). Last year, the FY 2022 Adopted budget assumed that Inverness Jail (MCIJ) Dorm 11 would be closed and jail capacity would reduce from 1,117 beds to 1,039 beds based on the expected SB 1145 funding for the FY 2021-2023 biennium. However, due to an upward revision in the SB 1145 allocation, MCSO was able to avoid the planned dorm closure. The FY 2023 budget maintains budgeted jail capacity at 1,117 beds.



The Sheriff's Office also had several reductions compared to the FY 2022 Adopted budget due to decisions by other agencies. In Other Funds, 3.90 FTE and \$0.7 million was reduced in the MCIJ Work Crew program (60432) because community partner contracts with the City of Portland and Metro were not renewed. The Metro Detective & Illegal Dumpsite Cleanup (60565) contract with Metro was also discontinued (3.45 FTE and \$0.6 million). In the General Fund, 3.00 FTE and \$0.3 million for Facilities Security - Libraries, which was funded by the Library, was discontinued in mid-FY 2022 because the Library decided to use an alternate security structure. In the School Resource Deputy program (60535A), 1.50 FTE paid by the Reynolds School District and 0.35 FTE paid by the Corbett School District were eliminated in the FY 2023 budget.

Budget Overview (continued)

The budget includes \$2.3 million in American Rescue Plan (ARP) funding for COVID-related needs. The ARP revenue will primarily be used to fund MCIJ Dorms 5 and 13 (60997 & 60998). These dorms will not increase budgeted jail bed capacity. Instead, the dorms will allow for increased physical distancing for the adults in custody. The ARP funding also includes a 1.00 FTE detective to focus on gun violence investigations (60991), 2.00 FTE deputies to focus on protection orders and court-ordered dispossession of firearms (60990), and 3.00 FTE deputies in the Close Street Supervision program (60993).

The General Fund budget includes the following new ongoing General Fund programs:

- Additional HR & Backgrounding Staff (60110B) \$220,229
- Training (60250B & 60250C) \$689,000
- Booking & Release Post 3.64 FTE (60305C) \$526,445
- MCIJ East Control (60330H) \$251,225
- AIC Phone Calls (60400B) \$120,000
- Program Supervisor in AIC Programs Unit (60430B) \$129,265
- Funding for SE Works Program Coordinator (60430C) \$100,000

The budget also includes \$352,082 of one-time-only funding for the Encryption Package for MCSO Radios (60500B). A full list of one-time-only projects can be found in the Budget Director's Message.

Budget Trends	FY 2021	FY 2022	FY 2022	FY 2023	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	799.22	805.12	797.16	808.23	11.07
Personnel Services	\$130,244,628	\$134,137,645	\$133,562,664	\$140,901,680	\$7,339,016
Contractual Services	4,260,934	4,364,140	5,511,109	6,061,622	550,513
Materials & Supplies	5,751,285	4,107,777	5,291,200	5,714,923	423,723
Internal Services	22,269,031	23,502,907	23,592,317	24,781,582	1,189,265
Capital Outlay	<u>125,425</u>	<u>920,193</u>	<u>1,061,923</u>	<u>2,492,160</u>	<u>1,430,237</u>
Total Costs	\$162,651,303	\$167,032,663	\$169,019,213	\$179,951,967	\$10,932,754

Successes and Challenges

Though the past year has continued to present unique obstacles, MCSO continues to grow and improve in its service to Multnomah County. COVID-19 variants have challenged MCSO to innovate in real time, finding new ways to collaborate with partners in the criminal justice and health communities. MCSO continues to work closely with the Department of Community Justice, the District Attorney's Office, and the Oregon Judicial Department to manage a decreased County jail population to continue to mitigate the spread of COVID-19. We also continue to partner very closely with the Corrections Health Department and County Public Health to evolve our pandemic protocols for maximum health and wellbeing. These partnerships are invaluable and the foundation of continuing innovation in years to come.

MCSO continues to expand our focus on Diversity, Equity, and Inclusion and embedding these values into our culture. MCSO's Strategic Plan articulates a commitment to applying an Equity Lens across all major areas of agency work. In the next year, we're looking to considerably expand our training for both sworn and non-sworn personnel around core competencies that are more centered on culturally responsive, racially just approaches so that we can foster more trauma informed community interactions with stronger outcomes and greater community trust. A strong training program is the foundation for visionary change, and it is critically important we evolve our training program to meet today's community needs and to best serve the most vulnerable members in our community.

MCSO has worked hard to re-envision new hiring and retention strategies yet continues to struggle to keep up with increasing and ongoing vacancies to meet the workload demands of the agency. Diverse recruitment and supportive and inclusive retention efforts are a priority for the agency given the increasingly challenged public safety environment combined with a growing retirement cycle over the next three to five years.

COVID-19 variants continue to apply pressure to MCSO jails, as we continue to operate under new procedures and protocols to keep adults in custody safe. This has made an already demanding year more demanding, with corrections deputies and sergeants working mandatory overtime on a near-constant basis leading to significant stress. With both MCSO's Corrections and Law Enforcement divisions continuing to face growing homelessness, mental illness, and substance use issues among the populations they serve, employee wellness has become a palpable priority and need. We are working hard to evolve our strategies to meet these unique challenges.

COVID-19 Impacts

COVID-19 variants continue to impact MCSO, particularly in jail facilities where MCSO continues to implement enhanced cleaning protocols, quarantine and cohort protocols, and use of additional housing units, among other efforts, to mitigate the spread of COVID-19. These efforts require significant staff time and have, again, increased MCSO's personnel costs in FY 2022.

COVID-19 has also contributed to a rising number of persons in custody awaiting adjudication, as court processes have slowed considerably over the course of the pandemic. MCSO has seen continued growth of this group, exacerbating the challenge of maintaining aggressive quarantine and physical distance procedures.

COVID-19 & American Rescue Plan

As mentioned above, COVID-19 variants continue to impact MCSO, particularly given the congregant nature of jail settings. American Rescue Plan (ARP) funds were directed to enhancing safety protocols in our jails by creating additional housing to provide more physical distancing and quarantining spaces, as well as towards equipment like an industrial washing machine, to handle increased laundry and sanitation needs. Information video boards were also purchased for the jails for greater adult in custody (AIC) communication touch points along with increased phone call services for AIC's to their families, while in-person visits are prohibited due to the pandemic.

Diversity, Equity, and Inclusion

MCSO is committed to treating everyone with dignity, respect, and fairness. At the same time, we acknowledge systemic racism and bias permeates the criminal justice system and systems of healthcare, education, and housing. While we envision a safe and thriving community for everyone, we know we simply cannot achieve this without a focus on equity and a commitment to holding ourselves accountable to our community's call for transformational reform and change.

Through the leadership of MCSO's Equity and Inclusion Manager, MCSO continues to entrench the reviewing of our agency policies and procedures through an Equity Lens with leadership attending valuable Equity Lens trainings. In fiscal year 2023, we will be looking for support to expand our Equity and Inclusion training across the agency to both sworn and non-sworn members. Adequate staffing, delivering 21st century training capabilities, and continuing to evolve our programs and services for all of our stakeholders with inclusive, trauma informed practices is critically important to maintaining our commitment to providing exemplary public safety services with a safe and thriving community for everyone. Additionally, it is critically important we are developing, supporting, and caring for our staff members and engendering a sense of safety, trust, and belonging, so they in turn can optimally contribute to meeting our commitment to the community we are so proud to serve.

Budget by Division

Division Name	FY 2023 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$7,103,800	\$0	\$7,103,800	35.00
Business Services Division	21,055,652	1,754,579	22,810,231	69.50
Corrections Facilities Division	71,699,602	9,095,025	80,794,627	378.08
Corrections Services Division	30,532,410	3,062,623	33,595,033	183.10
Law Enforcement Division	26,970,595	6,382,160	33,352,755	136.55
COVID-19 & American Rescue Plan	0	2,295,521	2,295,521	6.00
Total Sheriff's Office	\$157,362,059	\$22,589,908	\$179,951,967	808.23

Executive Office

The Multnomah County Sheriff's Office is committed to providing 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 our 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 throughout the agency. The Sheriff is committed to transparency, cooperation, collaboration, and fairness in all aspects of Sheriff's Office operations and administration. The Sheriff 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, including soliciting public comment prior to enacting policy, to establish and maintain confidence, trust and support from the communities MCSO serves.

Significant Changes

The FY 2023 budget includes \$220,229 in funding to support an additional Human Resources Technician and Background Investigator (60110B) to address our critical staffing needs with heightened recruitment strategies and support.

Business Services Division

The Business Services Division (BSD) oversees multiple administrative units that support all of MCSO Operations and the Sheriff's Executive Office. BSD includes the 1) Fiscal Unit - responsible for the professional management and utilization of all funds allocated to MCSO; 2) Logistics Unit - manages the agency's fleet, property, and evidence; 3) Training Unit - prepares, delivers, and tracks training for sworn employees to ensure compliance and certification requirements are met, with a growing focus on supporting all staff with relevant training opportunities, entrenching Equity and Inclusion as the foundation of all of our training, and providing professional development; 4) Planning and Research Unit - provides accurate data to facilitate data-driven decision making; 5) CJIS (IT) Unit - provides innovative technology solutions to over 3,000 users across a wide range of platforms; and 6) Law Enforcement Support Unit - documents, archives, and retrieves investigative information in support of an around-the-clock enforcement effort along with providing services to the public. In addition to the management of these units, BSD is responsible for the integration of standards and best practices in agency business processes and agency-wide innovations and initiatives, one of which is the MCSO Employee Wellness Program. The focus of this program is to help ensure MCSO employees have the resources and support needed to optimally perform their work, so they can provide exceptional service to the community; an increasingly important and vital program. BSD also works very closely with the Equity division to ensure we're continuing to deepen our work around embedding Equity and Inclusion values into our culture and business processes.

Significant Changes

The FY 2023 budget includes \$689,000 to fund much needed enhanced core competencies training for sworn staff centered on culturally responsive, racially just approaches to create more trauma informed community interactions for stronger outcomes and greater community trust (60250B). This will also fund expanded non-sworn trainings on Diversity, Equity, & Inclusion; leadership and management proficiencies; and overall professional development opportunities to make our overall training program far more accessible and equitable for all staff (60250C).

Corrections Facilities Division

The Corrections Facilities Division includes 1,117 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, while ensuring appropriate safety and security, when providing care and supervision of adults in custody. The foundation of providing a safe environment for staff and adults in custody is the integration of a comprehensive intake process for arrestees, which involves Corrections Deputies, Multnomah County Corrections Health personnel, and various other MCSO personnel. The information obtained through this process guides decisions with respect to the most appropriate housing for incoming adults in custody. Additionally, this process 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

The budget includes \$777,670 to restore staffing at MCIJ and MCDC to support safety and security of jail operations (60305C - Booking & Release Post 3.64 FTE & 60330H - MCIJ East Control).

The budget includes \$1.4 million of American Rescue Plan (ARP) funding to continue the operation of Dorm 5 (60997) and Dorm 13 (60998), which provides physical distancing in the jails. An additional \$60,000 was also included for electronic signage and a washing machine (60999).

Corrections Services Division

The Corrections Services Division includes several specialized units focused on utilizing creative, efficient solutions to deliver quality, cost-effective service to adults in custody and 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 community members, 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 a pre-trial monitoring program that effectively manages individuals in the community while they are proceeding through their court process. The Court Services Unit provides a variety of public safety services including courtroom security and working with the judiciary to ensure adults in custody are present for court hearings. The Transport Unit ensures that adults in custody are transported to and from court hearings, as well as to other jurisdictions throughout the state. The efficient collaboration of these units directly supports the daily operations of the jails and the agency, as well as the overall public safety system.

Significant Changes

The FY 2023 budget includes \$129,265 for a Program Supervisor in the Adults-in-Custody Programs unit (60430B) and \$100,000 for a SE Works Program Coordinator (60430C) to provide direct services to adults in custody for more inclusive, successful re-entry into the community and future employment.

The budget includes \$120,000 to provide two phone calls per week to adults in custody (60400B). This service began in the FY 2022 budget with American Rescue Plan funding, but is moving to ongoing General Fund in the FY 2023 budget.

American Rescue Plan funding in the amount of \$348,461 is included for additional 3.00 FTE in the Close Street Supervision program (60993) to maintain a sustainable reduction in the jail census given a continued growing need for this service.

Law Enforcement Division

The Law Enforcement (LE) Division provides 24 hours a day, 7 days a week comprehensive public safety/policing services throughout unincorporated Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village. From Sauvie Island in the west, south to Dunthorpe, and extending east to the Columbia River Gorge, these services are conducted through uniformed patrol, marine patrol, investigative efforts, civil process, and community resource programs, as well as multiple system partner collaborations.

The Patrol Unit responds to over 30,000 calls for service covering 290 miles of land, and the River Patrol Unit is responsible for approximately 100 miles of waterways, serving county residents as well as the more than three million visitors who travel to Multnomah County to enjoy scenic and recreation areas. MCSO members are the first responders to many remote areas of the county, including Oregon State Parks, the Columbia River Gorge, and the Sauvie Island Wildlife Area.

The LE Division provides for several countywide collaborative programs including the East County Major Crimes Team, Domestic Violence/Gun Dispossession, Gun Violence Reduction program, Homeless Outreach and Programs Engagement (HOPE Team), Special Investigations Narcotics Enforcement Team, Vehicular Crimes Team, Transit Police, and the SWAT and Rapid Response Teams. Additionally, the Detectives Unit is focused on investigating all serious person crimes, human trafficking, domestic violence, and firearms-related crimes. LE also provides Community Resource Deputies, Dive Team and swift water rescue, and conducts countywide Search and Rescue services as mandated by Oregon State statute.

Significant Changes

One-time-only funding in the amount of \$352,082 is budgeted to fund equipment to replace and encrypt obsolete radios in order to communicate with partner agencies, who have all upgraded their radio technology (60500B).

The FY 2023 budget also includes \$476,359 of American Rescue Plan funding for the continuation of the Gun Violence Reduction Team (60990 and 60991). This program began through a mid-year FY 2022 budget modification with one-time General Fund resources.

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 2023 General Fund	Other Funds	Total Cost	FTE
Executive Office					
60100A	Executive Office	\$1,681,964	\$0	\$1,681,964	6.00
60105	Equity & Inclusion Unit	482,756	0	482,756	3.00
60110A	Human Resources	1,762,623	0	1,762,623	9.00
60110B	Additional HR & Backgrounding Staff	220,229	0	220,229	2.00
60111	Time & Attendance Unit	653,135	0	653,135	5.00
60120	Professional Standards	1,909,146	0	1,909,146	8.00
60130A	Communications Unit	393,947	0	393,947	2.00
Business Services Division					
60200	Business Services Admin	1,683,991	0	1,683,991	1.00
60205	Criminal Justice Information Systems	8,084,761	0	8,084,761	7.00
60210	Fiscal Unit	1,494,699	0	1,494,699	9.00
60213	Logistics Unit	798,745	0	798,745	4.00
60220	Planning & Research Unit	925,842	19,238	945,080	5.00
60225	Enforcement Division Support	3,373,665	0	3,373,665	27.00
60230	Alarm Program	0	260,048	260,048	1.50
60235	Concealed Handgun Permits	41,917	1,231,796	1,273,713	4.00
60250A	Training Unit	3,963,032	243,497	4,206,529	11.00
60250B	Training - Expanded Core Competencies - Sworn	500,000	0	500,000	0.00
60250C	Training- DEI/Leadership/Professional Dev - All Staff/ Emphasis on Non-Sworn	189,000	0	189,000	0.00
Corrections Facilities Division					
60300	Corrections Facilities Admin	957,644	0	957,644	2.00
60305A	Booking & Release	9,619,430	0	9,619,430	55.60
60305B	Gresham Temporary Hold	167,973	0	167,973	0.00
60305C	Booking & Release Post 3.64 FTE	526,445	0	526,445	3.64
60310A	MCDC Core Jail & 4th Floor	17,890,348	0	17,890,348	61.72
60310B	MCDC 5th Floor	4,599,257	0	4,599,257	25.48
60310C	MCDC 6th Floor	2,574,430	0	2,574,430	14.04
60310D	MCDC 7th Floor	4,286,549	0	4,286,549	27.30

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Corrections Facilities Division (continued)					
60310E	MCDC 8th Floor	2,445,743	0	2,445,743	16.38
60311	Clinic Escort Deputies	283,276	0	283,276	2.00
60330A	MCIJ Dorms 16, 17 & 18	11,400,700	8,911,774	20,312,474	66.10
60330B	MCIJ Dorms 6 & 7	2,898,360	0	2,898,360	14.56
60330C	MCIJ Dorm 8 & 9	2,790,427	0	2,790,427	14.56
60330D	MCIJ Dorms 14 & 15	3,315,959	0	3,315,959	18.20
60330E	MCIJ Dorm 10	1,048,111	0	1,048,111	5.46
60330F	MCIJ Dorm 11	872,779	0	872,779	5.46
60330G	MCIJ Dorm 12	1,058,350	0	1,058,350	5.46
60330H	MCIJ East Control	251,225	0	251,225	1.82
60345	CERT/CNT	178,998	0	178,998	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	183,251	183,251	1.30
60360	Corrections Support	4,533,598	0	4,533,598	37.00
Corrections Services Division					
60400	Corrections Services Division Admin	596,561	0	596,561	2.00
60400B	AIC Phone Calls	120,000	0	120,000	0.00
60405	Transport	3,584,204	0	3,584,204	16.00
60410A	Court Services - Courthouse	5,068,360	0	5,068,360	23.00
60410B	Court Services - Justice Center	1,208,845	0	1,208,845	7.00
60410C	Court Services - JJC	169,998	0	169,998	1.00
60415A	Facility Security - Courts	1,916,827	749,186	2,666,013	18.60
60415B	Facility Security - Jails	3,192,255	0	3,192,255	22.50
60415C	Facility Security - Dom Violence Gateway One Stop	97,884	0	97,884	1.00
60420	Classification	4,011,076	0	4,011,076	20.00
60425	MCDC Behavioral Health Team	336,190	0	336,190	2.00
60430	Jail Programs	3,003,651	278,177	3,281,828	21.50
60430B	Program Supervisor in AIC Programs Unit	129,265	0	129,265	1.00
60430C	Funding for SE Works Program Coordinator	100,000	0	100,000	0.00
60432	MCIJ Work Crews	1,280,701	390,689	1,671,390	8.00
60435	Volunteer Services	142,974	0	142,974	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	197,420	197,420	1.00
60445	Close Street	1,389,415	0	1,389,415	7.00

Sheriff's Office

fy2023 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
Corrections Services Division (continued)					
60450	Warehouse	1,355,934	0	1,355,934	6.60
60455	Property & Laundry	2,828,270	0	2,828,270	20.00
60460	Commissary & AIC Welfare	0	1,447,151	1,447,151	3.90
Law Enforcement Division					
60500A	Enforcement Division Admin	856,928	0	856,928	2.00
60500B	Encryption Package for MCSO Radios	352,082	0	352,082	0.00
60505	Patrol	15,474,617	208,475	15,683,092	61.05
60510A	Civil Process	1,762,454	0	1,762,454	8.00
60515	River Patrol	2,270,248	910,167	3,180,415	12.50
60520A	Detectives Unit	3,019,209	0	3,019,209	13.00
60521	In-Jail Human Trafficking	208,479	0	208,479	1.00
60525	Special Investigations Unit	1,461,621	1,240,000	2,701,621	7.00
60530	TriMet Transit Police	0	4,023,518	4,023,518	23.50
60535A	School Resource Deputy Program	224,482	0	224,482	1.50
60535B	Community Resource Officer Program	527,740	0	527,740	3.00
60540	Homeless Outreach and Programs Engagement (HOPE) Team	546,205	0	546,205	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	20,768	0	20,768	0.00
60555	Gun Dispossession/VRO Detail	245,762	0	245,762	1.00
COVID-19 & American Rescue Plan					
60990	ARP – Civil Process – Reducing Community Violence Involving Firearms	0	314,382	314,382	2.00
60991	ARP – Detectives Unit – Reducing Community Violence Involving Firearms	0	161,977	161,977	1.00
60993	ARP - Add'l Close Street Supervision Positions	0	348,461	348,461	3.00
60997	ARP - MCIJ Dorm 5	0	773,344	773,344	0.00
60998	ARP - MCIJ Dorm 13	0	637,357	637,357	0.00
60999	ARP - Electronic Signage and Washing Machine	0	60,000	60,000	0.00
Total Sheriff's Office		\$157,362,059	\$22,589,908	\$179,951,967	808.23

Department: Sheriff **Program Contact:** Michael Reese

Program Offer Type: Administration **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Executive Office, led by the Sheriff, is committed to providing Multnomah County with exemplary public safety services, applying all available resources, and ensuring sound management practices and accountability for MCSO operations. The Sheriff works cooperatively and collaboratively with county, city, state, federal, and private partners to achieve shared goals and implement innovative programs. Additionally, the Sheriff provides leadership, guidance and direction to MCSO members to impart the values of service to the community and a commitment to excellence.

Program Summary

The Sheriff and his Executive Team are dedicated to the philosophy of continuous improvement, accountability, transparency and service to the public. This is put in practice by collaboration with public and private partners, open communication, a diverse and respectful workplace, implementing operational best practices, and achieving business efficiencies through innovation. The Sheriff promotes organizational transparency by including community and governmental partners in program and policy development, specifically ensuring a public review process for policy development. A strategic plan has been developed for 2020-2022 to guide high level goals through measurement and analysis.

The Sheriff's Office is committed to the work of equity and inclusion, for our agency and for the communities we serve. We value public trust and work to maintain and improve our relationships. One way we do this is by committing to shared learning opportunities around using an equity and empowerment lens at the executive level and more specifically through creating an EE Lens process connected to MCSO policy. Through our Equity Manager, we make conscious efforts to identify, analyze and address procedural norms, processes, and/or policies in place that creates barriers and power imbalances which prevents equal access to opportunities.

The Sheriff's Office provides professional public safety services using data-driven decision making across the four MCSO Divisions; Law Enforcement, Corrections Facilities, Corrections Services, and Business Services. The Sheriff oversees the disbursement of all funds granted to MCSO.

The Sheriff has strong partnerships with regional public officials which translate into mutual understanding, shared respect, and collective strategies for the public safety priorities that span jurisdictional lines.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Community Trust: Number of policies reviewed by stakeholders	7	15	25	50
Outcome	Community Trust: Number of communication mediums employed this year	9	6	9	9
Outcome	Fiscal Responsibility: Number of MCSO / County budget meetings this year	11	12	9	12
Outcome	Positive Work Environment: Number of MCSO Managers Meetings this year	10	12	12	12

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,117,282	\$0	\$1,171,683	\$0
Contractual Services	\$36,632	\$0	\$36,632	\$0
Materials & Supplies	\$141,622	\$0	\$141,622	\$0
Internal Services	\$308,748	\$0	\$332,027	\$0
Total GF/non-GF	\$1,604,284	\$0	\$1,681,964	\$0
Program Total:	\$1,604,284		\$1,681,964	
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 2022: 60100 Executive Office

During the spring of 2021, the Executive Office hired a Policy Advisor to manage the ongoing cycle of policy for MCSO. Current policy is subject to regular review including public and stakeholder comments. In addition, State Legislation results in new laws that require new or updated policy annually. Also, the Communications Unit hired two additional professionals to focus on internal and external strategies. Clear, effective, and inclusive communication better connects with our members and community ensuring access to vital administrative, emergency, and general information. Along with our general forms of communication (social media, website, email, etc.). Finally, MCSO Communications was responsible for the national communications platform of the Major County Sheriff's Association.

Department: Sheriff **Program Contact:** Katie Burgard
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Equity and Inclusion (EI) Unit under the leadership of the Equity and Inclusion Manager, leads and guides the agency in developing a data-driven strategy for integrating equity into the three divisions of the Sheriff’s Office; Law Enforcement, Corrections and Business Services, and leads approved plans for an organizational culture shift toward one of inclusion and belonging, particularly for historically excluded and underrepresented groups. As an integrated part of the Executive Team, this Unit manages strategies related to agency-wide initiatives including the County Workforce Equity Strategic Plan and the agency Strategic Plan and Wellness Initiative.

Program Summary

The Equity and Inclusion Unit serves all MCSO employees by providing leadership, strategic direction, operational assessment and oversees accountability to ensure the agency Diversity, Equity and Inclusion goals are met. The EI Unit works to create welcoming and inclusive workplace environment for all employees regardless protected class identities. The EI Unit consults and collaborates directly with the Sheriff, and executive team and individual units to build the structural framework that is necessary to accomplish the Unit’s work. In addition, the EI Unit represents MCSO within high-level committees and workgroups throughout Multnomah County, and connects MCSO with the diverse communities of our unincorporated city partners and regional EI practitioners working within public safety.

The work of the EI Unit focuses on:

- Increasing diversity numbers of staff through recruitment and retention by applying an equity lens to the strategies, data collection systems and progress reviews and analysis.
- Expanding training opportunities on cultural competency and equity concepts and tools application, leadership skills and professional development for all sworn and non-sworn members which includes best practices research and the implementation of a data collection system to tracking staff competency growth in these areas.
- Addressing any disproportionate protected class demographics within the MCSO membership, particularly within the higher leadership ranks and establish agency programs that support retention and workforce wellness.

The EI Unit members actively participate in the MCSO Equity and Inclusion Committee. The EI Unit act as facilitators and subject matter experts to support the Committee work to examine agency policies and practices to ensure alignment with the Multnomah County Workforce Equity Strategic Plan, by elevating their lived experiences and work-related subject matter expertise to lead transformative change efforts across the agency.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent of County Workforce Equity Initiative Objectives addressed by MCSO Equity Committee	N/A	50%	50%	50%
Outcome	Number of recommendations from MCSO Equity Committee submitted to MCSO Leadership	N/A	12	8	10
Outcome	Number of Equity Core Team meetings attended	N/A	12	22	22
Outcome	Number of WESP meetings attended	N/A	12	8	12

Performance Measures Descriptions

Note: Equity Core Team meetings occurred 2x/month. Due to transitions of the ODE Chief Diversity Officer and WESP Program Manager, cross-county WESP meetings were unable to be completed per schedule projections. MCSO Equity and Inclusion Manager met with new WESP Program Manager 1:1 to review WESP work.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$376,129	\$0	\$421,485	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$50,371	\$0	\$50,371	\$0
Internal Services	\$0	\$0	\$900	\$0
Total GF/non-GF	\$436,500	\$0	\$482,756	\$0
Program Total:	\$436,500		\$482,756	
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 2022: 60105A Equity & Inclusion Unit

Department: Sheriff **Program Contact:** Jennifer Grogan
Program Offer Type: Support **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 800 positions and employees.

Program Summary

This program conducts staffing-related functions including: recruitment processes, position tracking, promotional hiring processes, fingerprinting, ID and photographs for facility access of contractors and other County employees, coordination of psychological testing for hire, employee personnel and medical records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, labor relations interactions, union contract negotiations, grievance responses, affirmative action, ADA (Americans with Disabilities Act) accommodation process, leave administration including the Family Medical Leave Act, the Oregon Family Leave Act, COVID quarantine protocols, military leave, Workers' Compensation and administrative leave.

This program is essential to support all of the Sheriff's Office's staffing functions. The Sheriff's Office has three unions and personnel rules that govern its members, is a 24/7 workplace, conducts thorough and in-depth hiring processes including psychological and physical evaluations for sworn staff and backgrounds of all employees, and maintains a high level of staff security. These conditions require HR to function in a highly specialized, confidential environment. Many of the components of engaging in the County equity initiative rely on processes through Human Resources and this unit engages directly and frequently with the Sheriff's Office Equity Manager. Human Resources have begun its equity work in earnest by analyzing, reviewing and updating the hiring processes to include engagement with and input from the Equity Manager to ensure an equity analysis is completed on each hiring process. These efforts will continue for each new recruitment process conducted, as well as promotional processes.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military) processed	588	800	569	800
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%

Performance Measures Descriptions

HR has made and continues to engage in improvements to our hiring processes, including ensuring that the increased number of applications is processed in a timely manner and ensuring employees' appropriate and applicable state and federally-protected coverage is applied and managed. This comes in an environment of increased FMLA/OFLA usage and where HR also continues to address inappropriate sick time usage.

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, CDC and OSHA directives and guidelines for changing COVID protocols.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,448,177	\$0	\$1,524,161	\$0
Contractual Services	\$72,124	\$0	\$72,124	\$0
Materials & Supplies	\$24,071	\$0	\$23,842	\$0
Internal Services	\$94,491	\$0	\$142,496	\$0
Total GF/non-GF	\$1,638,863	\$0	\$1,762,623	\$0
Program Total:	\$1,638,863		\$1,762,623	
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 2022: 60110 Human Resources

Department: Sheriff **Program Contact:** Jennifer Grogan

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

MCSO's Human Resources Unit is committed to facilitating a culture for our members where they feel supported and valued both during the hiring process, but also throughout onboarding, and then once hired. The Unit is responsible for the recruitment strategies and hiring of all staff; coordinating with our represented unions on union/collective bargaining issues; handling candidate background investigations; and acting as a resource for staff members on anything related to their employment status, as well as providing detailed information relevant to their employment and making them feel welcome. Fostering a strong, stable, flourishing workforce enables our agency to provide exemplary public safety service for a safe and thriving community for everyone.

Program Summary

Need: MCSO has been severely impacted by staffing shortages arising from the pandemic and social unrest. We have seen a significant increase of PERS eligible sworn staff retiring but not yet eligible for the County's half medical for retirees, which has been the goal of most sworn staff. Added to that, approximately 137 staff members are eligible to retire in the next 5 years with 36 eligible in 2023. Legislative mandates and community expectations have also added to the complexity of hiring, with increasingly diverse skillsets needed in today's public safety environment. Our HR team is under resourced for an agency our size, and when compared to other County department HR Units. To meet the hiring needs for the next 5 years, we have added positions not currently funded in the budget. Also, continued high vacancy rates have long term bargaining implications and costs for labor contracts. We will need to expand recruitment advertising strategies to attract a more diversified candidate base that culturally reflects our community and starts to close our hiring gap.

Goal: The FY'23 goal is to reduce our staff vacancy rate, currently 10%, down to less than 5%, and continue to fill all vacancies as soon as possible. With more recruitment and background investigating staff, we will fill vacancies at a faster rate. We continue to make strides in shortening our recruitment processes by automating most aspects of the recruiting processes.

Actions: With adequate HR resources, we will participate in more recruitment fairs and community events, as well as identify more diversified opportunities for outreach, engagement, and support. Additional staff, two of whom are dedicated solely to underrepresented community outreach strategies, will increase the number of recruits per investigator and more culturally and cognitively diverse recruit candidates. The Communications Unit will also execute a strategic marketing plan to support growing and diversifying our recruitment base to better fill our hiring pipeline. And, we will bring on 3 interns through the College to County Program to expose participants from diverse backgrounds to County careers, which aligns with the WESP plan. These efforts, besides addressing our staffing crisis, are designed to grow our presence and welcoming of under-represented communities who may be hesitant to interact with law enforcement agencies. We need their voice and leadership at MCSO, and this is a pivotal piece of our evolving outreach efforts - to demonstrate we are a culturally responsive agency that engenders safety, trust and a sense of belonging.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Participate in hiring and community engagement events	N/A	N/A	56	81
Outcome	Exposure/engagement with candidates/communities	N/A	N/A	26	33

Performance Measures Descriptions

Continued increases in the number of recruitment and outreach job fairs; expand the number of personal contacts we make with candidates to maintain engagement during the hiring process; shorten hiring timetable by months; conduct a multi-faceted marketing campaign to grow recruitment base with the oversight of our Communications Team.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$220,229	\$0
Total GF/non-GF	\$0	\$0	\$220,229	\$0
Program Total:	\$0		\$220,229	
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: Sheriff

Program Contact: Jennifer Grogan

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Time and Attendance Unit provides auditing, error correction, entry research, payslip analysis, and support to management and employees. This ensures that all agency staff are correctly paid as well as confirming policies, contract language, and work rules are being consistently followed. The Time and Attendance Unit works with employees and management to resolve time entry and payment discrepancies. This auditing function is critical to the Sheriff's Office as over 80% of the entire MCSO Budget is paid out through salaries and benefits.

Program Summary

The Time & Attendance Unit is responsible for auditing the time and leave entry information for the Sheriff's Office employees. The Unit's tasks are essential and critical; accuracy of time entry, applying Union contract, Agency, and County rules with State and Federal laws, to ensure the time entry accuracy of employees working a wide variety of schedules, shifts, work classifications and changing assignments within a 24/7, 365-day environment. The Time and Attendance Unit performs time entry audits during the pay period and after the payroll cycle is processed to ensure all employees are accurately compensated for their work effort. This auditing function reports potential discrepancies and mistakes before they result in overpayments or underpayments to employees. When these errors occur, it causes more work for staff to have to analyze the error, adjust the time after the fact, and either begin the process of taking the money back from the employee in the form of dock pays in future paychecks or issue extra, paper checks to make the employee whole.

With the change to employee-based time entry and manager approvals under Workday, it has been realized the increased need for the Time and Attendance Unit to continue in depth auditing and payslip review. The unit now has two full years of experience working in Workday and while it doesn't have the resources to complete 100% auditing with only three timekeepers working full time on this work, the auditing function saves a tremendous amount of time and money for the County. The Time and Attendance Unit has continued their support role for staff and management requesting training and support with the Workday system. The Time and Attendance Unit also provides analysis for staff to better understand their time and pay and walks them through changes that need to be made. This unit exclusively serves MCSO staff in providing their time entry and auditing function but works collaboratively with Central Payroll on resolving issues and errors. Efforts are constantly being made to ensure the work the timekeepers do for staff is transparent and consistent to ensure fair, equitable attention to each and every member in the agency.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total hours audited per year	1,676,480	1,800,000	1,800,000	1,800,000
Outcome	Number of manual checks issued	53	140	50	75

Performance Measures Descriptions

The "Total hours audited per year" is the total hours entered by all MCSO staff during the Fiscal Year. The unit has not increased the number of overall FTE so this number should be consistent with previous FY years. The "Number of manual checks issued" represent underpayments found and paid to employees off payroll cycles. The manual check counts include paper checks and electronic checks that were direct deposited.

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	2022	2022	2023	2023
Personnel	\$614,390	\$0	\$635,398	\$0
Materials & Supplies	\$14,371	\$0	\$14,371	\$0
Internal Services	\$41,194	\$0	\$3,366	\$0
Total GF/non-GF	\$669,955	\$0	\$653,135	\$0
Program Total:	\$669,955		\$653,135	
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 2022: 60111 Time & Attendance Unit

Department: Sheriff

Program Contact: Jeff Heinrich

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to use physical force against members of the public. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties equitably, inclusively, lawfully, and in the most cost-effective manner possible. Professional Standards Unit operates independently of the chain-of-command and reports directly to the elected Sheriff, ensuring public accountability.

Program Summary

Professional Standards consists of the Inspections Unit, the Life Safety Officer, the Internal Affairs Unit (IAU), the Use of Force (UOF) Inspector and the County Attorney Liaison. These units provide continuous examination of MCSO's personnel, policies and operations in the spirit of meeting accountability and transparency expectations while holding the Sheriff's Office to the highest public safety standards and best practices.

Through internal auditing and investigations, the work of the Professional Standards Unit addresses the need for accountability for individual misconduct and as well as the need to adopt best practices to eliminate systemic inequity.

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit makes recommendations for policies and procedures based on public safety industry standards and best practices through independent auditing. The Inspections Unit inspects and audits all facets of MCSO operations, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety auditing and training to meet Occupational Safety and Health Administration (OSHA) standards compliance. The Internal Affairs Unit serves as MCSO's primary system of employee accountability. IAU independently investigates complaints and allegations of employee misconduct to ensure that Multnomah County remains a place of safety, trust and belonging in which to live and work. Each complaint is initially evaluated by a Preliminary Investigative Assessment. IAU administrative investigations are conducted in accordance with established due process requirements to ensure accountability of both employees and the IAU process itself. The Use of Force Inspector now conducts comprehensive reviews of all Control Event/Use of Force Reports, and makes recommendations for use of force policies and procedures based on emerging standards and best practices. The Use of Force Inspector regularly reports Agency statistical information regarding use control events and use of force. The Sheriff's Office makes this data available on its website to ensure public accountability and transparency.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Control Event/Use of Force report review and audit by UOF inspector	150	150	600	600
Outcome	Number of processed complaints that required a full IAU investigation	26	28	30	30
Output	Number of OSHA, Blood-borne Pathogen, Respirator Training classes	18	19	18	18

Performance Measures Descriptions

The UOF Inspector is a newer dedicated position initiated by the Sheriff to promote Accountability and Transparency of force incidents. This position has significantly increased MCSO's capacity to review use of force and control events. "Number of processed complaints" are those that may result in formal discipline (from IAU databases). OSHA, Blood-borne Pathogen, Respirator Training classes are trainings offered by the Life Safety Office.

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 and Policy 500. HB 2929.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,717,484	\$0	\$1,720,341	\$0
Contractual Services	\$23,338	\$0	\$23,338	\$0
Materials & Supplies	\$82,426	\$0	\$82,426	\$0
Internal Services	\$74,902	\$0	\$83,041	\$0
Total GF/non-GF	\$1,898,150	\$0	\$1,909,146	\$0
Program Total:	\$1,898,150		\$1,909,146	
Program FTE	8.00	0.00	8.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 60120 Professional Standards

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$311,637	\$0	\$345,243	\$0
Materials & Supplies	\$39,500	\$0	\$39,500	\$0
Internal Services	\$1,300	\$0	\$9,204	\$0
Total GF/non-GF	\$352,437	\$0	\$393,947	\$0
Program Total:	\$352,437		\$393,947	
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 2022: 60130 Communications Unit

The Communications Unit hired two additional professionals to focus on internal and external strategies. Clear, effective, and inclusive communication better connects with our members and community ensuring access to vital administrative, emergency, and general information. Along with our general forms of communication (social media, website, email, etc.), MCSO added radio and billboard platforms for marketing/recruiting. Finally, MCSO Communications was responsible for the national communications platform of the Major County Sheriff's Association.

Department: Sheriff

Program Contact: Erin Hubert

Program Offer Type: Administration

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

MCSO's Business Services Division (BSD) oversees six professional units whose work is to support the Law Enforcement Division, Corrections Facilities/Services Divisions, and our Executive Office. BSD strives to make strategic decisions to help position the Sheriff's office for success in the community. Doing good work that allows us to do 'good' in the community; helping anchor Equity and Inclusion into our culture; being fiscally responsible and transparent in the work we do with both internal staff and the diverse communities in which we serve; and continually looking for gained efficiencies and ways to increase productivity across the agency, are BSD guiding values to support the agency and the work we do in the community.

Program Summary

BSD includes a diverse mix of work units whose overarching mission is to inform, evaluate, and support the Sheriff's office, as we strive to continuously improve in how we serve our communities. BSD oversees the following Units: Fiscal - responsible for professional stewardship of all funds allocated to MCSO; Planning and Research - collects, analyzes, and reports key data to enable data-driven, strategic decision making; Law Enforcement Records - archives and retrieves investigative information 24/7/365 for enforcement effort; Criminal Justice Information Systems (CJIS) - provides technology support for 3,000+ users across a wide range of platforms; Training - develops and delivers critical curricula to ensure compliance and certification requirements are met for sworn staff with a growing focus on providing de-escalation skills, professional development, and Equity training for all staff; Logistics - provides secure management of property, evidence, and MCSO's vehicle fleet. BSD also oversees the Wellness Program, which dedicates resources to support Equity and Inclusion goals and focuses on fostering a sense of safety, trust, and belonging with our members.

Last year BSD led the creation of our Strategic Plan with entrenching Equity and Inclusion as the agency's top goal. This year has focused on creating work plans to execute on all of our strategic goals. Actions for entrenching our Equity goal, for example, include – benchmarking our strategic goals for progress/course correction tracking; including Equity & Inclusion Manager in monthly BSD meetings for better communication/expectation setting; Equity Lens training for executive leadership; highlighting how we're putting Equity into action through our budget processes via 'Equity in Action' fiscal updates during monthly managers' meetings; and improving internal communication through key touchpoints like quarterly all-staff meetings, structured monthly open-door meetings across Law Enforcement and Corrections during all shifts, executive participation in quarterly BSD Unit meetings, anonymous staff member Q & A on Sheriffnet, and identification of key staff identified priorities with work plans to address and communicate progress/course corrections.

The various crises of the past year have only revealed how critical it is we continue to strive to deepen our commitment of embedding Equity into MCSO and to stay the course with our strategic plan.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of implemented Strategic Plan initiatives	N/A	N/A	5	10
Outcome	Percent of vacant positions filled	N/A	N/A	50%	80%

Performance Measures Descriptions

1) Percent of Positions Filled – BSD/MCSO, is experiencing significant vacancies across many different work units. In coordination with HR, we aim to fill half of current BSD related vacancies this fiscal year and 80% through FY23. 2) Number of Implemented Strategic Plan Initiatives - BSD spearheaded the development/implementation of MCSO's strategic plan. This measure tracks the number of key initiatives implemented in pursuit of MCSO's strategic goals.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$372,332	\$0	\$415,386	\$0
Contractual Services	\$13,233	\$0	\$13,233	\$0
Materials & Supplies	\$1,127,491	\$0	\$1,224,700	\$0
Internal Services	\$29,171	\$0	\$30,672	\$0
Total GF/non-GF	\$1,542,227	\$0	\$1,683,991	\$0
Program Total:	\$1,542,227		\$1,683,991	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,153,624	\$0	\$1,291,233	\$0
Total Revenue	\$1,153,624	\$0	\$1,291,233	\$0

Explanation of Revenues

The FY 2023 Department Indirect Revenue is \$1,291,233.

Significant Program Changes

Last Year this program was: FY 2022: 60200 Business Services Admin

Department: Sheriff **Program Contact:** Andrew Potter

Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

MCSO's Criminal Justice Information Systems (CJIS) Unit strives to provide the highest quality, most reliable, and cost-effective Technology (IT) services to MCSO users. The Unit supports all components within the Sheriff's Office so that all employees are positioned to provide exemplary service within their respective areas of operation, all supportive of a safe and livable community. The CJIS Unit focuses on providing over 3,000 users the best technology solutions, accurate information, and timely responses to consistently facilitate correct, data-driven decision making.

Program Summary

The Criminal Justice Information Systems (CJIS) Unit supports all aspects of technology for the Sheriff's Office, including both hardware solutions and software systems. Currently the unit supports upwards of 3,000 users, between the internal MCSO users and partner agency users, all needing access to MCSO supported applications. The CJIS Unit works closely with justice partner agencies to provide their users secure access to MCSO applications and resources. The Unit supports external partners' access and authentication to applications as well as public access to MCSO data via MCSO's public website. The unit also partners with several Multnomah County agencies as well as other Criminal Justice agencies across the state. The Unit supports 715 desktop / laptop PCs; 350 smartphones; 150 network printers; 100 servers, both virtual and physical; and over 3,000 users between MCSO staff, volunteers, and external partners needing access to MCSO Applications and technology. The Unit conducts thorough assessments of technology needs and recommends useful and cost-effective upgrades and/or solutions based on identified needs that are as inclusive as possible. One of the ways the Unit insures needs are identified inclusively is by creating a transparent process, which helps to empower the end user by acknowledging diversity and utilizing differing opinions and backgrounds to get to the best overall solution.

Given its need to be available and ensure sustainability of its service, MCSO CJIS operates a technical support helpdesk which serves all users as quickly and efficiently as possible to ensure continuity of operations. Additionally, the CJIS Unit supports the technology and applications for tablets used for language interpretation and data sharing for phone and kiosk systems provided for MCSO Adults in Custody (AIC's), thus enabling equitable access to services for our AIC population.

The CJIS Unit supports PREA (the Prison Rape Elimination Act) and other IT security-related policies and procedures to ensure compliance with mandated requirements. The CJIS Unit also hosts FBI and Oregon State Police (OSP) audits for agency compliance to FBI and OSP polices. The unit develops implementation plans for the audit recommendations.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of work orders completed	2,456	3,000	3,128	3,000
Outcome	Accessibility improvements	0	2	2	2

Performance Measures Descriptions

Note: Some work orders take several days or weeks to complete, while others are completed within a few minutes, depending on the call type and whether the work is proactive, reactive, or project oriented. New Outcome measure for FY 2022 was to improve accessibility for internal members, partner agencies, and the public to MCSO services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,458,263	\$0	\$1,553,395	\$0
Contractual Services	\$47,320	\$0	\$47,320	\$0
Materials & Supplies	\$932,746	\$0	\$935,866	\$0
Internal Services	\$5,381,213	\$0	\$5,548,180	\$0
Total GF/non-GF	\$7,819,542	\$0	\$8,084,761	\$0
Program Total:	\$7,819,542		\$8,084,761	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$4,840	\$0	\$4,840	\$0
Total Revenue	\$4,840	\$0	\$4,840	\$0

Explanation of Revenues

General Fund:
 \$3,600 - Requests for Arrest Reports
 \$1,240 - Crime Capture Reports - PPB & Gresham

Significant Program Changes

Last Year this program was: FY 2022: 60205 Criminal Justice Information Systems

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,289,541	\$46,098	\$1,406,373	\$0
Materials & Supplies	\$14,783	\$0	\$14,783	\$0
Internal Services	\$65,933	\$0	\$73,543	\$0
Total GF/non-GF	\$1,370,257	\$46,098	\$1,494,699	\$0
Program Total:	\$1,416,355		\$1,494,699	
Program FTE	8.67	0.33	9.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 60210 Fiscal Unit

Moved 0.33 FTE from Commissary & Adults In Custody (AIC) Welfare Program Offer (PO 60460) to this program offer.

Department: Sheriff **Program Contact:** Jordan Bryant

Program Offer Type: Support **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Logistics Unit manages the Sheriff's Office fleet operations, which includes procurement and installation of electronic technology for fleet vehicles. This unit also oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

Program Summary

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 261 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so they can then perform their duties and tasks at an optimal level. They also coordinate radio template upgrades and activation and deletion of Mobile Data Computers and Police radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics provides integral support for both Law Enforcement and Corrections, handling critical functions such as fleet, radio, and evidence handling.

There are two primary customers served by the Logistics Unit – 1) internally our partner Law Enforcement and Governmental customers for whom we provide services such as vehicle logistics and uniform/equipment acquisition, and 2) the General Public, when property and physical evidence is returned to its owners. Members of the public can contact the Evidence Technicians in order to coordinate the return of their seized property; a wide representation of the public is served by this function. This provides an important service to the public to ensure that their property, once seized or found by Law Enforcement, is returned in a well-coordinated, documented, professional, and respectful manner.

Logistics Unit policies and directives from the County and MCSO management are created with the commitment to, and a focus on, Equity and Inclusion. The Logistics Unit takes this commitment very seriously and strives to serve all members of the public equitably and efficiently within the Unit's scope of duties.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of evidence exhibits received, processed and bar-coded	7,000	8,000	7,000	8,000
Outcome	Number of cases closed and disposed	6,000	7,000	6,500	7,000
Output	Number of vehicle movements for maintenance and repair	1,300	1,400	1,500	1,500

Performance Measures Descriptions

"...evidence exhibits received, processed and bar-coded" and "...cases closed and disposed" from internal evidence database and LPT. "Vehicle movements for maintenance and repair" data from an internal database, provided by LPT. Decreases seen in property evidence output due to COVID.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$552,748	\$0	\$581,626	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$18,844	\$0	\$18,844	\$0
Internal Services	\$173,350	\$0	\$183,275	\$0
Total GF/non-GF	\$759,942	\$0	\$798,745	\$0
Program Total:	\$759,942		\$798,745	
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 2022: 60213 Logistics Unit

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$891,828	\$0	\$885,737	\$17,489
Materials & Supplies	\$5,323	\$0	\$5,323	\$0
Internal Services	\$32,884	\$0	\$34,782	\$1,749
Total GF/non-GF	\$930,035	\$0	\$925,842	\$19,238
Program Total:	\$930,035		\$945,080	
Program FTE	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$19,238
Total Revenue	\$0	\$0	\$0	\$19,238

Explanation of Revenues

This program generates \$1,749 in indirect revenues.
 \$19,238 - HB3194 Justice Reinvestment Fund for Evaluation Specialist work

Significant Program Changes

Last Year this program was: FY 2022: 60220 Planning & Research Unit

Moved 1.00 FTE from Communications Unit program offer (60130) to this program offer.
 This program offer is receiving \$19,238 in HB3194 Justice Reinvestment Funding for evaluation work with the grant.

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Support

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Enforcement Support Unit plays an integral part in the success of the Law Enforcement Division. The Unit supports enforcement efforts through Enforcement Records, Civil Support, and Word Processing components. Each component insures the activities of the Law Enforcement Division are documented, recorded, and processed so that gleaned information is properly managed and retrievable, to be consistent with governing provisions.

Program Summary

Within the Enforcement Support Unit, the Law Enforcement Records Unit operates 24/7, 365 days a year and receives, processes, and maintains law enforcement, warrant, and protective order records for Multnomah County. This unit is often the first point of contact for the public, other agencies, and other law enforcement personnel. Accurate and timely processing of work requests is critical to the overall success of enforcement operations and has a direct effect on timely arrests, detention of adults in custody, public and police officer safety, and the level of service we provide to partners and the community.

Civil Support ensures the service of court papers and enforcement of court orders, such as small claims, divorce papers, subpoenas, child support, restraining orders or eviction papers, are dealt with in a timely manner and accurately recorded. Civil Support also prepares and tracks Real Property foreclosures and is available to assist the public with civil paperwork. Making sure this work is done in a timely and thorough fashion is important in our ability to serve the community during often very difficult situations.

The Word Processing Unit is responsible for preparing accurate and well formatted reports, archiving documentation, and supporting Enforcement Command Staff and investigations. They manage the court appearance calendar to ensure the deputies assigned to the Law Enforcement division are aware and able to appear in court at their assigned date and time. Their responsibilities are critical to the success of enforcement and investigative efforts and supportive of prosecution.

All Enforcement Support services are provided equally to internal and external customers regardless of race, religion, creed, color, or gender identity in a professional and respectful manner.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of warrants received and entered	10,416	23,000	14,790	20,000
Outcome	Number of protective orders received and entered	2,229	3,200	2,478	3,000
Output	Number of law enforcement records entered	14,622	19,000	15,154	18,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	20,853	22,000	17,938	18,000

Performance Measures Descriptions

Data generated from monthly reports, which are compiled from daily tally sheets. "Warrants entered" are verified by a SWIS report. The report numbers issued performance measure is generated out of RegJIN. The FY 2022 Estimate for the number of warrants and protective orders received are lower than budgeted as a result of COVID related delays and shutdowns of the courts.

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	2022	2022	2023	2023
Personnel	\$3,053,320	\$0	\$3,214,403	\$0
Contractual Services	\$33,988	\$0	\$33,988	\$0
Materials & Supplies	\$72,970	\$0	\$72,970	\$0
Internal Services	\$55,663	\$0	\$52,304	\$0
Total GF/non-GF	\$3,215,941	\$0	\$3,373,665	\$0
Program Total:	\$3,215,941		\$3,373,665	
Program FTE	27.00	0.00	27.00	0.00

Program Revenues				
Fees, Permits & Charges	\$30,343	\$0	\$29,962	\$0
Other / Miscellaneous	\$33,331	\$0	\$32,980	\$0
Total Revenue	\$63,674	\$0	\$62,942	\$0

Explanation of Revenues

General Fund:
 \$29,962 - Tow Fees
 \$32,980 - Report Requests

This amount is based on what was received during the first 6 months of FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 60225 Enforcement Division Support

Department: Sheriff **Program Contact:** Francis Cop
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The citizens of Oregon have designated certain activities be regulated in support of a safe and livable community. One of these activities is the MCSO's Alarm Program which administers and manages the reporting of legitimate and false alarms. False alarms are subject to penalties in an effort to reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 7,800 alarm customers.

Program Summary

Within the Law Enforcement Support Unit, the Alarms program issues burglary and robbery alarm permits for both residential and business customers located in unincorporated Multnomah County as well as in five cities located in East Multnomah County. Approximately 7,800 alarm customers are managed within the Alarms program. A False Alarm Reduction Program is operated for all residents and business, inclusive of all ethnicities, cultures and diverse backgrounds, which tracks burglary and robbery alarm events in the areas we serve.

Effective alarm use management increases the probability that the alarm calls law enforcement responds to will be valid alarm calls. Additionally, reducing false alarm calls conserves scarce public safety resources by reducing the time that law enforcement officers respond to false alarms. The program includes penalties for the reporting of false alarms, which motivates alarm customers to properly maintain their equipment and exercise sound alarm-use practices. False alarm response is an inefficient use of law enforcement time and resources and presents potential safety concerns for innocent citizens and law enforcement, as a result of an armed response. Additionally, we continue to increase our alarm education outreach to the general public to focus particularly on those who install their own alarms to ensure they know the laws, are compliant, and have information on maintaining alarms for optimum safety. Making this information accessible to everyone is a priority for the Sheriff's office. The efficient use and management of properly working alarm systems provides increased security for the community, a reduction in criminal offenses, more effective law enforcement, and cost savings for Multnomah County and the cities we serve.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of alarm events	2,668	2,900	2,800	2,900
Outcome	Number of false alarms dispatches completed	1,952	2,000	2,000	2,100
Output	Number of new alarm permits issued	581	1,200	700	800
Output	Number of existing alarm permits renewed	7,251	7,800	8,000	8,100

Performance Measures Descriptions

The performance measures for the Alarms Unit are all generated out of CryWolf.

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	2022	2022	2023	2023
Personnel	\$0	\$154,506	\$0	\$162,868
Contractual Services	\$0	\$129,191	\$0	\$65,057
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$29,020	\$0	\$29,499
Total GF/non-GF	\$0	\$315,341	\$0	\$260,048
Program Total:	\$315,341		\$260,048	
Program FTE	0.00	1.50	0.00	1.50

Program Revenues				
Fees, Permits & Charges	\$0	\$193,659	\$0	\$168,678
Other / Miscellaneous	\$0	\$91,682	\$0	\$61,370
Beginning Working Capital	\$0	\$30,000	\$0	\$30,000
Total Revenue	\$0	\$315,341	\$0	\$260,048

Explanation of Revenues

This program generates \$23,127 in indirect revenues.

Special Ops Fund:

\$30,000 - Carry-over from Fiscal Year 2022

\$22,060 - Alarms Late Fees

\$146,618 - Alarms Permits

\$61,370 - False Alarms Fines

These amounts are based on FY 2022 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2022: 60230 Alarm Program

Department: Sheriff

Program Contact: Francis Cop

Program Offer Type: Existing Operating Program

Program Offer Stage: As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The citizens of Oregon have designated certain activities are subject to regulation in order to facilitate a safe and livable community. MCSO's Concealed Handgun Unit equitably administers this program and provides all Multnomah County residents and others in Oregon and Washington, who meet the qualifications set forth by Oregon Revised Statutes (ORS), the opportunity to apply and receive concealed carry licenses.

Program Summary

The Concealed Handgun Unit administers and manages all aspects of applying for and the issuance of concealed carry licenses. The Unit is responsible for investigating applicants and issuing concealed handgun licenses to those who meet the legal standards set by the ORS. The Unit monitors existing licenses and, when necessary, revokes licenses for reason consistent with the law. The Concealed Handgun Unit processes renewal notifications daily and responds to questions from the public regarding the application process and other concealed carry-related issues.

A secondary function of the Concealed Handgun Unit is the issuance of Expedited Court Access ID cards. These ID Cards are issued as a courtesy to people who regularly need access to the Multnomah County Courthouse for reasons of their employment. Eligibility for Court ID cards is reviewed and tracked in an existing system for issuing cards and tracking card expiration dates.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	New/renew concealed handgun permit applications	15,617	12,000	10,000	11,000
Outcome	New/transfer/renewal concealed handgun permits issued	10,943	10,000	12,894	12,000
Outcome	New denials and valid concealed handgun permits revoked	322	300	374	400
Output	Number of Courthouse ID's issued	361	700	554	600

Performance Measures Descriptions

Performance Measures for the CHL Unit are mostly generated out of the PERMITS system which is the licensing computer system.

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	2022	2022	2023	2023
Personnel	\$0	\$539,764	\$0	\$429,629
Contractual Services	\$0	\$45,893	\$0	\$45,889
Materials & Supplies	\$0	\$75,693	\$0	\$75,693
Internal Services	\$17,979	\$75,680	\$41,917	\$62,691
Capital Outlay	\$0	\$265,579	\$0	\$617,894
Total GF/non-GF	\$17,979	\$1,002,609	\$41,917	\$1,231,796
Program Total:	\$1,020,588		\$1,273,713	
Program FTE	0.00	4.00	0.00	4.00

Program Revenues				
Fees, Permits & Charges	\$0	\$655,732	\$0	\$783,385
Beginning Working Capital	\$0	\$300,000	\$0	\$400,000
Service Charges	\$99,200	\$46,877	\$75,540	\$48,411
Total Revenue	\$99,200	\$1,002,609	\$75,540	\$1,231,796

Explanation of Revenues

This program generates \$61,008 in indirect revenues.

General Fund:

\$75,540 - Facility Access ID Badges (Based on actual amount collected in the first 6 months of FY22.)

Special Ops Fund: \$400,000 - Carry-over from Fiscal Year 2022; \$10,131 - OLCC Fees; \$773,254 - Concealed Handgun Licenses; \$48,411 - In-Person Handgun Safety Classes and On-line Handgun Safety Course (Based on actual amounts collected during the first 6 months of FY 2022.)

Significant Program Changes

Last Year this program was: FY 2022: 60235 Concealed Handgun Permits

Department: Sheriff **Program Contact:** Joel Wendland

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

Related Programs:

Program Characteristics:

Executive Summary

The MCSO Training Unit provides training for Law Enforcement, Corrections and Civilian staff including statutory/policy requirements to meet community needs and agency expectations. A strong training program is the foundation of a progressive, vibrant organization, and its important MCSO is evolving skills to reflect growing public safety needs. The Unit delivers curricula to support developing new and diversified skills, public safety, community confidence in our agency, employee responsibilities, and training mandates. We prepare lesson plans; obtain training venues; schedule classes; collaborate on training offerings with managers, particularly our E & I Manager, and outside partners; identify instructors; deliver training courses; record and track classes; and assess training effectiveness for continuous improvement.

Program Summary

The Training Unit is responsible for providing and documenting training to sworn Law Enforcement and Corrections Deputies to ensure they are well equipped to address the needs of the community and meet certification standards set by the State of Oregon. The Oregon Dept. of Public Safety Standards and Training (DPSST) and the Oregon Jail Standards set the training requirements and recommendations for the respective public safety personnel to ensure continued training of all deputies across the state. We are also increasingly focused on non-sworn staff training for professional development and more consistent DEI training support for all staff. Classes are created, prepared, scheduled, and delivered via in-person lecture/discussion, hands on scenario skills training, and the MCSO Online Training System. In-depth orientation training is provided to all new employees.

The Training Unit prepares a yearly plan that is approved by agency leadership, which serves to drive training and inform the agency of upcoming training curriculum content. The 2023 fiscal year training plan will include the following key content areas: Prison Rape Elimination Act (PREA), Case Law and Policy Updates, Mental Health and Communications, Diversity, Equity and Inclusion, De-escalation Skills (on which we're also working to collaborate with County departments), Employee Health and Wellness, Trauma Informed Care, Duty to Intervene, Confrontation Management, and Bias Awareness, along with a growing focus on professional development for non-sworn members. DPSST also has all sworn staff on a 3-year cycle which requires them to complete 3 hours of mental health/ crisis intervention and 3 hours of ethics training, as well as complete 84 hours of total training. All supervisors must complete 24 hours of leadership training over the course of the 3-year cycle. We track these required 3 and 1-year cycles and submit all documentation to DPSST. We also track probationary deputies and sergeants to ensure productive, ethical, long lasting employees and supervisors. In addition, there are several annual classes required by OSHA that are issued and tracked by the Training Unit. In the next year, we will be launching a dedicated mentorship program to support new sworn recruits for stronger retention outcomes and to better align with our agency values of safety, trust, and belonging.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Student classroom training hours	21,555	25,728	26,000	26,000
Outcome	Student online training hours	4,097	6,432	9,405	9,400

Performance Measures Descriptions

Data from the MCSO Online Training System.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,074,851	\$79,084	\$3,298,593	\$213,221
Materials & Supplies	\$370,073	\$0	\$370,073	\$0
Internal Services	\$381,883	\$9,514	\$294,366	\$30,276
Total GF/non-GF	\$3,826,807	\$88,598	\$3,963,032	\$243,497
Program Total:	\$3,915,405		\$4,206,529	
Program FTE	10.50	0.50	10.50	0.50

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$160,000
Service Charges	\$0	\$88,598	\$0	\$83,497
Total Revenue	\$0	\$88,598	\$0	\$243,497

Explanation of Revenues

This program generates \$30,276 in indirect revenues.
 Justice/Special Ops Fund:
 \$83,497 - Reimbursement for use of Training Facility
 \$160,000 - Contempt Fines paid by Oregon State Hospital to MCSO per Judge Waller. These funds are to be used for Mental Health training for our Corrections Staff.

Significant Program Changes

Last Year this program was: FY 2022: 60250A Training Unit

In FY 2022, the Oregon State Hospital was sanctioned by Judge Waller to pay the Sheriff's Office contempt charges. These funds, in the amount of \$160,000, will be used by corrections staff for mental health training. Due to COVID issues the past 2 years, many required courses were delayed or moved on-line. This has created the need to conduct more training in a shorter period of time in order to catch up to DPSST requirements; this will impact certified related training costs. A 2019 Grand Jury Report states, "Training should not be viewed as something that is only done when there is enough staff to cover; ongoing training is vital to educating staff". MCSO has hired and trained 204 employees over the last 3 years. Investing in a comprehensive training curriculum is critical to meeting public safety needs in today's environment and achieving agency goals.

Department: Sheriff **Program Contact:** Joel Wendland

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

MCSO's Training Unit provides training for Law Enforcement, Corrections, and Civilian staff and should be the foundation for visionary change in the agency. A comprehensive training program, aligned with agency and community values, sets the stage for a progressive, evolving organization to best serve the needs of the community - more important than ever before. This year, we will continue to support sworn employee responsibilities and meet State requirements while developing new, trauma informed and culturally responsive core competency trainings to enhance public safety and inspire greater community confidence in our agency. We will also create more external training partnerships with subject matter experts to insure fresh perspectives and best-in-class offerings for maximum effectiveness.

Program Summary

Need: Re-envision our training program by expanding required core competencies beyond state mandates. While meeting ongoing certification training requirements, we will expand our sworn core competency training around culturally responsive and racially just approaches to create more trauma informed community interactions with stronger outcomes that build community trust. It was called out in the 2021 Corrections Grand Jury report that additional mental health/addiction trainings are needed in Corrections along with the EI training for all staff. MCSO is striving to be a leader in delivering forward thinking, more deeply impactful trainings across our agency to better position us to meet escalating public safety needs.

Goal: With an augmented training program better focused on stronger community interactions and outcomes, the goal is to create more transparency; provide members with the needed skills to respond to growing, diverse issues, particularly those affecting marginalized identities; enhance public confidence when interacting with MCSO in any way; and help create a more thriving, safe community.

Actions: Training courses are created, prepared, scheduled, and delivered via in-person lecture/discussion, hands on scenario skills training, and through the MCSO Online Training System. We prepare lesson plans; secure appropriate training venues; schedule classes; identify the best instructors, speakers, and subject experts/specialists; collaborate on training offerings with agency managers, our Equity & Inclusion Unit, and outside partners; deliver the training for both staff and 'train the trainers'; record and track classes; and assess training effectiveness for continuous improvement. We will also ensure our internal trainers stay up to date on the latest, best-in-class training offerings. Additional resources will be focused on new and expanded core competencies delivered in a culturally responsive manner to broaden and sharpen the skill set of our sworn members and increase their awareness of power and privilege impacts; utilize external training partnerships, where possible; and enhance on-line offerings for more varied, dynamic, and impactful virtual training opportunities. We will create a system to benchmark and track success and areas to improve.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Annual training hours per sworn officer	21	26	26	34
Outcome	New core competency/DEI virtual trainings	N/A	N/A	N/A	4
Outcome	Documented training completion	N/A	N/A	N/A	100%

Performance Measures Descriptions

Track successful completion of expanded curriculum in needed program areas; number of new/improved virtual offerings to make more trainings more accessible; number of subject expert training partnerships developed for enhanced training.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$500,000	\$0
Total GF/non-GF	\$0	\$0	\$500,000	\$0
Program Total:	\$0		\$500,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** Joel Wendland

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

MCSO's Training Unit provides core competency training for Law Enforcement, Corrections, and Civilian staff and should be the foundation for visionary change in the agency. A comprehensive training program, aligned with agency and community values, sets the stage for a progressive, evolving organization to best serve the needs of the community – more important than ever before. This year we will continue to support sworn employee responsibilities and meet State requirements while greatly improving our non-sworn/all-staff trainings around Equity & Inclusion (EI), leadership and management proficiencies, and overall professional development opportunities. We will also create more external training partnerships with subject matter experts for diverse perspectives and best-in-class offerings for maximum effectiveness.

Program Summary

Need: Re-envisioned training program – 1) Further entrench EI into the Agency's culture. 2) Build a curriculum to create racially just management competencies with intercultural communication abilities for all leadership/management staff along with professional development for all staff; particularly non-sworn, who historically have had no access to training/development opportunities outside of orientation onboarding. With the addition of the EI Unit, we're positioned to elevate EI training with all staff members. It was called out in the 2021 Corrections Grand Jury report that additional EI training is needed for all staff. Additionally, outside of State mandated sworn management only training (8 hours/year), MCSO historically has not offered professional leadership or non-sworn staff development. This will close the training gaps and equitably invest in all staff members by making focused, relevant, EI values-based training accessible to all staff.

Goal: 1) Require Equity training for all staff. 2) Expand beyond state required Command management training for sworn staff with a program to develop overall EI based management/leadership skills, as well as professional development available to all staff. With an improved focus on incorporating EI and management/non-sworn staff development, we will have a more welcoming, inclusive culture for all; provide our managers' much needed skills; and provide pathways for non-sworn staff to grow, flourish, and feel valued. This will build more equity into our training offerings, making them more accessible to all staff, and foster a culture more aware and attentive to power and privilege impacts on the workplace.

Actions: Training courses are created, prepared, scheduled, and delivered via in-person lecture/discussion, hands on scenario skills training, and MCSO's Online Training System. We will identify the best instructors, guest speakers, and subject experts/specialists; collaborate on training offerings with agency managers, our EI Unit, and outside partners; deliver training for both staff and 'train the trainers'; record and track classes; and assess training effectiveness for continuous improvement. We will ensure our internal trainers stay up to date on the latest, best-in-class training offerings. Allocated resources will focus on broadening our EI training curriculum, professionalizing management/ leadership proficiencies, and supporting non-sworn professional development, all in a culturally responsive manner. This will be augmented with on-line offerings, and we will create a system to benchmark and track success and areas to improve.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Additional manager/non-sworn EI/prof. dev. training hours sworn/non-sworn person	N/A	N/A	N/A	32
Outcome	Documented training completion	N/A	N/A	N/A	100%

Performance Measures Descriptions

Track successful EI and management completion of leadership training and non-sworn staff completion of professional development offerings.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$93,800	\$0
Contractual Services	\$0	\$0	\$95,200	\$0
Total GF/non-GF	\$0	\$0	\$189,000	\$0
Program Total:	\$0		\$189,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** Steve Alexander

Program Offer Type: Administration **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Corrections Facilities Division administration provides leadership to Corrections Facilities operations, developing and guiding implementation of Sheriff's policies and directives in our Corrections Facilities by operational managers.

The Corrections Facilities administration also oversees and determines allocations of resources and personnel throughout the jail system to maintain safe and secure operations while ensuring Adults in Custody have access to services while in our care and custody.

Program Summary

As policies and directives are developed or modified, the Corrections Division Administration works to integrate these into corrections facility operations, providing guidance and direction to operational managers. Corrections Facilities Administration meets with labor leadership to address questions and operational challenges as policies and procedures are implemented into operations.

The Corrections Facilities Division offers support to the citizens of Multnomah County by providing safe and considerate processing of arrestees and constitutionally sound supervision of adults in custody and sentenced offenders.

The Corrections Facilities Division is comprised of individuals from various ethnicities, age and cultural backgrounds, leading to a racially diverse team with various skills and problem-solving abilities to serve our Adults in Custody. The Corrections Facilities Admin develops and implements policies to ensure adults in custody have fair and equitable access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care.

The Division works collaboratively with the Department of Community Justice and other criminal justice partners to ensure the corrections continuum of services are administered with focus on improving inequities in the corrections system to improve outcomes for populations disproportionately affected by interaction with the criminal justice system.

The Corrections Facilities Administration will continue to work closely with Multnomah County Corrections Health and Public Health as our operations evolve in response to and consideration of the COVID19 pandemic and impacts on facility capacity and processes.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent performance measurements met in Division	88%	93%	88%	93%
Outcome	Number of new hires in Corrections Division	42	42	52	52

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin. Division performance measures met were adjusted due to the impact of COVID. New hires data from HR.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$505,239	\$0	\$553,545	\$0
Contractual Services	\$291,720	\$0	\$291,720	\$0
Materials & Supplies	\$61,155	\$0	\$61,155	\$0
Internal Services	\$58,744	\$0	\$51,224	\$0
Total GF/non-GF	\$916,858	\$0	\$957,644	\$0
Program Total:	\$916,858		\$957,644	
Program FTE	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$3,717	\$0	\$6,979	\$0
Service Charges	\$135	\$0	\$964	\$0
Total Revenue	\$3,852	\$0	\$7,943	\$0

Explanation of Revenues

General Fund:
 \$964 - Marriage Fees
 \$6,979 - Restitution Fines

Based on FY 2022 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2022: 60300 Corrections Facilities Admin

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies. The Booking Facility has 18 beds that are included in the jail system bed count.

This offer includes the deputies and sergeants working in booking and release 24 hours a day, 7 days a week. These deputies and supervisors provide safety and security for booking operations and processing of arrestees.

Program Summary

Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained deputies process arrestees as they are brought into the facility by arresting law enforcement agencies or transferred in from other jurisdictions. Deputies are trained in de-escalation and search techniques and work together to provide a safe and secure environment for arrestees coming into the facility. Arrestees come from all areas of the community and often are struggling with addiction or mental health issues. Deputies work with each arrestee upon entry to identify issues and provide arrangements to accommodate arrestee's individual needs throughout the booking process.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. A registered nurse from Corrections Health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and Adult in Custody who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the "Enter" and "Exit" doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Multnomah County Corrections Health is the health care provider inside the jail.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of standard and in transit bookings processed	12,544	20,000	12,600	18,000
Outcome	Number of releases processed at MCDC	12,084	20,000	12,300	20,000

Performance Measures Descriptions

The number of bookings processed and the number of releases processed at MCDC are distinct measures. Booking is a program that processes arrestees into the corrections system.

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	2022	2022	2023	2023
Personnel	\$8,823,396	\$0	\$9,339,793	\$0
Contractual Services	\$179,246	\$0	\$179,246	\$0
Materials & Supplies	\$98,708	\$0	\$98,708	\$0
Internal Services	\$400	\$0	\$1,683	\$0
Total GF/non-GF	\$9,101,750	\$0	\$9,619,430	\$0
Program Total:	\$9,101,750		\$9,619,430	
Program FTE	55.60	0.00	55.60	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 60305A Booking & Release

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Gresham Temporary Holding (GTH) operation, located at the Gresham Police Department, is designed to reduce transportation time and cost by allowing officers with arrestees to transfer custody to the Sheriff's Office in Gresham, rather than at the Sheriff's main booking facility in downtown Portland.

Operating this Temporary Holding facility provides communities in east county with reduced response time and more available patrol services.

Program Summary

Booking is the process by which the suspected offender on the street becomes the arrestee in custody. Gresham Temporary Holding serves all Law Enforcement agencies in East Multnomah county, safely and efficiently admitting and readying arrestees for transfer to the Sheriff's booking facility at the Multnomah County Detention Center.

Arrestees are screened for appropriate charges and medical concerns, and if found suitable for temporary holding, are admitted into Sheriff's Office custody. The arrestee is searched, arrestee property is receipted, and the arrestee awaits transport to the Detention Center downtown.

GTH saves time for patrol, allowing them to maximize resources and service response for all east Multnomah County residents.

This program was closed during the COVID19 pandemic once medical screening for COVID19 became required at booking.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Arrestees accepted	0	700	0	700
Outcome	% of Arrestees accepted successfully transported to MCDC	100%	100%	100%	100%

Performance Measures Descriptions

Due to COVID-19, MCSO decided on 04/08/2020 to temporarily discontinue GTH operations. This was primarily because MCSO implemented with Corrections Health a process to conduct a COVID medical screening of all arrestees at booking before they are accepted into MCSO custody for the booking process.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$168,677	\$0	\$167,973	\$0
Total GF/non-GF	\$168,677	\$0	\$167,973	\$0
Program Total:	\$168,677		\$167,973	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$79,524	\$0	\$83,687	\$0
Total Revenue	\$79,524	\$0	\$83,687	\$0

Explanation of Revenues

General Fund:
 \$83,687 - Gresham PD's portion of Gresham Temp Hold services.
 FY23 Calc: increased by 4.0% CPI & 1.235% PERS Increase.

Significant Program Changes

Last Year this program was: FY 2022: 60305B Gresham Temporary Hold

Department: Sheriff **Program Contact:** Brian Parks

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:

Program Characteristics:

Executive Summary

This is a request program offer to restore the 2 posts (3.64 FTE) that were cut during the FY21 budget process. Operationally, MCSO continues to run these posts although unfunded.

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies. The Booking Facility has 18 beds that are included in the jail system bed count.

Program Summary

Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained deputies process arrestees as they are brought into the facility by arresting law enforcement agencies or transferred in from other jurisdictions. Deputies are trained in de-escalation and search techniques and work together to provide a safe and secure environment for arrestees coming into the facility. Arrestees come from all areas of the community and often are struggling with addiction or mental health issues. Deputies work with each arrestee upon entry to identify issues and provide arrangements to accommodate arrestee’s individual needs throughout the booking process.

Booking works collaboratively with Corrections Health who provide medical screening and care to those arrested. A registered nurse from Corrections Health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community. Also, as part of the booking process, the Recog Unit interviews all defendants with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and Adult in Custody who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the “Enter” and “Exit” doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Multnomah County Corrections Health is the health care provider inside the jail.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of standard and in transit bookings processed	12,544	20,000	12,600	18,000
Outcome	Number of releases processed at MCDC	12,084	20,000	12,300	20,000

Performance Measures Descriptions

The number of bookings processed and the number of releases processed at MCDC are distinct measures. Booking is a program that processes arrestees into the corrections system.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$526,445	\$0
Total GF/non-GF	\$0	\$0	\$526,445	\$0
Program Total:	\$0		\$526,445	
Program FTE	0.00	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:

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer establishes the necessary infrastructure for MCDC including administration and support for the facility and supports the operation of 46 beds on the 4th floor essential to the function of the facility including the medical infirmary, administrative segregation and mental health units. These units provide unique services to adults in custody who need enhanced supervision, medical and/or mental health needs. Deputies and sergeants included in this offer provide essential services to support Corrections Health access to individuals and provide safety and security for those assigned in these units.

Program Summary

The 448 maximum-security detention beds at MCDC are offered to support public safety and Adults in Custody treatment systems by providing safe and humane pretrial or sentenced Adults in Custody space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 10 beds are for disciplinary use.

These beds remain critical to support for response during COVID19, jail beds were shifted to accommodate medical overflow needs. Units have been temporarily designated to accommodate and expand special medical housing needs as part of our COVID19 response.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. Suicide prevention is a primary goal.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily Adults in Custody population of MCDC	265	350	322	350
Outcome	Adults in Custody and staff assaults at MCDC	101	100	115	115

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as Booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity, Adults in Custody and staff assaults. Note: Low severity assaults are now being excluded. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$11,323,384	\$0	\$11,710,282	\$0
Contractual Services	\$720,318	\$0	\$770,318	\$0
Materials & Supplies	\$57,037	\$0	\$77,037	\$0
Internal Services	\$4,977,538	\$0	\$5,284,789	\$0
Capital Outlay	\$0	\$0	\$47,922	\$0
Total GF/non-GF	\$17,078,277	\$0	\$17,890,348	\$0
Program Total:	\$17,078,277		\$17,890,348	
Program FTE	61.72	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 2022: 60310A MCDC Core Jail & 4th Floor



Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility and supports the staff and resources necessary to provide supervision, safety and security for those housed in these units on a 24/7 basis. Deputies provide support for access to program, medical, religious and professional services adults in custody require daily.

Program Summary

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with partners in Programs, Corrections Health and Mental Health, deputies facilitate access to services provided for the Adults in Custody population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for Adults in Custody recreation, supervision and facility escorts.

Most of these housing units are currently integrated as part of our COVID19 response and primarily serve as classification housing for incoming arrestees who remain in our custody for observation purposes prior to movement to longer term housing options.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated, and prosecution is sought when violations are reported.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily Adults in Custody population of MCDC	265	350	322	350
Outcome	Adults in Custody and staff assaults at MCDC	101	100	115	100

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as Booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity, Adults in Custody and staff assaults. Note: Low severity assault are now being excluded. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$4,272,266	\$0	\$4,274,994	\$0
Contractual Services	\$242,217	\$0	\$242,217	\$0
Materials & Supplies	\$51,402	\$0	\$51,402	\$0
Internal Services	\$26,140	\$0	\$30,644	\$0
Total GF/non-GF	\$4,592,025	\$0	\$4,599,257	\$0
Program Total:	\$4,592,025		\$4,599,257	
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 2022: 60310B MCDC 5th Floor

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 6th floor of the facility and supports the staff and resources necessary to provide supervision, safety and security for those housed in these units on a 24/7 basis. Deputies provide support for access to program, medical, religious and professional services adults in custody require daily.

Program Summary

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with partners in Programs, Corrections Health and Mental Health, deputies facilitate access to services provided for the Adults in Custody population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for Adults in Custody recreation, supervision and facility escorts.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated, and prosecution is sought when violations are reported.

Most of these housing units are currently integrated as part of our COVID19 response and primarily serve as classification housing for incoming arrestees who remain in our custody for observation purposes prior to movement to longer term housing options.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily Adults in Custody population of MCDC	265	350	322	350
Outcome	Adults in Custody and staff assaults at MCDC	101	100	115	115

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity Adults in Custody and staff assaults. Note: Low severity assault are now being excluded. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,204,064	\$0	\$2,304,317	\$0
Contractual Services	\$180,641	\$0	\$180,641	\$0
Materials & Supplies	\$61,957	\$0	\$61,957	\$0
Internal Services	\$23,792	\$0	\$27,515	\$0
Total GF/non-GF	\$2,470,454	\$0	\$2,574,430	\$0
Program Total:	\$2,470,454		\$2,574,430	
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 2022: 60310C MCDC 6th Floor

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 7th floor of the facility, and supports the staff and resources necessary to provide supervision, safety, and security for those housed in these units on a 24/7 basis. Deputies provide support for the access to programs, medical, religious and professional services that the adults in custody require daily.

Program Summary

The 7th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 7A and 7D modules have 32 individual cells each while the 7B and 7C modules have 16 each. The total floor capacity for the 7th floor is 96 cells.

Working with partners in Programs, Corrections Health and Mental Health, deputies facilitate access to services provided for the Adults in Custody population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for Adults in Custody recreation, supervision and facility escorts.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Most of these housing units are currently integrated as part of our COVID19 response and primarily serve as classification housing for incoming arrestees who remain in our custody for observation purposes prior to movement to longer term housing options.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily Adults in Custody population of MCDC	265	350	322	350
Outcome	Adults in Custody and staff assaults at MCDC	101	100	115	115

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity Adults in Custody and staff assaults. Note: Low severity assault are now being excluded. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report.

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$3,925,640	\$0	\$4,116,824	\$0
Contractual Services	\$121,109	\$0	\$121,109	\$0
Materials & Supplies	\$17,407	\$0	\$17,407	\$0
Internal Services	\$26,565	\$0	\$31,209	\$0
Total GF/non-GF	\$4,090,721	\$0	\$4,286,549	\$0
Program Total:	\$4,090,721		\$4,286,549	
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 2022: 60310D MCDC 7th Floor

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 8th floor of the facility, and supports the staff and resources necessary to provide supervision, safety, and security for those housed in these units on a 24/7 basis. Deputies provide support for the access to programs, medical, religious and professional services that the adults in custody require daily.

Program Summary

The 8th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 8A and 8D modules have 32 individual cells each while the 8B and 8C modules have 16 each. The total floor capacity for the 8th floor is 96 cells.

Working with partners in Programs, Corrections Health and Mental Health, deputies facilitate access to services provided for the Adults in Custody population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for Adults in Custody recreation, supervision and facility escorts.

The program's mission is to ensure Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes or are serving a sentence. Staff work to provide opportunities for all Adults in custody to have fair access to treatment and opportunity to address their needs while in custody in a safe environment and encouraging engagement in their care. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated, and prosecution is sought when violations are reported.

Most of these housing units are integrated as part of our COVID19 response and primarily serve as classification housing for incoming arrestees who remain in our custody for observation purposes prior to movement to longer term housing options.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily Adults in Custody population of MCDC	265	350	322	350
Outcome	Adults in Custody and staff assaults at MCDC	101	100	115	115

Performance Measures Descriptions

Adults in Custody and staff assault data do not include reception, as booking is a separate program offer. Data includes all High (unprovoked physical attack, staff assault, new charged, weapon used, and injury) and Medium (attempt assault, throw item at person) severity Adults in Custody and staff assaults. Note: Low severity assault are now being excluded. Data from monthly reports provided by Hearings Officers. "Average daily pop..." from SW704 Report

Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,280,181	\$0	\$2,369,793	\$0
Contractual Services	\$59,532	\$0	\$59,532	\$0
Materials & Supplies	\$11,303	\$0	\$11,303	\$0
Internal Services	\$3,839	\$0	\$5,115	\$0
Total GF/non-GF	\$2,354,855	\$0	\$2,445,743	\$0
Program Total:	\$2,354,855		\$2,445,743	
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 2022: 60310E MCDC 8th Floor

Department: Sheriff **Program Contact:** Brian Parks
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

MCSO supports Corrections Health by increasing its Clinic Escort Deputy Staff by one at each facility creating a swing shift clinic at MCIJ and MCDC. This has significantly increased Adult in Custody access to mental health clinicians, physicians, nurse practitioners, and physician assistants. Moreover, the length of appointments and quality of care to Adults in Custody is enhanced with the extended hours of clinician availability.

Program Summary

MCSO Clinic Escort deputies work in collaboration with Corrections Health to provide increased access to medical/mental health appointments. The dedication of one additional Clinic Escort Deputy for expanded hours on swing shift at MCDC and MCIJ has allowed medical/mental health appointments to be made much more frequently significantly increasing access for Adults in Custody to these critical services. A further expected outcome of additional clinic access is a shortening of jail stays, lessening of use of force events, increased therapeutic assessments, fewer injuries to Adults in Custody and staff, potential release from custody, and an increased placement of Adults in Custody in the appropriate venues such as LEAD, Unity Center, Hospital, etc.

The staffing of the swing shift Clinic Escort Deputy position facilitates safe and secure supervision of Adults in Custody requiring clinic services and creates a safe and secure working environment for Corrections Health Staff.

Reduction of funding for a Clinic Escort on swing shift at each facility will negatively impact Adults In Custody access to care and response to mental health needs. The Clinic escort has also provided additional support and response for COVID19 affected housing and access for medical staff to provide care for Adults In Custody. COVID19 safety protocols resulted in a drop in the number Adults in Custody and the thus the number of clinic visits.

Previously, clinics only operated during day shift, Monday through Friday. This schedule could not accommodate Adults in Custody seeking medical or mental health appointments. Other aspects of jail operations which require the presence of an Escort Deputy such as court appearance movements, off-site for work crew projects, kitchen work crews, attorney visits, social services visits and other necessary tasks often limits staffing. These multiple demands on Escorts at times limited the ability to move Adults in Custody for regular medical/mental health appointments due to the lack of Escort Deputy availability. The addition of swing shift hours has increased access for Adults in Custody.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of nursing assessments/visits on evening shift at MCDC	240	900	240	900
Outcome	Number of nursing assessments / visits on evening shift at MCIJ	1,217	2,100	620	2,100

Performance Measures Descriptions

Numbers provided by Corrections Health

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$279,633	\$0	\$283,276	\$0
Total GF/non-GF	\$279,633	\$0	\$283,276	\$0
Program Total:	\$279,633		\$283,276	
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 2022: 60311 Clinic Escort Deputies

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of three single cell housing units totaling 64 beds at the Multnomah County Inverness Jail (MCIJ). Also included in this offer is the operation of two separate control centers within the facility.

Deputies facilitate access to programs, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

This offer provides for two single cell disciplinary/special management dorms and one medical infirmary dorm. Dorm 16 provides for 31 cells, Dorm 17 has 23 cells and Dorm 18 has 10 medical infirmary, negative pressure cells to provide for better control of airborne illnesses. Single cell housing offers a more controlled environment which provides for enhanced security. Adults in custody housed in disciplinary housing units require a higher level of security due to violation of facility rules of conduct, such as fighting or assaulting another person, contraband introduction or disruptive behavior. Special management populations are determined by the Classification Unit to address specific security needs or risks an adult in custody may have which require higher security housing. Adults in Custody in special management units are regularly reviewed for movement to less restrictive housing.

Also included in this offer is the centrally located primary control center for the majority of the facility, and a separate control center to manage population movement within the facility in addition to movement to and from the facility for housing, court and other activities. Additional operations, administration, support activities and other jail services, such as Escort Deputies, medical clinic and Clinic Deputies, Hospital Deputies, Medical Transport, Facility Maintenance Deputies and Visitation Deputies are included in this offer.

The Inverness Jail is a medium security, primarily direct supervision, dormitory style facility. In addition to the open dorm style housing units, there are a smaller number of single cell housing units. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs of those entrusted to the care of MCSO. MCSO strives to ensure everyone in our care has access to medical, mental health and emotional support while in custody.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults MCIJ	54	49	55	55

Performance Measures Descriptions

"Average daily pop..." from SW704 Report. Assault data from Hearing Officer reports.

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	2022	2022	2023	2023
Personnel	\$5,374,058	\$6,815,981	\$4,769,070	\$7,803,660
Contractual Services	\$1,214,162	\$0	\$1,264,162	\$0
Materials & Supplies	\$45,280	\$3,153	\$65,280	\$0
Internal Services	\$5,003,028	\$819,166	\$5,260,007	\$1,108,114
Capital Outlay	\$12,181	\$0	\$42,181	\$0
Total GF/non-GF	\$11,648,709	\$7,638,300	\$11,400,700	\$8,911,774
Program Total:	\$19,287,009		\$20,312,474	
Program FTE	25.72	40.38	20.26	45.84

Program Revenues				
Intergovernmental	\$0	\$7,638,300	\$0	\$8,911,774
Service Charges	\$6,521,151	\$0	\$6,571,733	\$0
Total Revenue	\$6,521,151	\$7,638,300	\$6,571,733	\$8,911,774

Explanation of Revenues

This program generates \$1,108,114 in indirect revenues.

-General Fund: \$6,414,875 - US Marshal for 95 Beds (Per County Budget Office) X \$185 (new rate as of 10/01/19) X 365 Days; \$50,000 - BOP (Based on actuals collected the first 6 months of FY 2022); \$106,858 - M73/SB395 Inmate Beds (Based on actuals collected in FY 2022)

-Fed/State Fund: \$8,552,123 - Senate Bill 1145 State Funding (Based on FY 2021-23 Biennium Amount) This base program offer budgets the entire SB 1145 revenue except for a portion in the Jail Programs Program Offer (PO 60430). \$359,651 - DOC M57 State Funding (Based on FY 2021-23 Biennium Amount)

Significant Program Changes

Last Year this program was: FY 2022: 60330A MCIJ Dorms 16, 17 & 18

During FY 2022, there was a mid-year State rebalance restoring SB1145 funding which was cut during the FY22 Adopted Budget process. This additional funding has restored 5.46 FTE to MCIJ and 2.00 Corrections Counselors in Jail Programs. During FY22, CJC Start Court Funding was cut from the Sheriff's Office Budget.

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	2022	2022	2023	2023
Personnel	\$2,385,045	\$0	\$2,574,268	\$0
Contractual Services	\$270,058	\$0	\$270,058	\$0
Materials & Supplies	\$54,034	\$0	\$54,034	\$0
Total GF/non-GF	\$2,709,137	\$0	\$2,898,360	\$0
Program Total:	\$2,709,137		\$2,898,360	
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 2022: 60330B MCIJ Dorms 6 & 7

Department: Sheriff **Program Contact:** Kurtiss Morrison

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

Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of Dorms 8 and 9, which provides for 118 general use beds at the Multnomah County Inverness Jail (MCIJ). Additionally, this offer funds one Escort Deputy to assist with facility operations. MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system and are our least restrictive housing units.

Deputies facilitate access to programs, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorms.

Program Summary

This program offer is for the operation of Dorms 8 and 9, which provides for 118 general use beds at the Multnomah County Inverness Jail (MCIJ). This offer also includes one Escort Deputy.

Dorm 8 is currently designated as Protective Custody (PC) dormitory housing. PC offenders eligible for open dorm housing now have the opportunity to move from the Multnomah County Detention Center (MCDC) to MCIJ when appropriate. This move has allowed PC individuals more equitable access to programming opportunities and increased walk periods as part of least restrictive housing goals for those incarcerated.

Dorm 9 is currently utilized to house both facility workers who work within the facility (Inside Workers) and individuals who are eligible to participate in work opportunities and job training outside of the secure confines of the facility (Outside Workers). Inside Workers are assigned to a variety of work assignments in the facility including facility cleaning and sanitation, meal distribution, painting and other maintenance tasks within the facility. All workers have the opportunity to learn job skills and obtain food handlers certifications. Additionally, Workers have the opportunity to participate in an Aramark (Food Services Provider) training program which provides for a higher level of food services/kitchen management certification and scholarship opportunities for both the adult in custody and their family members. Outside Worker crews serve in the community assisting county municipalities and other agencies with landscaping and neighborhood livability efforts. Offenders learn job and life skills while spending time giving back to their community. Those individuals who are eligible for Work Time credits (established by the sentencing authority) are able to significantly reduce their time in custody. The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults MCIJ	54	49	55	55

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.
Assault data from Hearings Officer reports.

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	2022	2022	2023	2023
Personnel	\$2,379,996	\$0	\$2,466,335	\$0
Contractual Services	\$270,058	\$0	\$270,058	\$0
Materials & Supplies	\$54,034	\$0	\$54,034	\$0
Total GF/non-GF	\$2,704,088	\$0	\$2,790,427	\$0
Program Total:	\$2,704,088		\$2,790,427	
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 2022: 60330C MCIJ Dorm 8 & 9

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of 138 beds at the Multnomah County Inverness Jail (MCIJ). Dorm 14 houses 65 persons in single cells and Dorm 15 houses 73 individuals in single cells. Dorms 14 and 15 are currently integrated as part of our COVID-19 response, and primarily serve as transitional housing units for adults in custody under an observation period prior to movement to longer term housing options.

Program Summary

This program offer is for the operation of 138 beds at the Multnomah County Inverness Jail (MCIJ). Dorm 14 houses 65 persons in single cells and Dorm 15 houses 73 individuals in single cells. Single cell dorm housing is utilized for offenders requiring a higher level of control and supervision. These dorms offer a more controlled, single cell environment which provides for enhanced safety and security. Adults in custody in these units are regularly reviewed by the MCSO Classification unit for eligibility to transition to open dorm housing, our least restrictive housing available, while in custody.

The Inverness Jail is a medium security, primarily direct supervision, dormitory style facility. In addition to the open dorm style housing units, there are several single cell housing units. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care has access to medical, mental health and emotional support while in custody.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment. Funding for MCIJ and the Multnomah County Detention Center (MCDC) aid the Sheriff in managing the incarcerated population and reduces the potential for emergency releases.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults MCIJ	54	49	55	55

Performance Measures Descriptions

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	2022	2022	2023	2023
Personnel	\$2,956,268	\$0	\$2,936,538	\$0
Contractual Services	\$315,831	\$0	\$315,831	\$0
Materials & Supplies	\$63,590	\$0	\$63,590	\$0
Total GF/non-GF	\$3,335,689	\$0	\$3,315,959	\$0
Program Total:	\$3,335,689		\$3,315,959	
Program FTE	18.20	0.00	18.20	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 60330D MCIJ Dorms 14 & 15

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of 78 general use, open dormitory style beds in Dorm 10 at the Multnomah County Inverness Jail (MCIJ). MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement.

Deputies facilitate access to programs, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

Dorm 10 is designated as a 78 person mixed classification Treatment Readiness Dorm. The use of this larger housing unit allows for additional group programming activities to occur in the dorm, and it is also located in close proximity to other available program rooms within the facility. The larger dorm allows more adults in custody to participate in programs offered on the unit. The Treatment Readiness Dorm is part of the justice reinvestment initiative providing intensive programming to carefully screened, eligible offenders with the expectation of lowering the overall recidivism rate. Individuals identified as potentially benefitting from drug and alcohol treatment services have the opportunity to work closely with Volunteers of America (VOA) staff in order to fulfill their treatment goals through a variety of different program offerings.

The Inverness Jail is a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care has access to medical, mental health and emotional support while in custody.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment. The Corrections Health program's mission is to ensure that detainees receive appropriate medical, dental and mental health care, and are treated humanely. Suicide prevention is a primary goal. Emergency medical services are available at MCIJ 24/7.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults MCIJ	54	49	55	55

Performance Measures Descriptions

"Average daily pop... " from SW704 Report.

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	2022	2022	2023	2023
Personnel	\$855,143	\$0	\$835,291	\$0
Contractual Services	\$178,513	\$0	\$178,513	\$0
Materials & Supplies	\$34,307	\$0	\$34,307	\$0
Total GF/non-GF	\$1,067,963	\$0	\$1,048,111	\$0
Program Total:	\$1,067,963		\$1,048,111	
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 2022: 60330E MCIJ Dorm 10

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for the operation of 78 general use, open dormitory style beds in Dorm 11 at the Multnomah County Inverness Jail (MCIJ). MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement.

Deputies facilitate access to programs, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

Dorm 11 is designated as a 78 person mixed classification open dormitory style housing unit. The Graveyard escort serves as a first responder to emergency situations in the facility and provides security and welfare checks to secure housing units as needed. The additional graveyard Escort Deputy also escorts facility sanitation workers to provide for general facility sanitization and upkeep. Staffing is reduced on graveyard and security and welfare checks are completed in single cell units by escorts and not a dedicated housing unit deputy. The additional Escort Deputy also provides supervision for graveyard shift moves, transfers and court movement in mornings for court matters.

The Inverness Jail is a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care has access to medical, mental health and emotional support while in custody.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment. The Corrections Health program's mission is to ensure that detainees receive appropriate medical, dental and mental health care, and are treated humanely. Suicide prevention is a primary goal. Emergency medical services are available at MCIJ 24/7.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults MCIJ	54	49	55	55

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.

"Inmate and staff assaults" from U:\P&R Unit\Corrections\Monthly Jail Stats Reports\Violations Master.xlsx

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$872,779	\$0
Total GF/non-GF	\$0	\$0	\$872,779	\$0
Program Total:	\$0		\$872,779	
Program FTE	0.00	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:

Due to the reduction in SB1145 funding, Dorm 11 with 5.46 Corrections Deputy FTE and 2.00 FTE Corrections Counselors from PO 60430 - Inmate Programs, have been cut, during the FY22 Budget Adoption process. During a FY22 mid-year State Rebalance process, the SB1145 State funding was restored along with Dorm 11, with 5.46 FTE, and 2.00 FTE Corrections Counselors (in PO 60430).

In FY23, the additional SB1145 funding was moved into PO 60330A where the original SB1145 funding amount is budgeted.

Department: Sheriff **Program Contact:** Kurtiss Morrison

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

Related Programs:
Program Characteristics:
Executive Summary

This program offer is for the operation of Dorm 12, providing 75 general use housing beds at the Multnomah County Inverness Jail (MCIJ). MCIJ is made up primarily of open dormitory style housing units. The MCIJ dorms are used to appropriately house adults in custody to ensure safe, efficient and equitable operation of the jail system. Open dorm housing is structured to fit the needs of those in custody who do not require a more restrictive level of confinement. Deputies facilitate access to program, medical, religious and professional services adults in custody require daily while providing safety and security supervision and direction in the dorm.

Program Summary

This program offer is for the operation of Dorm 12 with 75 general use housing beds at the Multnomah County Inverness Jail (MCIJ).

The Inverness Jail is primarily a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care has access to medical, mental health and emotional support while in custody.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment. The Corrections Health program's mission is to ensure that detainees receive appropriate medical, dental and mental health care, and are treated humanely. Suicide prevention is a primary goal. Emergency medical services are available at MCIJ 24/7.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults at MCIJ	54	49	55	55

Performance Measures Descriptions

"Average daily pop..." from SW704 Report.
Assault data from Hearings Officer reports.

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	2022	2022	2023	2023
Personnel	\$869,412	\$0	\$853,644	\$0
Contractual Services	\$171,647	\$0	\$171,647	\$0
Materials & Supplies	\$33,059	\$0	\$33,059	\$0
Total GF/non-GF	\$1,074,118	\$0	\$1,058,350	\$0
Program Total:	\$1,074,118		\$1,058,350	
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 2022: 60330G MCIJ Dorm 12

Department: Sheriff **Program Contact:** Kurtiss Morrison

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

This program offer is for the operation of the East Control center at the Multnomah County Inverness Jail (MCIJ). The East Control center monitors the facility's east end housing areas, perimeter, controls security doors and performs electronic supervision of housing and kitchen work areas. In addition, the control center deputy serves as the primary radio communications control for the facility. The control center deputy also facilitates Law Library for adults in custody.

Program Summary

The East Control center provides ongoing direct and electronic surveillance of the east end of MCIJ, the kitchen work areas and facility perimeter. In addition, the deputy monitors and serves as the primary radio communications control center for the facility and associated emergency alarm response. The control center deputy also coordinates attendance for adults in custody who sign up for law library access for case related research. Additionally, they maintaining supervision of those individuals who attend law library. This provides adults in custody the ability to have access on a regular basis to the law library located on the east end of the facility.

The Inverness Jail is primarily a medium security, direct supervision, dormitory style facility. The design and population of Inverness Jail offer the greatest opportunities for programs, education and work opportunities for those in custody. Adults in custody are afforded opportunities to exercise their faith while housed at MCIJ, to include offering religious diets and available faith related items and materials. Language interpreter services and ADA accommodations are available and provided to meet individual needs. MCSO strives to ensure everyone in our care is afforded the opportunity for medical, mental health and emotional support.

The program's mission is to ensure that adults in custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Average daily inmate population MCIJ total	469	550	446	575
Outcome	Number of inmate and staff assaults at MCIJ	54	49	55	55

Performance Measures Descriptions

"Average daily pop... " from SW704 Report.
 Assault data from Hearings Officer reports.

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	2022	2022	2023	2023
Personnel	\$0	\$0	\$251,225	\$0
Total GF/non-GF	\$0	\$0	\$251,225	\$0
Program Total:	\$0		\$251,225	
Program FTE	0.00	0.00	1.82	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** William Hong
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent a potential hazard to a facility, loss of life, serious injury to staff, adults-in-custody or the public or when significant property loss is imminent. Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

Program Summary

The mission of CERT/CNT is to manage dynamic, high risk, high liability situations in a safe, secure and efficient manner. Members receive specialized training to deal with a large variety of emergencies in the safest manner possible for both adults-in-custody and staff. When called upon, CERT/CNT will always strive to accomplish the stated objective through negotiations or tactical operations using only the amount of force necessary to accomplish the intended goal(s). CERT/CNT will always attempt to resolve all situations with no injuries to staff or adults-in-custody.

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 2 CERT Team Leaders, 2 CERT Assistant Team Leaders, 10 CERT members, 2 CNT Team Leader and 4 CNT members.

CERT is divided into 2 teams of 7 members each. CERT teams rotate one month on primary call-out duty and one month on secondary call-out duty. The CNT is also made up of two teams, which alternate on-call duty monthly. All members of CERT/CNT are full time MCSO employees and are continuously on call to respond to emergent situations at any time of the day or night. All CERT/CNT members only serve on an "On-Call" status; there are no full time CERT/CNT members. Program funding supports supplies, equipment and training exclusively.

CERT/CNT is used primarily to respond to incidents in an MCSO Corrections Facility, but may be called upon to respond to other County Facilities, such as the Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested. CERT/CNT has also been contracted to respond to emergencies at the Northwest Regional Re-entry Center (NWRRRC).

CERT/CNT is currently one of the most diverse units within MCSO. Members are comprised of individuals from various ethnicities, age and cultural backgrounds. Selection is a thorough, robust and improved process, leading to a racially diverse team with various skills and problem-solving abilities. CERT/CNT callouts are often situations involving adults-in-custody suffering mental health crisis. Utilization of CERT/CNT ensures a higher skillset and specialized training, mitigating potential injury to staff, adults-in-custody and agency liability.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of CERT/CNT call outs	31	20	30	25
Outcome	Number of training sessions completed for CERT members	15	15	15	17
Outcome	Number of training session completed for CNT members	15	15	15	15

Performance Measures Descriptions

Data from TeleStaff Reports/AAR (After-Action Reports)/Outlook Calendar Notations.

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	2022	2022	2023	2023
Personnel	\$124,285	\$0	\$123,765	\$0
Materials & Supplies	\$44,359	\$0	\$44,359	\$0
Internal Services	\$13,875	\$0	\$10,874	\$0
Total GF/non-GF	\$182,519	\$0	\$178,998	\$0
Program Total:	\$182,519		\$178,998	
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 2022: 60345 CERT/CNT

Department: Sheriff **Program Contact:** Kurtiss Morrison
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program offer is for dedicated Multnomah County Justice Reinvestment Program (MCJRP) Escort Deputies to ensure that all parties will have timely access to individuals in custody. Escort Deputies help to facilitate the successful completion of pre-trial assessments to determine the most appropriate services and sanctions available.

These deputies help to assist with community-based decision making by arranging and expediting offender assessment interviews within Multnomah County correctional facilities.

Program Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of adults in custody in Multnomah County and provide a continuum of community-based services and sanctions. This combination of early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the cooperation and partnerships of the participating MCJRP members.

Probation and Parole Officers from the Department of Community Justice are responsible for conducting pre-trial assessments of MCJRP eligible defendants. These assessments are provided to the Prosecution, the Defense, and the Court to promote sanctioning that is fully informed by all available risk assessment tools. To ensure that assessments take place within the short pre-trial time frame, probation and parole officers and attorneys must have easy access to individuals who are in-custody. This program offer ensure that dedicated Escort Deputies are available to assist with these processes.

This program provides funding for 1.30 FTE Escort Deputies at the Inverness Jail to assist with the MCJRP processes.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of pre-trial assessments conducted	36	756	56	700
Outcome	Percentage of assessments that take place within the short pre-trial time frame	100%	100%	100%	100%

Performance Measures Descriptions

Due to the ongoing COVID-19 pandemic, onsite MCJRP interviews and assessments conducted at the Inverness Jail have been substantially reduced. Jail populations were also substantially reduced in an effort to lessen the potential spread of the virus within the jail system.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$157,906	\$0	\$171,518
Internal Services	\$0	\$15,790	\$0	\$11,733
Total GF/non-GF	\$0	\$173,696	\$0	\$183,251
Program Total:	\$173,696		\$183,251	
Program FTE	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$173,696	\$0	\$183,251
Total Revenue	\$0	\$173,696	\$0	\$183,251

Explanation of Revenues

This program generates \$11,733 in indirect revenues.
 \$183,251 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2022: 60350 HB3194 Justice Reinvestment - Escorts

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$4,293,090	\$0	\$4,406,562	\$0
Contractual Services	\$821	\$0	\$821	\$0
Materials & Supplies	\$76,708	\$0	\$76,708	\$0
Internal Services	\$35,194	\$0	\$49,507	\$0
Total GF/non-GF	\$4,405,813	\$0	\$4,533,598	\$0
Program Total:	\$4,405,813		\$4,533,598	
Program FTE	37.00	0.00	37.00	0.00

Program Revenues				
Other / Miscellaneous	\$15,939	\$0	\$3,286	\$0
Service Charges	\$25,886	\$0	\$26,400	\$0
Total Revenue	\$41,825	\$0	\$29,686	\$0

Explanation of Revenues

General Fund:
 \$26,400 - Social Security Incentive Revenue
 \$3,286 - Report Requests

Based on FY22 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2022: 60360 Corrections Support

Department: Sheriff **Program Contact:** Chad Gaidos
Program Offer Type: Administration **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Corrections Services Division Admin oversees specialized units that provide leadership and strategic direction to agency members who are dedicated to providing quality, cost effective services to the community and adults in custody. The mission of this team is to find creative, efficient solutions to manage logistics and safe operations of MCSO facilities, ensure court processes are accessible to the community, provide case management and supervision for pre-trial defendants, and provide programming and wraparound services, which increase opportunities for adults in custody to successfully transition into the community.

Program Summary

The Corrections Services Division is comprised of several units responsible for the direct support the daily operations of the Sheriff's Office, its facilities, as well as the overall public safety system. The Auxiliary Services Unit supports agency operations by ensuring adequate supplies are distributed to multiple facilities, while also providing commissary, laundry, and property storage services for adults in custody.

The Classification Unit is tasked with determining the appropriate housing of adults in custody during an initial interview utilizing an objective jail classification instrument. The Programs Unit provides adults in custody access to education, mental health and addiction services, and housing and employment resources focusing on the continuity of services that best provide successful reintegration into the community. The Behavioral Health Team focuses on adults in custody with mental health or substance use concerns who benefit from a focused plan designed to screen, identify, and guide appropriate services while in custody.

The Close Street Supervision Unit is a pre-trial monitoring program that provides exceptional service to the community by utilizing methods of supervision that support offender accountability while transitioning pretrial defendants out of limited jail beds. Security and access to county jail and courthouse facilities is managed by the Facility Security Unit, who ensures public safety by providing information and access. The Court Services Unit provides a variety of public safety services at the Multnomah County Courthouse, Juvenile Justice Complex, and the Justice Center courtrooms, including courtroom security, working with the judiciary to facilitate court hearings, and responding to citizen inquires.

During the COVID-19 pandemic, the Corrections Services Division has focused innovative ways to address challenges, and assessing which paths have been successful and will become staples of jail bed management in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent performance measurements met in Division	89%	87%	89%	87%
Outcome	Number of court events scheduled	7,886	9,990	3,018	3,640
Outcome	Percent of court events completed on time	91%	90%	97%	90%

Performance Measures Descriptions

Division performance measures met were adjusted due to the impact of COVID. Data for court events from "Hearings Tracker" database.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$505,239	\$0	\$522,081	\$0
Materials & Supplies	\$61,742	\$0	\$61,742	\$0
Internal Services	\$18,711	\$0	\$12,738	\$0
Total GF/non-GF	\$585,692	\$0	\$596,561	\$0
Program Total:	\$585,692		\$596,561	
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 2022: 60400 Corrections Services Division Admin

Department: Sheriff **Program Contact:** Steve Alexander
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This program provides funds for adults in custody (AIC) to access two phone calls per week per AIC at no cost to them. This program began with American Rescue Plan funding during the pandemic because in-person visitation was halted. The program is now being funded with General Fund so that it can continue even when in-person visitation returns.

Program Summary

During the pandemic, all in-person visitation with adults in custody has been paused. The County and Sheriff's Office recognized the importance of continued access to loved ones, so the FY 2022 budget included funding for two phone calls per week per AIC at no cost to them. In FY 2022, this service was funded with American Rescue Plan funding which is limited to pandemic-related services and will end after FY 2023. For FY 2023, the County has continued this service with ongoing General Fund funding to reduce cost barriers for incarcerated individuals to have phone access.

The Correction Services program's mission is to ensure that Adults in Custody are treated with dignity and respect during a difficult time as they work through court processes, serve a sentence or a sanction. Staff work to provide opportunities for all adults in custody to have fair and equitable access to a variety of programs and services. Additionally, individuals are provided opportunities to actively engage in addressing their individual needs while in custody in a safe, encouraging and engaging environment.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of free phone calls per week offered to adults in custody	N/A	2	2	2
Outcome	All adults in custody have the opportunity to receive their 2 free phone calls per week (1=yes, 0=no)	N/A	1	1	1

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$0	\$120,000	\$0
Total GF/non-GF	\$0	\$0	\$120,000	\$0
Program Total:	\$0		\$120,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY 2022, this program was funded with American Rescue Plan funding. In FY 2023, it has transitioned to a new ongoing program in the General Fund.

Department: Sheriff **Program Contact:** Stephen Reardon

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

Related Programs:

Program Characteristics:

Executive Summary

The MCSO Transport Unit is responsible for moving adults in custody between a variety of state and county correctional facilities. The Transport Unit also facilitates several vital legs of the Northwest Shuttle System, furthering MCSO's efforts to transport adults in custody in the most fiscally responsible means possible.

Program Summary

Members of the Transport Unit utilize a comprehensive understanding of the jail system to ensure timely, accurate transport of adults in custody to and from Multnomah County facilities, state facilities, the Oregon State Hospital, and a host of other county facilities throughout the state.

Through a committed effort to research and purchase a fleet of vehicles specifically designed for the unique needs of MCSO, and working collaboratively with system partners, the Transport Unit has been able to condense the number of total transports that are dispatched each day. This has led to efficiencies and budget savings, which demonstrates MCSO's commitment to finding innovative solutions to best utilize the budget resources provided.

As a primary hub for the Northwest Shuttle Service, the Transport Unit is tasked with picking up adults in custody who are required to appear at MCSO, as well as shuttling adults in custody between other jurisdictions in the northwest. Through this collaborative effort, MCSO is able to save tax dollars that would otherwise be spent on costly extraditions that require more staff hours and transport costs.

The Transport Unit is an invaluable asset to not only Multnomah County and its community, but to a variety of other agencies committed to the safe, efficient transport of adults in custody to ensure they are able to participate in the judicial process with limited delays, regardless of where they are located. During the COVID-19 pandemic, the MCSO Transport Unit has adapted its operations and cleaning protocols to ensure the safe, timely movement of adults in custody.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Adults in custody moved	13,441	40,000	16,000	40,000
Outcome	Number of 1 Day Evaluation Transports to OSH in Salem	28	35	30	35
Output	Number of miles traveled	148,925	150,000	150,000	150,000

Performance Measures Descriptions

Data from Transport Unit, daily stats in Excel. Numbers of inmates moved is predicated on intra-system transports and local/statewide use of the interstate HUB system. MCSO is designated as 1 of 3 HUBs to centralize transport connections between counties within the State of Oregon connecting to bordering states. All the Offers for FY22 are post COVID driven.

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	2022	2022	2023	2023
Personnel	\$3,105,729	\$0	\$3,066,833	\$0
Materials & Supplies	\$25,263	\$0	\$25,263	\$0
Internal Services	\$472,802	\$0	\$486,548	\$0
Capital Outlay	\$5,560	\$0	\$5,560	\$0
Total GF/non-GF	\$3,609,354	\$0	\$3,584,204	\$0
Program Total:	\$3,609,354		\$3,584,204	
Program FTE	16.00	0.00	16.00	0.00

Program Revenues				
Service Charges	\$27,379	\$0	\$27,379	\$0
Total Revenue	\$27,379	\$0	\$27,379	\$0

Explanation of Revenues

General Fund:

\$27,379 - Interstate Fugitive Shuttle, Transfer of State Wards and USM

Significant Program Changes

Last Year this program was: FY 2022: 60405 Transport

Department: Sheriff **Program Contact:** Stephen Reardon

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

Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, while ensuring the new Multnomah County Central Courthouse is safe and accessible for everyone involved in the judicial process. The CSU is a multidiscipline unit consisting of both Corrections Division and Law Enforcement Division staff.

Program Summary

The Multnomah County Central Courthouse (MCCCH) represents one of the highest volume court facilities in the State of Oregon with an average of 1,500 visitors and 500 staff members being screened each day, pre-COVID-19, to attend a variety of both routine and highly volatile court matters. A commitment to addressing all court matters with a customer service-oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone who visits the MCCCH. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to the myriad of in custody and out of custody court matters that occur daily. One of the primary missions of the CSU is to facilitate the appearance of approximately 50-70 adults in custody who are scheduled on the court docket each day, pre-COVID-19.

In addition to the routine activities at the Courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high-profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

During COVID-19 the CSU at MCCCH has adapted to reduced docket sizes and providing socially distanced in-custody court matters in a safe manner. During reduced court operations, staff has been reassigned to other MCSO Corrections Division facilities to limit the need for overtime to cover staff vacancies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals taken into custody	108	450	130	450
Outcome	Number of court proceedings requiring a staff member	2,869	10,500	4,032	10,500

Performance Measures Descriptions

"Number of individuals taken into custody" represents book and keeps as ordered by the Judges and warrants discovered during court proceedings and those who turn themselves into custody. Data retrieved from Courthouse Facility stats which are recorded daily.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$4,149,398	\$0	\$4,359,046	\$0
Contractual Services	\$77,144	\$0	\$77,144	\$0
Materials & Supplies	\$37,811	\$0	\$37,811	\$0
Internal Services	\$563,208	\$0	\$594,359	\$0
Total GF/non-GF	\$4,827,561	\$0	\$5,068,360	\$0
Program Total:	\$4,827,561		\$5,068,360	
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 2022: 60410A Court Services - Courthouse

Department: Sheriff **Program Contact:** Stephen Reardon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and adults in custody, ensuring the Justice Center Courthouse is safe and accessible for everyone involved in the judicial process.

Program Summary

The courthouse located inside the Justice Center is used to facilitate specialized court dockets, including; felony and misdemeanor arraignments, probation violation arraignments and pleas, DUII diversion courts, stalking order hearings, and domestic violence probation violation docket hearings. A commitment to addressing all court matters with a customer service oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The CSU is responsible for providing a safe, accessible court process for everyone that visits the Justice Center Courthouse. By utilizing staff from both the Law Enforcement Division and the Corrections Division, the CSU is able to provide a comprehensive response to in custody and out of custody court matters scheduled to appear in the Justice Center courtrooms.

In addition to the routine activities at the courthouse, CSU staff are available to respond to both security and medical emergencies within the courthouse. They are also responsible for developing security plans for volatile or high profile court matters, which may include victims, multiple co-defendants, media presence, or other outside influences that must be considered.

Staff assigned to work at the Justice Center Courthouse work closely with staff from the Oregon Judicial Department, District Attorney's Office, defense attorney's and resource providers to help meet the needs of individuals who are justice involved and visiting the Justice Center.

During the COVID-19 pandemic, staff has adapted daily operations to provide socially distant, safe court proceedings at the Justice Center Courthouse.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals taken into custody	39	75	32	75
Outcome	Number of major incidents	0	50	0	50

Performance Measures Descriptions

"Major incidents" include use of force incidents, escapes, medical and disruptive behavior by court participants which result in their exclusion. All the Offers for FY 2023 are post COVID driven. No out of custody in person hearings at JCs since May.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,222,912	\$0	\$1,204,238	\$0
Materials & Supplies	\$4,607	\$0	\$4,607	\$0
Total GF/non-GF	\$1,227,519	\$0	\$1,208,845	\$0
Program Total:	\$1,227,519		\$1,208,845	
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 2022: 60410B Court Services - Justice Center

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$162,265	\$0	\$169,998	\$0
Total GF/non-GF	\$162,265	\$0	\$169,998	\$0
Program Total:	\$162,265		\$169,998	
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 2022: 60410C Court Services - JJC

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	2022	2022	2023	2023
Personnel	\$1,651,986	\$646,471	\$1,750,915	\$650,645
Materials & Supplies	\$22,412	\$5,335	\$22,412	\$6,149
Internal Services	\$0	\$77,771	\$0	\$92,392
Capital Outlay	\$143,500	\$0	\$143,500	\$0
Total GF/non-GF	\$1,817,898	\$729,577	\$1,916,827	\$749,186
Program Total:	\$2,547,475		\$2,666,013	
Program FTE	12.60	6.00	12.60	6.00

Program Revenues				
Other / Miscellaneous	\$13,897	\$729,577	\$5,670	\$749,186
Total Revenue	\$13,897	\$729,577	\$5,670	\$749,186

Explanation of Revenues

This program generates \$92,392 in indirect revenues.

General Fund: \$5,670 - Security Services for Parenting Classes (4.5 Hrs X 2 Classes X 12 months X \$52.50 FY 2023 avg. rate) Reference: PO 50052, M50 1516 JFCS, Fund 1516 Ledger 60440

Special Ops Fund: \$573,009 - HB2710, 2712, 5056; \$172,301 - HB5050; \$2,744 - Fairview Jail Assessments; \$1,132 - SB1065

Based on mid-year FY22 actual amounts collected.

Significant Program Changes

Last Year this program was: FY 2022: 60415A Facility Security - Courts

Department: Sheriff **Program Contact:** Chris Austin
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for people accessing the jail facilities. Facility Security Officers (FSO) provide security screening and assist the public and professional visitors with inmate information, bail processing, visitation, inmate accounts, and inmate property transactions.

Program Summary

Facility Security Officers (FSO) serve as the first point of contact for the public and professionals conducting business with adults in custody, such as visiting, bail, inmate property, and money transactions. In addition, FSOs assist in ensuring public safety by providing a uniformed presence, deterring disruptions within the facility, and preventing the introduction of weapons or contraband into the jail facilities through visitor screening. The work of the FSU ensures safe access to MCSO facilities for all community members.

The Facility Security Unit (FSU) also conducts records checks for Facilities and Property Management, Corrections Health, MCSO Programs, vendors, and others who require access to the jail. The FSU works closely with other agencies and MCSO units to facilitate business transactions for adults in custody.

Community members can often be discouraged when attempting to navigate through the complexities of the criminal justice system, and FSOs provide person-to-person information and assistance when needed. The FSOs ensure continuity of jail operations by providing a safe environment for the public to transact their business and by working collaboratively with jail staff to process transactions for adults in custody.

The FSU provides both public and professional access to a variety of different processes that help those in custody maintain critical relationships with their family, legal representation, and other aspects of their daily lives while they are incarcerated. It is the priority of all FSO's to ensure each member of the community feels a sense of belonging when entering any jail facility in Multnomah County.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number in MCDC and MCIJ	42,532	20,000	27,060	50,000
Outcome	Number of service requests from jail	5,945	14,000	8,214	12,000
Outcome	Number of bails processed on behalf of Oregon Judicial Department	1,007	1,400	872	1,300
Outcome	Number of social & professional inmate visits	6,004	15,000	7,616	20,000

Performance Measures Descriptions

Jails include the Multnomah County Detention Center (MCDC) and the Multnomah County Inverness Jail (MCIJ). Data is from the FSO statistics database. NOTE: The Justice Center being closed due to civil unrest, and the Courts experiencing drastically reduced dockets due to COVID-affected operations, have drastically reduced reportable statistics from normally reported levels.

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	2022	2022	2023	2023
Personnel	\$2,707,191	\$0	\$2,782,567	\$0
Materials & Supplies	\$35,128	\$0	\$35,128	\$0
Internal Services	\$361,539	\$0	\$374,560	\$0
Total GF/non-GF	\$3,103,858	\$0	\$3,192,255	\$0
Program Total:	\$3,103,858		\$3,192,255	
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 2022: 60415B Facility Security - Jails

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$393,331	\$0	\$97,884	\$0
Materials & Supplies	\$20,804	\$0	\$0	\$0
Total GF/non-GF	\$414,135	\$0	\$97,884	\$0
Program Total:	\$414,135		\$97,884	
Program FTE	4.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$318,702	\$0	\$0	\$0
Total Revenue	\$318,702	\$0	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 60415D Facility Security - Dom Violence Gateway One Stop

The (PO 60415C) Facility Security - Libraries Program was discontinued as of Dec 31st, 2020. This moved program offer 60415D to program offer 60415C.

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	2022	2022	2023	2023
Personnel	\$3,759,700	\$0	\$3,956,888	\$0
Materials & Supplies	\$27,481	\$0	\$27,481	\$0
Internal Services	\$26,646	\$0	\$26,707	\$0
Total GF/non-GF	\$3,813,827	\$0	\$4,011,076	\$0
Program Total:	\$3,813,827		\$4,011,076	
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 2022: 60420 Classification

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$313,453	\$0	\$336,190	\$0
Total GF/non-GF	\$313,453	\$0	\$336,190	\$0
Program Total:	\$313,453		\$336,190	
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 2022: 60425 MCDC Behavioral Health Team

Department: Sheriff **Program Contact:** S. LaCarrubba
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60350
Program Characteristics:

Executive Summary

MCSO Programs Unit staff provide services to pretrial and sentenced adults in custody with the goals of enhancing a safe and secure environment, preparing adults in custody for a transition to the community or prison, and ensuring compliance with statutory mandates. Such services include, but are not limited to: assessment, case management and care coordination, individual counseling, group programming, education, mental health support, transition and re-entry services, and connections to service providers in the community.

Program Summary

The Programs Unit strives to provide programs and services to adults in custody that increase opportunities for successful reintegration into the community. Corrections Counselors provide services to stabilize, effectively manage, and positively impact pretrial and sentenced adults in custody. These services satisfy constitutional and statutory requirements, as well as assist with their progression through the jail (most secure to least secure housing) and successful re-entry into the community. Staff efforts assist in providing a safe housing environment for those confined and maximizing the efficient, effective, and fiscally responsible use of jail beds

Corrections Counselors provide direct services to adults in custody. They assist individuals in adjusting to a custodial setting, addressing criminogenic needs, and accessing resources both within the jail and in the community. Counselors engage in individual and group counseling with adults in custody to reduce the level of anxiety typical to those confined and to provide them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from mental health related concerns. Corrections Counselors also provide resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services. Corrections Technicians (CTs) provide a variety of services to facilitate communication between individuals in custody and the community. CTs address requests for law library services by scheduling law library sessions, providing legal forms and providing correspondence materials for legal matters. They assist in scheduling confidential phone appointments for adults in custody and professional service providers, and preparing intake files for assessments. CTs also receive, sort, and scan incoming mail for prohibited materials before it is distributed to adults in custody.

Chaplains address the spiritual and religious needs of adults in custody. Staff and volunteer chaplains offer weekly chapel services, one-on-one spiritual counseling, death notifications, and ongoing support to adults in custody. Chaplains also assist with requests for religious diets, provide religious materials, as requested, and regularly connect with spiritual leaders in the community to ensure that the diverse religious and spiritual needs of those in custody are met.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of orientations, intakes and assessments	440	690	424	424
Outcome	Number of sentenced individuals placed in community treatment beds	130	170	136	136
Outcome	Individuals participating in group programming	1,949	2,937	3,000	3,000
Output	Number of Law Library sessions utilized by adults in custody	1,459	1,916	1,898	1,898

Performance Measures Descriptions

Counselors conduct orientations, intakes, and assessments with sentenced adults in custody to review their eligibility for work crew participation, early release to treatment, and their interest in voluntary jail programming. Law library sessions allow adults in custody to conduct legal research for both criminal and civil matters.

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	2022	2022	2023	2023
Personnel	\$2,622,317	\$0	\$2,730,760	\$243,588
Contractual Services	\$93,167	\$0	\$93,167	\$0
Materials & Supplies	\$125,076	\$0	\$125,076	\$0
Internal Services	\$35,462	\$0	\$54,648	\$34,589
Total GF/non-GF	\$2,876,022	\$0	\$3,003,651	\$278,177
Program Total:	\$2,876,022		\$3,281,828	
Program FTE	19.50	0.00	19.50	2.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$278,177
Total Revenue	\$0	\$0	\$0	\$278,177

Explanation of Revenues

This program generates \$34,589 in indirect revenues.

-Fed/State Fund: \$278,177 - Senate Bill 1145 State Funding (Based on FY 2021-23 Biennium Amount). A portion of the SB1145 Funding is in this program offer and the balance is budgeted in the MCIJ Dorms Offer (60330A).

Significant Program Changes

Last Year this program was: FY 2022: 60430 Inmate Programs

The FY 2022 budget includes the restoration of 2.00 FTE corrections counselors due to an FY22 mid-year State Rebalance which added back previously reduced SB1145 funding.

Department: Sheriff **Program Contact:** Stephanie LaCarrubba
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

This Programs Unit Supervisor will oversee a range of jail programs intended to address the criminogenic needs of individuals in custody, thereby promoting successful re-entry into the community and reducing recidivism. Such programs are targeted at assisting adults in custody in addressing a variety of issues, including substance use disorder, mental illness, houselessness, parenting, and employment. The Program Supervisor will oversee current programs and work to sustain and create new ties to community-based programs that benefit individuals in successfully transitioning back to the community. When creating new programs, emphasis will be placed on addressing the needs of the most vulnerable individuals first and developing culturally specific connections for overrepresented populations.

Program Summary

The COVID-19 pandemic substantially changed the demographics of the jail population and landscape of jail programming. Additionally, the need to manage the COVID-19 virus has led to a reduction in group programming and an increase in one-on-one programs. These factors have highlighted a gap in the supervisory structure of the Programs Unit. This position will provide the additional supervisory support needed to ensure that MCSO takes full advantage of this opportunity to pivot jail programs in order to take a more targeted approach toward reaching a universal goal: successful re-entry for those in our care.

The Programs Unit Supervisor will work to expand current programming and develop new programs in collaboration with Corrections Health and community partners, with a focus on serving the Multnomah County Detention Center (MCDC). Changes in booking criteria, court delays, and various societal changes have led to an increase in the proportion of individuals at MCDC with acute behavioral health concerns and complex social service needs. These residents, a significant number of whom are persons of color, have been historically underserved and are in an especially vulnerable position due to the challenges they face in receiving adequate representation while incarcerated, and in navigating benefits and services once they re-enter the community. When developing new programs, emphasis will be placed on addressing the specific needs of this diverse population.

The Programs Unit Supervisor will also provide oversight and direction for the Medication Supported Recovery program, the Pathways to Employment Program, and the Release Planning program pilot. Each of these programs establishes an individualized connection between participants in custody to a service-provider that also operates in the community. These connections can serve as life-lines to those re-entering the community from jail, as resource navigation has become increasingly more complex as a result of the COVID-19 pandemic. Such programs require ongoing collaboration with community partners in order to maintain operations and build out resources for participants, including more culturally specific services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of individuals booked into custody that stayed in jail for at least 7 days	N/A	N/A	N/A	3,300
Outcome	Percent of adults in custody with at least 7-day stays that are assessed for a connection to a community-based pro	N/A	N/A	N/A	60
Outcome	Percent of program offerings with a culturally specific component	N/A	N/A	N/A	50

Performance Measures Descriptions

If funded, this program offer will enable a dedicated program supervisor to implement a more comprehensive system, whereby all individuals in custody for at least 7 days are offered an assessment in order to determine needs, interests, and eligibility for current programs. We will track the percentage of individuals that are connected to a community-based program after receiving an assessment. For those that do not receive a connection, we will track the reason why in order to make any necessary improvements.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$129,265	\$0
Total GF/non-GF	\$0	\$0	\$129,265	\$0
Program Total:	\$0		\$129,265	
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: Sheriff **Program Contact:** Stephanie LaCarrubba

Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:

Executive Summary

The Pathways to Employment (PEP) program relies on SE Works Career Coaches to provide reach-in employment resources for adults in custody. Through individualized post-release planning, resources and supports, the program provides a path to successful employment for adult in custody transitioning back into the community.

Program Summary

MCSO's Pathways to Employment Program (PEP) connects individuals in custody with classes and supports targeted at ensuring job placement upon release from jail. MCSO partners with SE Works to provide services to adults in custody. Participants may choose from a variety of programming options, including skill-building classes for the job search, connections to peer support specialists that offer recovery and job support, and individualized transition plans from a SE Works career coach.

Through one-on-one sessions the Career Coach helps develop an individualized re-entry plan based upon the client's unique needs and goals. The Career Coach assists clients with enrolling in WorkSource Oregon to access training funds, facilitates employment-oriented workshops in the Inverness jail, and recruits employers in the community to conduct employment and apprenticeship presentations for adults in custody. Clients with an upcoming release date will also receive benefits such as bus tickets, clothing and tools for work, and will be scheduled with the NewStart or PDX Re-entry program for follow-up services.

Utilizing a reach-in approach to employment readiness programming ensures continuity in resources for adults in custody returning to the community. Providing employment opportunities gives participants the resources they need to meet basic needs of safety, shelter and food. This foundation allows them the continue to work on individual efforts to create a life free of justice involvement.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of participants in PEP	19	N/A	124	124
Outcome	Percent of participants in PEP who identify as people of color	26%	N/A	53%	53%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Contractual Services	\$0	\$0	\$100,000	\$0
Total GF/non-GF	\$0	\$0	\$100,000	\$0
Program Total:	\$0		\$100,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** Daniel Brown
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Work Crew Unit provides an opportunity for adults in custody to learn valuable job skills and earn time off their sentence. New in 2021, in collaboration with the MCSO counseling staff, the work crew program has introduced PEP (pathways to employment program). The PEP program provides training, resources, work experience, and a plan for employment after release from custody. While receiving training, mentoring, and work experience, adults in custody are able to earn time off sentences.

Program Summary

The MCSO Work Crew Unit provides adults in custody with real world work experience in a safe environment that focuses on building positive relationships and comprehensive training in a variety of job skills. Deputies work with adults in custody to develop two types of work place skills. The first are general work place skills to include; time management, teamwork, professionalism, effective communication, attention to detail, and working safely. The second are job specific skills directly related to a job or field of work.

During the COVID-19 pandemic the Work Crew Unit has prioritized the safety of all workers in the program by limiting and contact with the public outside of the facility. In addition, a reduction in the overall jail population has limited the number of workers available. Like so many organizations in our community, this has led to a pivot in the unit's work that has led to an exciting new opportunity.

The Pathways to Employment Program (PEP) is a collaboration between MCSO's Corrections Counselors, Work Crew deputies and SE Works which provides a mechanism to schedule training and life skills classes, track work experience and training received from the work crew program, and assist adults in custody with a plan for employment after release from custody. The goal of the work crew program is to use training, relationships with outside partners, and real work experience to successfully transition adults in custody to gainful employment after release from custody.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	52,000	71,500	55,000	65,000
Output	Number of community service hours	1,000	3,000	1,000	1,000
Output	Percent of inmates who were recaptured (100% is no escapes)	100%	100%	100%	100%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,034,084	\$965,521	\$1,062,687	\$318,436
Contractual Services	\$96,100	\$0	\$96,100	\$27,035
Materials & Supplies	\$66,215	\$0	\$66,215	\$0
Internal Services	\$224,851	\$116,152	\$55,699	\$45,218
Total GF/non-GF	\$1,421,250	\$1,081,673	\$1,280,701	\$390,689
Program Total:	\$2,502,923		\$1,671,390	
Program FTE	5.50	5.90	6.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$395,160	\$0	\$390,689
Service Charges	\$0	\$686,513	\$0	\$0
Total Revenue	\$0	\$1,081,673	\$0	\$390,689

Explanation of Revenues

This program generates \$45,218 in indirect revenues.
 Special Ops Fund:
 \$213,616 - County Roads & Bridges Fund
 \$177,073 - County Facilities Mgmt for custodial/landscaping services

Significant Program Changes

Last Year this program was: FY 2022: 60432 MCIJ Work Crews

The MCIJ Work Crew Program has discontinued contracts with outside governmental entities and has decreased by 3.40 FTE. in collaboration with the MCSO counseling staff, the work crew program has introduced PEP (pathways to employment program). The PEP program provides training, resources, work experience, and a plan for employment after release from custody.

Department: Sheriff **Program Contact:** Stephanie LaCarrubba

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

Related Programs:
Program Characteristics:
Executive Summary

The Volunteer Services Program enables the Sheriff's Office to achieve its mission with the assistance of nearly 250 volunteers, interns, and community partners. Volunteers support and enhance operations in all agency Divisions and become involved community members gaining an in-depth understanding of the criminal justice system in Multnomah County.

Program Summary

The Volunteer Services program provides for the recruitment, interviews, backgrounds, training, placement, data maintenance, and recognition to sustain a core base of nearly 250 volunteers, interns, and community partners supporting MCSO operations. Due to the nature of the duties involved in most placements, it is necessary to conduct an in-depth background review process prior to assignment, as well as ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations.

Volunteers and community partners assist the MCSO in achieving its organizational mission of providing quality, cost-effective prevention, intervention, and detention services to the community. By monitoring the agency's needs, Volunteer Services works to find professionals willing to share their time and expertise in many vital areas. Placement opportunities include involvement in jail programs such as education services, domestic violence prevention and safety planning, employment resources and transition services, alcohol/drug prevention and education, and 12-step meetings, which assist with transition services and the reduction of tensions within a facility/housing area. Other agency placements include assignments with River Patrol, the Cold Case Team, Citizen Patrol in the Gorge, Human Trafficking, Enforcement Records, and other support services.

MCSO values all direct service work provided by community partner organizations. Most directly related to the work of the Sheriff's Office is addressing the needs of vulnerable and/or criminal justice involved populations, such as individuals struggling with mental health, addictions, employment/financial resources, and homelessness. MCSO's dedication to facilitating access, as volunteers/community partners for organizations staff with criminal justice involved individuals, promotes fiscally responsible practices and ensures continuity of care.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	# of service hours contributed by MCSO volunteers, interns & community partners	6,389	9,875	8,000	9,000
Outcome	Dollar value savings resulting from contributions of volunteer time	173,781	251,121	228,320	256,860
Output	Number of applicant inquiries and pre-screening reviews	150	259	150	200
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	20	20	20	20

Performance Measures Descriptions

The Independent Sector hourly valuation of volunteer time is \$28.54 based on 2021 figures. This valuation was used to calculate the FY22 estimate and the FY23 offer. The utilization of volunteers has resumed slowly, but is not yet at pre-pandemic levels. FY 2022 estimates reflect an understanding that current patterns will likely continue through the end of FY 2022. FY 2023 offers reflect a projection that volunteer activities will continue to build in FY23.

Legal / Contractual Obligation

Compliance monitoring of CJIS (Criminal Justice Information Systems), 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	2022	2022	2023	2023
Personnel	\$130,625	\$0	\$137,939	\$0
Materials & Supplies	\$4,474	\$0	\$4,474	\$0
Internal Services	\$400	\$0	\$561	\$0
Total GF/non-GF	\$135,499	\$0	\$142,974	\$0
Program Total:	\$135,499		\$142,974	
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 2022: 60435 Volunteers

Department: Sheriff **Program Contact:** Stephanie LaCarrubba
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs: 60350
Program Characteristics:

Executive Summary

The Multnomah County Justice Reinvestment Program (MCJRP) is a collaborative effort to improve the assessment of criminal offenders in Multnomah County and provide a continuum of community-based services and sanctions. Early assessment and intervention is provided to reduce recidivism while protecting public safety. Success is only possible through the partnership of the participating MCJRP members. This program provides a Program Administrator to coordinate 75 beds in a dorm for Justice Reinvestment programming.

Program Summary

Research has shown that education provided to incarcerated individuals addressing readiness for addictions treatment and employment can increase an opportunity for success resulting in a potential for reduced recidivism. Bringing a targeted group of individuals together within one dorm allows an increase in access to professionals and programming.

MCJRP eligible individuals will be identified early to allow for pre-conviction services and to continue on a more intensive track once formally sentenced. As the process develops, MCJRP participants in the dorm will have the opportunity to act as peers to assist new participants in positive social interactions and role modeling. Already existing in-jail programming will be restructured and partnerships will be expanded to develop additional services in order to remain fiscally responsible and maximize resources. In addition, the increase of multidisciplinary staff within jail housing will offer a positive and productive milieu to promote offender participation. By building rapport between MCSO staff, the Department of Community Justice (DCJ), community service providers, and adults in custody, the program will encourage healthy relationships and continuity of care once released.

Coordination of intensive in-jail programmatic intervention based on the assessed needs of MCJRP eligible adults in custody assists in increasing the likelihood of success in the community post release. In-jail MCJRP intervention requires a partnership between MCSO and the DCJ to create a dedicated housing location within MCSO's Inverness Jail allowing for saturated in-jail programming and proactive linkage to community providers, therefore offering an increased opportunity for offender success upon release.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of MCJRP adults in custody placed in dedicated dorm to receive in jail programming	101	391	147	200
Outcome	Average number of programming hours received daily by clients in the Treatment Readiness Dorm	2.00	3.42	2.59	3.00

Performance Measures Descriptions

Individuals eligible for the Multnomah County Justice Reinvestment Program are identified by the DA's office after arraignment. MCSO tracks the MCJRP-eligible individuals in custody. Our contracted service provider, Volunteers of America (VOA), provides treatment readiness programming to MCJRP-eligible clients that reside in the Treatment Readiness Dorm. VOA also provides such programming to other interested individuals residing in the dorm. The average number of daily programming hours per client is tracked by VOA.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$170,116	\$0	\$169,713
Materials & Supplies	\$0	\$0	\$0	\$6,217
Internal Services	\$0	\$17,012	\$0	\$21,490
Total GF/non-GF	\$0	\$187,128	\$0	\$197,420
Program Total:	\$187,128		\$197,420	
Program FTE	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$187,128	\$0	\$197,420
Total Revenue	\$0	\$187,128	\$0	\$197,420

Explanation of Revenues

This program generates \$21,490 in indirect revenues.
 \$197,420 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2022: 60440 HB3194 Justice Reinvestment - Program Administrator

Department: Sheriff **Program Contact:** Steve Reardon
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Close Street Supervision (CSS) is a pretrial supervision program that provides services to individuals arrested for Measure 11 and domestic violence crimes, as well as a select group of defendants with significant behavioral health needs. CSS is focused on providing public safety through the effective management of those who would not be otherwise eligible for release.

Program Summary

At the direction of the court, CSS provides intensive, individualized supervision and management of multiple need pretrial arrestees who would otherwise be ineligible for release from custody.

CSS deputies develop plans that help to ensure client accountability and safety in the community; including home visits, telephone check-ins, electronic monitoring, office visits, and court reminders. The CSS Deputies are also in direct contact with victims of crime to ensure their voice is a part of the supervision process.

Two corrections counselors expand the ability of CSS to assist clients in reconnecting with employment, mental health and SUDS providers, family services, housing, and coordinating other social service needs—duties that previously fell solely on the deputies. Also with the addition of corrections counselors, CSS is able to provide evidence-based, cognitive behavioral classes (i.e. anger management, problem solving, substance abuse, etc.) that help to address criminogenic needs and support pro-social behavior change, thus improving client success and stability.

During the COVID-19 pandemic, CSS caseloads have increased in an effort to reduce reliance on jail beds. In close coordination with the Local Public Safety Coordinating Council and its partners, CSS is working to reform the pre-trial supervision process. This work includes resources aimed at preserving the rights of pretrial release for defendants and maintaining community safety. A focus on understanding how the pre-trial system impacts marginalized communities continues to be a priority in our pre-trial reform efforts.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of referrals to the Close Street program	1,253	1,250	787	845
Outcome	Average number of supervised people per deputy	68	60	78	80
Outcome	Percent of population appearing for all court dates during supervision	95%	95%	92%	92%
Outcome	Percent of population booked for new crimes during supervision	4.88%	5.00%	3.20%	3.00%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$1,249,349	\$0	\$1,239,277	\$0
Contractual Services	\$36,080	\$0	\$36,080	\$0
Materials & Supplies	\$27,133	\$0	\$27,133	\$0
Internal Services	\$77,658	\$0	\$86,925	\$0
Total GF/non-GF	\$1,390,220	\$0	\$1,389,415	\$0
Program Total:	\$1,390,220		\$1,389,415	
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 2022: 60445 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	2022	2022	2023	2023
Personnel	\$981,743	\$0	\$1,019,028	\$0
Materials & Supplies	\$16,753	\$0	\$16,753	\$0
Internal Services	\$198,301	\$0	\$320,153	\$0
Total GF/non-GF	\$1,196,797	\$0	\$1,355,934	\$0
Program Total:	\$1,196,797		\$1,355,934	
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 2022: 60450 Warehouse

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Auxiliary Services Unit provides safe storage of personal property, funds and clothing for adults in MCSO custody. In addition, a full-service commercial laundry provides clean clothing and bedding to those in custody at both Multnomah County adult facilities, as well as the juvenile detention facility.

Program Summary

The Auxiliary Services Unit is responsible for the inventory and secure storage of all property, clothing and funds for adults in MCSO custody. The careful inventory and storage of the clothing and property for those in our custody, provides accountability that ensures all items collected during the intake process are returned at release. Property staff ensure all funds associated with each individual are accounted for using modern accounting practices. Account balances are provided upon request to adults in custody.

Laundry Services ensures adults in custody are provided with clean, serviceable clothing, towels, bed linens and blankets while they are in custody. These items are provided on a bi-weekly basis, and additional items are stocked at each facility for replacement as needed. In an effort to ensure fiscal responsibility in Multnomah County, the MCSO laundry services also provide clothing, towels, bed linens and blankets to justice involved youth at the juvenile detention facility.

Sewing services are provided to mend and prolong the life of clothing worn by those in custody, as well as alterations to staff uniforms. In response to the COVID-19 pandemic, our staff designed and manufactured cloth face coverings to be worn by adults in custody. This in-house service provides cost savings to Multnomah County by extending the life of certain textiles and not incurring contractor costs for similar services outside of MCSO.

Laundry services are also provided to warming centers in Multnomah County as needed during Winter months. These services are provided by contract to help support those who are houseless in our community during times of cold weather. Clean blankets can be provided twice weekly when warming shelters are operational.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Pounds of clean laundry processed for inmates	604,200	510,000	617,852	626,527
Outcome	Total paid claims regarding lost/missing inmate property	2	3	6	5
Outcome	Total bookings/releases processed by Property	49,487	60,100	25,252	35,500

Performance Measures Descriptions

"Pounds of clean laundry processed for inmates" from an internal daily spreadsheet, maintained on the MCSO shared drive. Data provided by Lead EPT Chris Winegerd. "Total paid claims regarding lost/missing inmate property" provided by Corvel. "Total booking/releases processed by Property" from Planning and Research, Tardis Report 703 (total bookings) and Tardis Report 695 (ALS/Releases). Data from SWIS.

Legal / Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,309,425	\$0	\$2,384,955	\$0
Materials & Supplies	\$96,078	\$0	\$96,078	\$0
Internal Services	\$216,336	\$0	\$219,112	\$0
Capital Outlay	\$128,125	\$0	\$128,125	\$0
Total GF/non-GF	\$2,749,964	\$0	\$2,828,270	\$0
Program Total:	\$2,749,964		\$2,828,270	
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 2022: 60455 Property & Laundry

Department: Sheriff **Program Contact:** Derrick Peterson
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Commissary, which is part of the AIC (Adults In Custody) Welfare Fund process, successfully provides culturally compatible products to adults in custody at competitive pricing. Commissary provides a sense of normalcy to individuals while in our facilities. Available items include personal hygiene products, stationery, a variety of food items and basic hygiene supplies for those who may not have money to purchase items.

Program Summary

Commissary is a self-sustaining program; it does not utilize funding from the AIC Welfare Fund or the General Fund. Proceeds from commissary operations are directed into the AIC Welfare Fund, which provides direct services and products that otherwise may not be funded, and are a benefit of adults in custody. In addition, Commissary personnel are included as part of the RSS (Receipt, Stage, and Storage) operations.

The Commissary program is an important asset to MCSO's facilities, as a revenue stream that directly assists in providing services to adults in custody. All funds received from Commissary are reinvested to directly benefit adults in custody. The detention facilities do not make a profit from commissary sales. For accountability purposes, the Adult in Custody Welfare Committee meets monthly to track and discuss funding, oversee spending, and provide direction regarding appropriate spending for AIC programs.

Profits from commissary sales are directed into the AIC Welfare Fund, which is then utilized to fund additional support services for adults in custody including chaplain resources, library materials, as well as basic hygiene and communication materials to adults in custody who are indigent. These additional services are essential to providing a clean, safe environment that serves as an essential part of treating each person in our custody with dignity and respect.

Additionally, Commissary personnel train routinely as part of RSS operational readiness planning and response. Staff plan in a collaborative partnership with the Multnomah County Health Department, Emergency Management and other county, state, and federal entities to assist in the event of certain countywide public health emergencies.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Total number of commissary orders filled for inmates	45,546	55,500	51,000	52,500
Outcome	Total dollars of commissary/pizza sales	1,200,059	1,350,245	1,315,399	1,350,245

Performance Measures Descriptions

Data from the Inmate Accounting System (SWIS)

Legal / Contractual Obligation

Charter 6.50(1)
Operational Procedures 06.106.010 – 06.106.088
Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$456,419	\$0	\$484,168
Contractual Services	\$0	\$445,225	\$0	\$713,838
Materials & Supplies	\$0	\$127,740	\$0	\$127,740
Internal Services	\$0	\$108,220	\$0	\$121,405
Total GF/non-GF	\$0	\$1,137,604	\$0	\$1,447,151
Program Total:	\$1,137,604		\$1,447,151	
Program FTE	0.00	3.90	0.00	3.90

Program Revenues				
Other / Miscellaneous	\$0	\$1,066,202	\$0	\$1,337,311
Beginning Working Capital	\$0	\$100,000	\$0	\$100,000
Service Charges	\$0	\$17,500	\$0	\$9,840
Total Revenue	\$0	\$1,183,702	\$0	\$1,447,151

Explanation of Revenues

This program generates \$68,752 in indirect revenues.

Adult In Custody Welfare Trust Fund:

\$100,000 – Beginning Working Capital from FY 2022 carry-over

\$1,316,542 – Revenue from Commissary sales to Adults In Custody

\$9,840 – Revenue from records requests, hearing fees, statement requests, grievance fees, and food handlers certificate fees

\$17,661 – Revenue from hygiene kits and copies

\$3,108 – Revenue from disciplinary fines

Based on FY 2022 mid-year actuals

Significant Program Changes

Last Year this program was: FY 2022: 60460 Commissary & Inmate Welfare

Moved 0.33 FTE from this program offer to PO 60210 - Fiscal Unit Program Offer.

Department: Sheriff **Program Contact:** James Eriksen

Program Offer Type: Administration **Program Offer Stage:** As Proposed

Related Programs:
Program Characteristics:
Executive Summary

The Enforcement Division Administration provides leadership and strategic direction to agency members and focuses on supporting all community members through exemplary public safety service. The Enforcement Division Administration assesses and develops program offerings to ensure essential public safety services are positioned to support the residents of Multnomah County and provide a safe and thriving community for everyone.

Program Summary

Enforcement Division Directors are responsible for policy development and oversight of all Division functions, including; supervision, management, and assignment of resources. The Enforcement Division oversees multiple units, which through efficient collaboration, directly support the daily operations of the Sheriff's Office and provide comprehensive public safety/policing services throughout unincorporated Multnomah County and the contract cities of Wood Village, Maywood Park, Troutdale, and Fairview. These services are conducted through uniformed patrol, marine patrol, investigative efforts, civil process, and community resource programs, as well as multiple system partner collaborative teams. These programs provide emergency response and self-initiated field activities dedicated to preserving and protecting life and property, promote community accountability, provide education opportunities focusing on public safety issues, while also providing referrals to community-based resources for individuals experiencing houselessness, substance use, or mental health challenges. Additionally, the Enforcement Division has robust partnerships with various system partners, as well as with County Emergency Management and participates in collaborative efforts to prepare and staff emergency operations.

Enforcement Division members recognize the importance of community engagement, building relationships, developing and maintaining community trust, and treating everyone with dignity and respect, while also gaining a comprehensive understanding of each community we serve. Enforcement Division leaders regularly partner with MCSO's Equity and Inclusion Manager to guide agency training and practices through an equity lens. This approach allows MCSO to develop and implement effective and equitable strategies to address the unique needs and demographics of each community and remain at the forefront of our ever-changing environment.

The efficient collaboration of all units assigned to the Enforcement Division, with the coordination of all Sheriff's Office Divisions and the Executive Office, directly supports the daily operations of the Agency and ensures an effective and comprehensive public safety system that serves all community members.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Percent performance measurements met in Division	89%	85%	89%	85%
Outcome	Number of new hires in Enforcement Division	14	16	16	16

Performance Measures Descriptions

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Enforcement Admin. Division performance measures met were adjusted due to the impact of COVID.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$480,845	\$0	\$570,631	\$0
Contractual Services	\$7,002	\$0	\$7,002	\$0
Materials & Supplies	\$144,520	\$0	\$144,520	\$0
Internal Services	\$96,852	\$0	\$134,775	\$0
Total GF/non-GF	\$729,219	\$0	\$856,928	\$0
Program Total:	\$729,219		\$856,928	
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 2022: 60500 Enforcement Division Admin

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$0	\$352,082	\$0
Total GF/non-GF	\$0	\$0	\$352,082	\$0
Program Total:	\$0		\$352,082	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was:

Department: Sheriff **Program Contact:** Steve Bevens

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

Related Programs:
Program Characteristics:

Executive Summary

The Patrol Unit serves all community members residing and recreating in unincorporated Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village by responding to emergencies, patrolling neighborhoods, performing traffic safety duties, and providing educational opportunities throughout the community. The Patrol Unit provides emergency preparedness, assistance, and intervention as part of a service continuum, which aligns with MCSO's vision of providing a safe and thriving community for everyone.

Program Summary

Patrol provides 24 hours a day, 7 days a week public safety/police services to the communities of unincorporated Multnomah County and the contract cities of Fairview, Maywood Park, Troutdale, and Wood Village, by responding to emergency service calls through the 911 system, non-emergency dispatch, and through self-initiated field activities. Patrol Unit members are the first responders to any emergency situation requiring an immediate response. The Patrol Unit also focuses on traffic safety through education and intervention to provide the community with safe streets and highways to access commerce and recreational areas.

Patrol Unit members partner directly with contract city leadership and collaborate with schools, businesses, and neighborhood associations focusing on each city's unique demographics and needs and develops agreed-upon strategies to address community challenges. Patrol Unit members utilize problem-solving skills to assess, investigate, and intervene in criminal related activities, as well as provides social service resources to community members in need.

The Patrol Unit promotes equity for all people within Multnomah County and within its organization. This is accomplished and measured by updated in-service training, systems of accountability, and embracing MCSO's values of equity, inclusion, and diversity. All members attend training that includes topics such as, ethics in public safety and bias and diversity, as well as participate in interactive skills-based training in incident response including crisis intervention, de-escalation, and effective communication. All newly promoted sergeants also receive additional supervisory training that includes, ethics for leaders, crisis communication, conflict resolution, and employee accountability.

Positive community engagement, public trust, training, and systems of accountability allows for a transparent public safety agency, which is well prepared to meet MCSO's mission to support all community members through exemplary public safety service.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Calls for service	55,483	61,200	57,788	60,000
Outcome	Number of arrests generated from calls for service	2,277	2,200	2,144	2,000
Outcome	Average response time (minutes)	7.72	8.50	7.68	7.70

Performance Measures Descriptions

Calls for service includes self-initiated and dispatched incidents. Response time is for dispatched calls only. Data from BOEC. Arrest data from vCloud RMS.

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	2022	2022	2023	2023
Personnel	\$12,393,498	\$176,961	\$12,822,900	\$182,554
Contractual Services	\$27,442	\$0	\$52,442	\$0
Materials & Supplies	\$223,053	\$0	\$248,053	\$0
Internal Services	\$1,924,459	\$22,715	\$2,061,157	\$25,921
Capital Outlay	\$290,065	\$0	\$290,065	\$0
Total GF/non-GF	\$14,858,517	\$199,676	\$15,474,617	\$208,475
Program Total:	\$15,058,193		\$15,683,092	
Program FTE	60.75	0.30	60.75	0.30

Program Revenues				
Intergovernmental	\$0	\$95,000	\$0	\$95,000
Other / Miscellaneous	\$0	\$40,000	\$0	\$40,000
Service Charges	\$6,620,710	\$64,676	\$6,876,455	\$73,475
Total Revenue	\$6,620,710	\$199,676	\$6,876,455	\$208,475

Explanation of Revenues

This program generates \$25,921 in indirect revenues.

General Fund: - \$42,170-Maywood Pk (4.0% COLA increase from Prev. Year);\$486,410-Wood Village (4.0% COLA increase from Prev. Year);

\$3,449,224-City of Troutdale Contract (4.0% COLA Increase from Prev. Year);\$2,898,651-City of Fairview Contract (increased by 4.0% COLA and 1.235% PERS)

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; \$51,475 - US Forest Svc for Summer Patrols in National Forest Service Parks

Significant Program Changes

Last Year this program was: FY 2022: 60505 Patrol

Moved 1.00 FTE Captain from this program offer to Detectives Unit (60520A).

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	2022	2022	2023	2023
Personnel	\$1,452,865	\$0	\$1,571,654	\$0
Contractual Services	\$1,220	\$0	\$1,220	\$0
Materials & Supplies	\$38,079	\$0	\$38,079	\$0
Internal Services	\$196,635	\$0	\$151,501	\$0
Total GF/non-GF	\$1,688,799	\$0	\$1,762,454	\$0
Program Total:	\$1,688,799		\$1,762,454	
Program FTE	8.00	0.00	8.00	0.00

Program Revenues				
Fees, Permits & Charges	\$188,183	\$0	\$133,725	\$0
Service Charges	\$150,304	\$0	\$152,829	\$0
Total Revenue	\$338,487	\$0	\$286,554	\$0

Explanation of Revenues

General Fund:

\$133,725 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$144,304 - Circuit Court Revenue

\$8,525 - Reimbursement for State Extraditions

Based on FY22 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2022: 60510 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	2022	2022	2023	2023
Personnel	\$1,695,760	\$842,041	\$1,776,241	\$875,586
Contractual Services	\$1,040	\$0	\$1,040	\$0
Materials & Supplies	\$107,861	\$26,000	\$107,861	\$32,592
Internal Services	\$314,153	\$1,718	\$350,464	\$1,989
Capital Outlay	\$34,642	\$0	\$34,642	\$0
Total GF/non-GF	\$2,153,456	\$869,759	\$2,270,248	\$910,167
Program Total:	\$3,023,215		\$3,180,415	
Program FTE	7.50	5.00	7.50	5.00

Program Revenues				
Intergovernmental	\$0	\$827,759	\$0	\$861,575
Other / Miscellaneous	\$0	\$26,000	\$0	\$32,592
Service Charges	\$0	\$16,000	\$0	\$16,000
Total Revenue	\$0	\$869,759	\$0	\$910,167

Explanation of Revenues

This program generates \$1,989 in indirect revenues.

Fed/State Fund:

\$16,000 - River Patrol Services for Government Island

\$861,575 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$32,592 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

Significant Program Changes

Last Year this program was: FY 2022: 60515 River Patrol

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$2,379,826	\$40,566	\$2,705,624	\$0
Contractual Services	\$7,900	\$0	\$7,900	\$0
Materials & Supplies	\$31,281	\$0	\$34,156	\$0
Internal Services	\$281,389	\$4,880	\$271,529	\$0
Total GF/non-GF	\$2,700,396	\$45,446	\$3,019,209	\$0
Program Total:	\$2,745,842		\$3,019,209	
Program FTE	12.75	0.25	13.00	0.00

Program Revenues				
Intergovernmental	\$0	\$45,446	\$0	\$0
Total Revenue	\$0	\$45,446	\$0	\$0

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2022: 60520 Detectives Unit

Moved 1.00 Captain Position from PO 60505 - Patrol Unit Program Offer to this program offer.
 Due to the elimination of the Metro Program Offer, this program offer was reduced by 0.15 FTE.
 During mid-year FY 2022, Domestic Violence (DVERT) Funding was cut in the amount of \$45,446.

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	2022	2022	2023	2023
Personnel	\$212,771	\$0	\$207,918	\$0
Internal Services	\$801	\$0	\$561	\$0
Total GF/non-GF	\$213,572	\$0	\$208,479	\$0
Program Total:	\$213,572		\$208,479	
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 2022: 60521 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	2022	2022	2023	2023
Personnel	\$1,179,654	\$26,778	\$1,361,624	\$26,269
Contractual Services	\$0	\$75,000	\$0	\$75,000
Materials & Supplies	\$6,309	\$85,000	\$6,309	\$35,000
Internal Services	\$60,875	\$3,222	\$93,688	\$3,731
Capital Outlay	\$0	\$100,000	\$0	\$1,100,000
Total GF/non-GF	\$1,246,838	\$290,000	\$1,461,621	\$1,240,000
Program Total:	\$1,536,838		\$2,701,621	
Program FTE	7.00	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$0	\$160,000	\$0	\$160,000
Other / Miscellaneous	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$70,000	\$0	\$1,020,000
Total Revenue	\$0	\$290,000	\$0	\$1,240,000

Explanation of Revenues

This program generates \$3,731 in indirect revenues.

Fed/State Funds: \$100,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$1,000,000 - Carry-over from Fiscal Year 2022; \$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, \$20,000 - Carry-over from FY 2022.

Significant Program Changes

Last Year this program was: FY 2022: 60525 Special Investigations Unit

FY22 Carry-over of Equitable Sharing funds due to an unanticipated amount of federal forfeiture cases closed during FY 2021 and FY2022, which created a large Beginning Working Capital for FY23.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$3,364,699	\$0	\$3,742,807
Internal Services	\$0	\$312,046	\$0	\$280,711
Total GF/non-GF	\$0	\$3,676,745	\$0	\$4,023,518
Program Total:	\$3,676,745		\$4,023,518	
Program FTE	0.00	22.50	0.00	23.50

Program Revenues				
Service Charges	\$0	\$3,676,745	\$0	\$4,023,518
Total Revenue	\$0	\$3,676,745	\$0	\$4,023,518

Explanation of Revenues

This program generates \$280,711 in indirect revenues.
 Special Ops Fund:
 \$4,023,518 - Transit Patrol Services provided for Trimet

Significant Program Changes

Last Year this program was: FY 2022: 60530 TriMet Transit Police

Adding 1.00 FTE Public Health/Behavioral Health Reimagine Community Coordinator.

Department: Sheriff **Program Contact:** Steve Bevens
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

School Resource Deputies (SRDs) are the liaison between schools, law enforcement, and social services. SRDs provide coordinated assistance through collaboration with multiple system partners, such as social service providers and community-based support programs.

Program Summary

The Reynolds District SRDs are the liaison between schools, law enforcement, and social services. SRDs work toward offering resources to reduce risk to children and their families and to enhance educational opportunities by addressing the various barriers children and families may encounter. SRDs also perform outreach to vulnerable and underrepresented students and their families, and are often the first necessary step toward intervention and referral. In addition to outreach, SRDs ensure frontline emergency response if a violent, active threat is present, provide criminal investigative services including assisting with threat assessments when necessary, and intervene in dire situations, including child abuse and exploitation. SRDs not only become a stabilizing influence for youth, but in many cases SRDs act as role models promoting positive relationships for those they encounter daily. Participating in daily and after school activities, SRDs have the opportunity to engage with students and families in a fun, less formal environment that strengthens relationships.

Also, the SRDs, as part of the Community Partnership Unit, participated in a 12-week pilot training project developed in collaboration with the Sheriff's Office Equity and Inclusion Manager. This training was aimed at bringing awareness and understanding on topics including active listening, advanced communications, trauma informed understanding, cultural competency and anti-racism. The training provided SRDs with the skills and tools necessary to more effectively connect with and represent all community members as the program strives to provide exemplary, innovative and inclusive policing services.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Student Contacts (SRD)	0	1,500	1,500	1,000
Outcome	Hours of classroom education (SRD)	0	110	45	25

Performance Measures Descriptions

MCSO did not staff SRD's during the school year for the fiscal year. Negotiations are ongoing regarding the partnership going forward.

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	2022	2022	2023	2023
Personnel	\$500,044	\$0	\$224,482	\$0
Total GF/non-GF	\$500,044	\$0	\$224,482	\$0
Program Total:	\$500,044		\$224,482	
Program FTE	3.35	0.00	1.50	0.00

Program Revenues				
Service Charges	\$502,888	\$0	\$224,482	\$0
Total Revenue	\$502,888	\$0	\$224,482	\$0

Explanation of Revenues

\$224,482-Reynolds SD pays for two (2) SRD employees at 0.75 FTE each.

Significant Program Changes

Last Year this program was: FY 2022: 60535A School Resource Officer Program

Reduced 2 School Resource Deputies (.75 FTE Each) from Reynolds School District and .35 FTE School Resource Deputy from Corbett School District.

Moved 1.00 Sergeant position from this program offer to PO 60540 - HOPE Team Program Offer.

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	2022	2022	2023	2023
Personnel	\$514,029	\$0	\$491,068	\$0
Materials & Supplies	\$8,240	\$0	\$8,240	\$0
Internal Services	\$13,950	\$0	\$18,182	\$0
Capital Outlay	\$10,250	\$0	\$10,250	\$0
Total GF/non-GF	\$546,469	\$0	\$527,740	\$0
Program Total:	\$546,469		\$527,740	
Program FTE	3.00	0.00	3.00	0.00

Program Revenues				
Service Charges	\$216,461	\$0	\$225,172	\$0
Total Revenue	\$216,461	\$0	\$225,172	\$0

Explanation of Revenues

City of Troutdale's FY 2023 Community Resource Deputy contract is in the amount of \$225,172.

Significant Program Changes

Last Year this program was: FY 2022: 60535B Community Resource Officer Program

Combined PO 60535C - Restore Community Resource Officers program offer with this Offer B, moving 2.00 FTE from PO 60535C to PO 60535B, and then eliminating Offer C.

Department: Sheriff **Program Contact:** Steve Bevens
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Homeless Outreach and Programs Engagement (HOPE) team is a specialized team within the Community Partnership Unit (CPU) consisting of two deputies. This proactive team provides consistent, positive interaction, with the houseless community through an outreach first approach. The HOPE team utilizes robust community partnerships and ongoing community engagement to provide the houseless community with much needed services and resources. The Hope team collaborates with service providers to assist the vulnerable community members experiencing houselessness on a daily basis to ensure their fundamental needs are being addressed.

Program Summary

The HOPE team provides proactive, consistent outreach to community members experiencing houselessness in order to connect them to services and journey with them on a path toward long-term housing. This team is highly respected in the community and employs an outreach first approach, utilizing patience, empathy, compassion, and understanding to build trust as they work with community members on a case by case basis.

The HOPE team is an engaged and collaborative partner for all, recognizing the value each partner brings to the community. Thriving partnerships with agencies such as JOIN, Cascadia Behavioral Health, Central City Concern, METRO, the Multnomah County Joint Office of Homeless Services, and many others, allows the team to provide access to wrap around services. The HOPE team conducts field outreach in an effort to connect with and serve this vulnerable community by understanding the various barriers to permanent housing and working toward connecting each individual with the appropriate services based on their specific needs. Throughout the past year, while navigating the pandemic, the HOPE team has facilitated weekly shower services to the houseless population, which has also expanded to include medical care, food and clothing resources, and supplies, as well as has established the East County Council on Homelessness which is a collaborative effort with east county community leaders that focuses on innovative and inclusive strategies to address the impacts of houselessness. By building strong relationships within the community, the HOPE team also brings a trusted law enforcement presence to the houseless population and is the direct line of communication for victims to report crimes that may otherwise go unreported.

Additionally, the Hope team participated in a 12-week pilot professional development training project coordinated by the Sheriff's Office Equity and Inclusion Manager, which was aimed at enhancing active listening, advanced communications, trauma informed understanding, cultural competency, and anti-racism. The training provided the Hope team members with the skills and tools necessary to more effectively connect with and represent all community members.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of Houseless Community Members Contacted	1,519	800	1,700	1,000
Outcome	Number of Referrals Made to Services	384	300	500	300

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$444,075	\$0	\$546,205	\$0
Internal Services	\$0	\$0	\$0	\$0
Total GF/non-GF	\$444,075	\$0	\$546,205	\$0
Program Total:	\$444,075		\$546,205	
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 2022: 60540 Homeless Outreach and Programs Engagement (HOPE) Team
 Moved 1.00 Sergeant Position from PO 60535A - School Resource Officers program offer to this program offer.

Department: Sheriff **Program Contact:** Brent Laizure

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

Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County Sheriff's Office (MCSO) Green Hornet Trail Rescue Team consists of deputies who are specially trained endurance athletes. They are tasked with reducing search and rescue response times to missing and endangered persons at various trail locations throughout the Columbia River Gorge. Through collaborating with various community partners, the team seeks to improve the probability of early detection and create efficiencies throughout search and rescue's response to community needs for finding the lost, providing basic care, and coordinating the rescue.

Program Summary

The MCSO Green Hornet Trail Rescue Team provides specialized emergency response to public requests for finding and rescuing lost community members and visitors throughout Multnomah County and the vast Columbia River Gorge trail system. Their mission is to decrease search and rescue response times to missing and endangered persons by collaborating with our community support groups such as Mountain Wave, Multnomah County Search and Rescue, Corbett Fire District, and the Corbett Community Patrol Program to quickly find those that are lost. This elite team is equipped with basic first aid and the highest level of familiarity of the trail systems throughout the Gorge. The team will usually be a first responder to the scene and is able to quickly deploy to the trails, locate the lost person(s), professionally assess the scene, and deploy additional resources as needed. They will care for the person(s) and coordinate any rescue as needed.

By providing search and rescue training and specialized equipment to deputies assigned to this team, the program seeks to significantly decrease response times and increase the opportunity to locate the lost and possibly injured persons much faster. By quickly deploying and locating the lost, this team provides a level of comfort and support to the lost or injured in what may be the most traumatic experience for them. This reduces the level of trauma, mental anguish, and emotional suffrage, often leading to the protection of life.

Team members also provide innovative and proactive education functions during trailhead heavy use days. These functions provide an opportunity for law enforcement to contact the community in a soft, comfortable environment resulting in a positive interaction. The presence of the team reinforces the safety and security of the remote areas ensuring the Columbia River Gorge can be enjoyed by all.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of searches for lost/missing hikers conducted	3	20	10	15
Outcome	Percentage of searches resulting in a found/rescued person	100%	90%	90%	90%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$10,364	\$0	\$10,364	\$0
Materials & Supplies	\$10,404	\$0	\$10,404	\$0
Total GF/non-GF	\$20,768	\$0	\$20,768	\$0
Program Total:	\$20,768		\$20,768	
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 2022: 60550 Hornet Trail Rescue and Wilderness Law Enforcement Services Team

Department: Sheriff **Program Contact:** Carey Kaer
Program Offer Type: Existing Operating Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

The Multnomah County Sheriff's Office (MCSO) Gun Disposition program provides for countywide investigation of restraining order violations, specifically when the respondents do not comply by dispossessing themselves of their firearms. Since approximately 2015, MCSO has collaborated with the Portland Police Bureau, Multnomah County District Attorney's Office, and the Multnomah County Circuit Court in enforcing the gun disposition clause of restraining orders by working with both petitioners and respondents to gain compliance with the court orders.

Program Summary

In 2011, a model surrender protocol was developed in a statewide domestic violence firearms task force, and this process is currently being utilized in Multnomah County. In January 2020, this protocol was extended to the other protection orders through an Oregon House of Representatives Bill, which include Stalking Orders, Sex Abuse Protection Orders, Disabled and Elder Abuse Protection Orders, and Family Abuse Protection Orders.

The purpose of this program is to provide one MCSO full-time employee to partner with the Portland Police Bureau's Family Services Division for education and enforcement actions against respondents who do not comply with the firearms prohibition on their restraining order and to conduct follow-up investigations on restraining order violations. The unit will also investigate general restraining order violations and present cases to the District Attorney's Office for prosecution.

The funding for this position will help educate and/or force respondents to comply with the court order to surrender their firearms. It will provide the necessary full-time employee to assist with conducting investigations to locate the respondents and their firearms. This will reduce the number of illicit firearms in the community, and this action will also assist in reducing domestic violence lethality by removing firearms from the respondent's possession. Data shows that access to firearms can increase the risk of death to the petitioner by five times and up to twenty times if the respondent had made prior threats or assaults with firearms. Statistics demonstrate that an abuser's access to firearms increases the risk of homicide of a female partner by 400%, and the mere presence of a gun increases fivefold the chance that domestic violence results in homicide.

Collaborative investigative efforts combined with connecting petitioners to resources, including domestic violence advocates, aligns with the mission of MCSO to value and support all community members through exemplary public safety service.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of dispossessed firearm cases investigated	233	275	300	300
Outcome	Number of firearms seized	145	175	190	150
Output	Number of restraining order violations investigated	40	100	75	75
Outcome	Number of cases presented to the District Attorney's Office for prosecution	1	50	20	36

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$204,496	\$0	\$210,174	\$0
Internal Services	\$0	\$0	\$13,567	\$0
Capital Outlay	\$22,021	\$0	\$22,021	\$0
Total GF/non-GF	\$226,517	\$0	\$245,762	\$0
Program Total:	\$226,517		\$245,762	
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 2022: 60555 Gun Dispossession/VRO Detail](#)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$314,382
Total GF/non-GF	\$0	\$0	\$0	\$314,382
Program Total:	\$0		\$314,382	
Program FTE	0.00	0.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$314,382
Total Revenue	\$0	\$0	\$0	\$314,382

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$314,382

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Crisis Response & Community Recovery.

Department: Sheriff **Program Contact:** Carey Kaer
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs: 60520A
Program Characteristics:

Executive Summary

Violence throughout Multnomah County is a growing threat to our community's sense of safety, trust and belonging. Our neighbors are experiencing these tragic consequences nearly every day, and the sheer number of homicides, shootings with injuries and property damage, and number of shell casings recovered, is staggering.

Program Summary

COVID-19 public health emergency has caused an increase in violence. The County eclipsed its highest number of homicides annually in 2021. Tragically, there were 81 deaths, with 69 in the City of Portland, 11 in the City of Gresham and 1 in east unincorporated county. There have been over 1000 shootings with injuries or property damage and unfortunately this trend is not slowing down.

To address this growing threat to the safety of our neighborhoods and our neighbors, MCSO will increase our Detective Unit by an additional Detectives (1 FTE), to focus on gun violence investigations and investigations involving illegal possession of firearms. The additional Deputy would focus on investigating incidents of illegal possession of firearms.

The seizure of firearms has increased in 2021. In 2021, there were 863 firearms seized, recovered or surrendered to MCSO as compared to an average of 235 firearms per year (between 2012 to 2020).

In 2021, MCSO investigated 28 confirmed shooting incidents (5 of which involved people getting injured). The City of Portland Office of Violence Prevention (OVP) estimated that each shooting event that involves injury cost the whole system \$670,000 and each homicide "costs to the City" is \$1,400,000.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of gun violence investigations/illegal firearm possession investigations	N/A	N/A	N/A	35
Outcome	Percent cases presented to the DA's Office/Federal Prosecution for consideration	N/A	N/A	N/A	75%

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$161,977
Total GF/non-GF	\$0	\$0	\$0	\$161,977
Program Total:	\$0		\$161,977	
Program FTE	0.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$161,977
Total Revenue	\$0	\$0	\$0	\$161,977

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$161,977

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Crisis Response & Community Recovery.

Department: Sheriff **Program Contact:** Steve Reardon
Program Offer Type: Innovative/New Program **Program Offer Stage:** As Proposed
Related Programs:
Program Characteristics:

Executive Summary

Close street supervision (CSS) plays an integral role in pre-trial monitoring in Multnomah County through its combination of connection to community resource providers and monitoring strategies. This unit is aimed at supporting clients to successfully navigate the court process while out of custody. The additions of one Corrections deputy and two Corrections Technicians (CTs) will allow CSS to provide individualized support to their clients, leading to better outcomes in their pending court matters.

Program Summary

The addition of two Corrections Technicians (CTs) would further expand the ability of Close Street Supervision (CSS) to assist clients by providing more in-depth individual needs assessments. This will support clients in reconnecting with employment, mental health and SUDS providers, family services, housing, and coordinating other social service needs—duties that previously fell solely on the deputies. The additional CTs, will provide evidence-based, cognitive behavioral classes (i.e. anger management, problem solving, substance abuse, etc.) to help address criminogenic needs and support pro social behavior change, thus improving client success and stability. CTs will provide significant support to our CSS deputies by assisting in managing a low risk case bank allowing our Close Street Deputies to maximize their support efforts to our most vulnerable clients.

Close Street Supervision has played an essential role in the reduction of the jail census, by increasing the caseloads of each deputy in the unit. By adding an additional deputy, CSS will have adequate capacity to continue managing existing caseloads, while being able accommodate expanded capacity expected from systemwide pre-trial reform efforts in the future. This expanded capacity will maintain adequate resource delivery aimed at preserving the rights of pretrial release defendants, while maintaining community safety. Additionally, a reduced case load will allow CSS staff more time working with our Corrections Counselors and CTs in providing comprehension release plans, thus improving client stability and success in the program.

Close Street's invaluable work in supporting their clients as they navigate the complex criminal justice system will continue to support the work of pretrial justice reform by finding meaningful solutions to reduce the reliance on jail beds in our system. A focus on understanding how the pre-trial system impacts and supports marginalized communities continues to be a priority, and is the goal of adding support resources in equal measure to resources dedicated to monitoring clients.

Performance Measures

Measure Type	Primary Measure	FY21 Actual	FY22 Budgeted	FY22 Estimate	FY23 Offer
Output	Number of employment needs assessments completed	N/A	N/A	N/A	500
Outcome	Percentage of clients connected to services.	N/A	N/A	N/A	60

Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$0	\$0	\$348,461
Total GF/non-GF	\$0	\$0	\$0	\$348,461
Program Total:	\$0		\$348,461	
Program FTE	0.00	0.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$348,461
Total Revenue	\$0	\$0	\$0	\$348,461

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$348,461

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Crisis Response & Community Recovery.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$830,380	\$0	\$773,344
Materials & Supplies	\$0	\$96,000	\$0	\$0
Total GF/non-GF	\$0	\$926,380	\$0	\$773,344
Program Total:	\$926,380		\$773,344	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$926,380	\$0	\$773,344
Total Revenue	\$0	\$926,380	\$0	\$773,344

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$773,344

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Supporting People in our Care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Personnel	\$0	\$547,040	\$0	\$637,357
Total GF/non-GF	\$0	\$547,040	\$0	\$637,357
Program Total:	\$547,040		\$637,357	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$547,040	\$0	\$637,357
Total Revenue	\$0	\$547,040	\$0	\$637,357

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$637,357

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Supporting People in our Care.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2022	2022	2023	2023
Materials & Supplies	\$0	\$70,000	\$0	\$10,000
Capital Outlay	\$0	\$50,000	\$0	\$50,000
Total GF/non-GF	\$0	\$120,000	\$0	\$60,000
Program Total:	\$120,000		\$60,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$120,000	\$0	\$60,000
Total Revenue	\$0	\$120,000	\$0	\$60,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$60,000

Significant Program Changes

Last Year this program was:

This program falls under the County's ARP priority area of Supporting People in our Care.