



Multnomah  
County

# FY 2024 Executive Budget

Volume 2:  
Proposed  
Program Offers

Proposed by  
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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

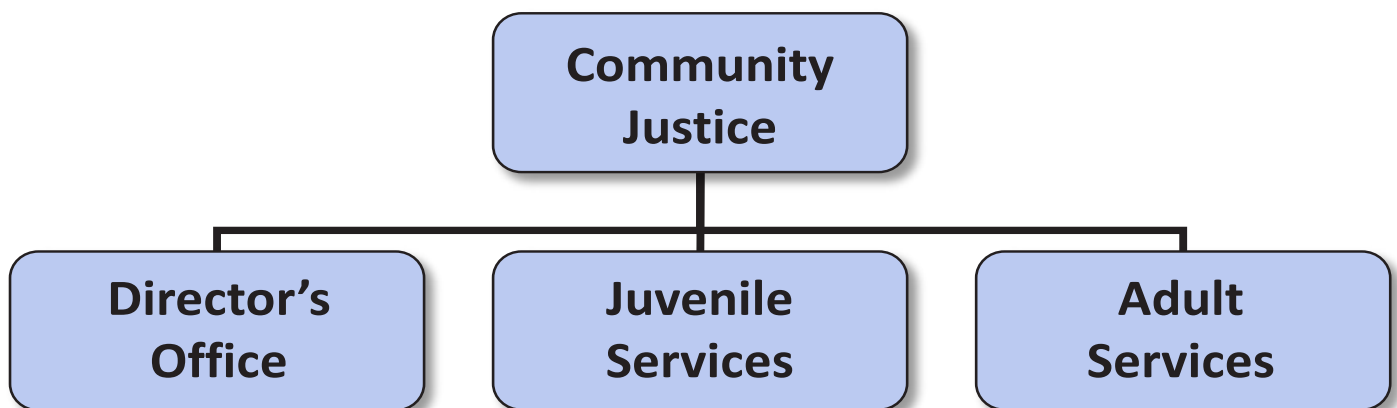
**Commitment to Victims and Community:** Respect and address victims' rights and needs and restore the community

**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

**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 \$112.0 million and 459.35 FTE. DCJ’s budget includes \$86.6 million in General Funds (77%) and \$25.3 million (23%) in Other Funds.

Other Funds include \$12.8 million in State Community Corrections Senate Bill 1145 (SB 1145) funding. Multnomah County receives SB 1145 revenue from the Oregon State Department of Corrections (DOC) to provide incarceration, parole, probation, and/or post-prison supervision services for adults sentenced to 12 months or less. In the 2023-2025 biennium, the Governor’s budget reduced SB 1145 funding. The SB 1145 revenue decrease, when combined with inflationary pressures, results in DCJ reducing the budget by \$4.0 million and 24.00 FTE.

Additionally, DCJ is no longer receiving American Rescue Plan (ARP) funding in FY 2024, which totalled \$550,000 in FY 2023.

DCJ receives funding from Washington and Clackamas Counties for juvenile detention beds. In FY 2024, Washington and Clackamas are decreasing the number of beds by 8, reducing DCJ’s total juvenile beds from 56 to 48. This results in a revenue reduction of \$298,866.

DCJ is adding two new program offers and extending a pilot program offer:

**Victim and Survivor Services Staff Expansion (50003B)** includes a 1.00 FTE Victim Advocate to enhance Victim and Survivor Services’ ability to collaborate 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.

**Juvenile Justice Center - Safety & Security (50051B)** includes \$175,000 of one-time-only funding in Professional Services for architectural drawings to begin work on much needed safety and security upgrades to the lobby of the Juvenile Justice complex.

**DCJ Stabilization and Readiness Program (SARP) (50041)** includes \$703,965 in one-time-only funding and 5.00 FTE to continue the pilot, which focuses on enhancing motivation for treatment, stabilization, skill development, and case management services for individuals with severe and persistent mental illness.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	470.87	488.90	488.70	459.35	(29.35)
Personnel Services	\$61,990,232	\$64,840,257	\$71,047,495	\$70,411,994	\$(635, 501)
Contractual Services	15,901,218	16,878,990	21,902,837	20,226,067	(1,676,700)
Materials & Supplies	1,653,879	1,628,393	1,880,158	1,820,977	(59,161)
Internal Services	18,080,388	23,675,740	22,390,310	19,522,144	(2,868,166)
Capital Outlay	<u>102,159</u>	<u>149,325</u>	<u>11,000</u>	<u>11,000</u>	<u>0</u>
<b>Total Costs</b>	<b>\$97,727,876</b>	<b>\$107,172,705</b>	<b>\$117,231,800</b>	<b>\$111,992,182</b>	<b>\$(5,239,618)</b>

## Successes and Challenges

The Department of Community Justice (DCJ) is committed to serving the highest risk individuals and investing in programs and services that improve community safety by helping 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 2023 include adjusting to the Future of Work in the wake of the COVID-19 pandemic while maintaining critical services and support to the community. Additionally, DCJ's Research and Planning team has begun a shift to increased community engagement and program evaluation through a procedural justice lens.

We continue to be a partner and leader in the effort to reform the criminal justice system through active involvement in the Transforming Justice project, the Transforming Juvenile Probation project, the Multnomah County Justice Reinvestment Program, and pretrial reform through the MacArthur Foundation's Safety and Justice Challenge. These efforts have contributed to the decreased reliance on costly jail, prison, and detention beds, while addressing racial and ethnic disparities in the community. Additionally, we've made significant progress on juvenile detention renovations and expanding restorative practices within our department.

DCJ remains committed to culturally specific programming designed to empower individuals to engage positively with their community. We are expanding the use of the Habilitation, Empowerment, Accountability Therapy (HEAT) and the Community Healing Initiative (CHI) to engage cross departmentally, as there are frequent overlaps in the juvenile justice and criminal justice systems. HEAT is a culturally specific approach to addressing low engagement among high risk/high needs Black and African Americans. CHI is also a culturally specific approach that integrates a family systems model.

As a results driven department, DCJ uses data to help gauge progress. One data point DCJ relies on is recidivism rates. Based on the latest data available, rates for adult arrests within one year in Multnomah County are 21.8%, which is lower than the overall Statewide percentage of 25.7%.

A main challenge continues to be decreasing resources due to budget reductions, particularly in the face of increased community and gun violence. DCJ will continue to narrow its focus to serve those who are the highest risk by relying on assessment tools to guide decisions. Available low/no barrier housing and treatment resources remain largely unavailable for the populations we serve. The need in the community is so great that DCJ has begun to find creative solutions internally to meet the needs of individuals on supervision who struggle with severe and persistent mental illness and/or homelessness. Additionally, DCJ is dealing with critical staffing shortages, which we are addressing through increased attention to recruitment and hiring.

## COVID-19 & American Rescue Plan

While a significant cohort of DCJ employees have converted to routine telework since the County's telework pilot ended, DCJ continues to return to in-person services as we emerge from COVID-19 protocols. The Human Resources unit shifted much of their work to provide support to address staffing challenges as well as helping DCJ employees adjust to returning to offices.

The detention facility, the Assessment and Evaluation (A&E) program, and the Recognizance Unit have continued 24-hour operations throughout. Sanitation and PPE supplies remain available to all staff as well as additional cleaning in common spaces.

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 services that reduce reliance on detention and jail have 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 youth in detention remains well below capacity.

Field offices in the Adult Services Division have fully 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. They have also experienced an increase in 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 has increased in 2022. More in-person opportunities have become available, and work has been done to creatively engage volunteers and interns. In the last year the program has experienced an increase in community interest.

# Diversity, Equity, and Inclusion

DCJ embraces Multnomah County’s effort to inclusively lead with race, using targeted universalism approaches and understanding multiple intersections that impact internal and external stakeholders. DCJ’s strategic plan goals prioritize and integrate diversity, equity and inclusion. Specifically, the goal of Invest in Employees is informed by the work of the department’s Diversity and Equity Steering Committee (DESC) and the Workforce Equity Strategic Plan (WESP). The goal of System Change guides the department’s work as DCJ engages in current reform work, using data to track whether the department is impacting disparities, and prioritizing investments in culturally responsive staffing and programming.

DCJ is committed to promoting a diverse and equitable workforce, and a consistent, responsive delivery of programs and services to 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.

Programming and services tailored to meeting the needs of individuals who identify as Black, Indigenous, and/or People of Color are central to DCJ’s approach to budget and program development. We will continue to look at ways to expand and improve these services, including the continued expansion of HEAT and CHI, mentioned above. Another example is the Diane Wade Program, which provides gender-responsive, trauma-informed services with a focus on Black and African American women. DCJ works closely with a Community Advisory Board to inform how we can strengthen services to Black and African American women in our communities.

# Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$19,690,554	\$503,793	\$20,194,347	59.25
Adult Services Division	41,431,033	18,654,872	60,085,905	255.50
Juvenile Services Division	<u>25,523,293</u>	<u>6,188,637</u>	<u>31,711,930</u>	<u>144.60</u>
<b>Total Community Justice</b>	<b>\$86,644,880</b>	<b>\$25,347,302</b>	<b>\$111,992,182</b>	<b>459.35</b>

### 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 individuals, families, and victims/survivors we serve. The Director's Office is responsible for the fiscal management of more than \$111 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 and Procurement 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 460 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 (DESC) 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 2024 budget aims to improve customer service to the rest of the department and increase direct services to individuals, families, and victims/survivors. One way we did this was by eliminating a Research Scientist (PO 50004) position that primarily works on grants, and reallocating funds from a Senior Manager (PO 50000) to a Finance Supervisor (PO 50001A). We also eliminated unused temporary worker funds (PO 50005).

DCJ Victim Advocates are over capacity with caseloads that are too high. We continue to see year-over-year increases in the number of victims/survivors utilizing our services and requesting emergency funds. Research shows that survivors working with an advocate have much better safety outcomes because they generally get support to take more protective actions that lead to enhanced safety for the survivor. To help reduce caseloads, the FY 2024 budget adds 1.00 FTE Victim Advocate (PO 50003B). Our client assistance funds fill a critical gap in the community as they are available where other funds in the community are not.

### Adult Services Division

The Adult Services Division (ASD) provides leadership and direction for the supervision of around 7,500 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 and State prison utilization. Coordinating with public safety partners, ASD's mission is to enhance community safety, reduce crime, and change behavior by holding adults accountable in a fair and just manner, and providing them with services they need to reintegrate into the community. Parole-Probation Officers (PPOs) receive specialized 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, cultural responsiveness 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

In 2022, ASD piloted a program located at Mead Building in downtown Portland to address stabilization and treatment readiness for individuals experiencing severe and persistent mental illness and/or houselessness. This program provides a much needed bridge between release from jail or prison to engagement in limited community clinical services. We expect the Stabilization and Readiness Program (SARP) (PO 50041) to serve 150 individuals in the community in FY 2024.

ASD anticipates reductions in State SB1145 funding that amount to just over \$4 million. To meet this reduction, the division proposed the elimination of 24 positions from a variety of program offers, focusing on vacant positions first. We are also adjusting treatment and housing contracts to align with expected utilization rates. Due to these reductions, the County has allocated approximately \$3 million in contingency funds to help bridge funding gaps.



### Juvenile Services Division

The Juvenile Services Division (JSD) provides a continuum of services that includes diversion, formal probation, shelter care, and electronic monitoring. JSD also operates a secure residential assessment and evaluation program and regional juvenile 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. JSD received 518 out of custody referrals that were not diverted from court. Last year, JSD completed 253 detention screenings and 201 Multnomah County youth were admitted to the Donald E. Long Juvenile Detention facility. In total, the Tri-County area had 519 admissions to our facility.

This past year 116 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.

JSD will see a decrease of 8 juvenile detention beds (PO 50054A) resulting from reduced service contracts with Washington and Clackamas Counties. We also reduced a secure residential contract by 1 shelter bed (PO 50056). Additionally, due to reduced caseload sizes we eliminated 1.00 FTE Juvenile Court Counselor and 1.00 FTE Juvenile Counseling Assistant.

The FY 2024 budget will provide funding to design and plan facilities safety upgrades (PO 50051B). The FY 2023 budget provided funding for detention renovations, and this year we are focusing our efforts to enhance safety and security for the rest of the Juvenile Justice Complex.

### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Director’s Office</b>					
50000	DCJ Director's Office	\$ 2,808,689	\$0	\$ 2,808,689	12.00
50001A	DCJ Business Services	2,699,274	0	2,699,274	14.00
50002	DCJ Business Applications & Technology	9,795,077	364,793	10,159,870	5.75
50003A	DCJ Victim and Survivor Services	1,105,445	132,210	1,237,655	8.00
50003B	DCJ Victim and Survivor Services Staff Expansion	108,277	0	108,277	1.00
50004	DCJ Research & Planning	1,031,669	6,790	1,038,459	6.50
50005	DCJ Human Resources	2,142,123	0	2,142,123	12.00
<b>Adult Services Division</b>					
50011	Recovery System of Care	246,269	0	246,269	0
50012	Adult Residential Treatment Services	167,848	0	167,848	0
50016	Adult Services Management	2,335,070	0	2,335,070	9.00
50017	Adult Records and Administrative Services	7,305,179	1,573,048	8,878,227	44.00
50018	Adult Pretrial Release Services Program (PRSP)	3,092,596	0	3,092,596	21.00
50019	Adult Local Control Unit	0	154,570	154,570	1.00
50020	Adult Parole/Post Prison Violation Hearings	107,697	729,222	836,919	4.00
50021	Assessment and Referral Center	3,133,973	1,125,059	4,259,032	24.00
50022	HB3194 Justice Reinvestment	0	2,866,439	2,866,439	1.44
50023	Adult Field Supervision - West	2,410,856	2,739,001	5,149,857	28.56
50024	Adult Mental Health Unit - Supervision and Treatment	3,102,859	210,190	3,313,049	11.00
50025	Adult Sex Offense Supervision & Treatment	415,085	2,201,332	2,616,417	11.86
50026	Adult Domestic Violence Supervision	2,901,004	0	2,901,004	17.00
50027	Adult Women & Family Services Unit	2,042,947	513,666	2,556,613	14.00
50028	Diane Wade Program	725,721	0	725,721	0
50029	Adult Electronic Monitoring	673,963	0	673,963	3.00
50030	Adult START Court Program	982,446	597,321	1,579,767	7.00
50031	Community Service	1,356,148	227,698	1,583,846	8.00
50032	Adult Gang and African American Program	2,987,981	657,355	3,645,336	12.00
50033	Adult Field Supervision - East	2,183,668	2,460,199	4,643,867	23.50
50034	Assessment and Referral Center - Housing	3,346,682	1,672,120	5,018,802	3.00

# Community Justice

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Adult Services Division (cont.)</b>					
50035	Flip the Script - Community Based Services and Support	545,592	0	545,592	0
50036	Adult Domestic Violence Deferred Sentencing	163,969	0	163,969	1.00
50037	Adult Sex Offense Reduced Supervision (SORS)	186,602	0	186,602	1.14
50038	STEP Court Program	5,500	927,652	933,152	3.00
50041	DCJ Stabilization and Readiness Program (SARP)	703,965	0	703,965	5.00
50045	Restoration of 2.00 FTEs Parole-Probation Officers: DV Unit & African American Program	307,413	0	307,413	2.00
<b>Juvenile Services Division</b>					
50050	Juvenile Services Management	2,131,527	14,307	2,145,834	8.00
50051A	Juvenile Records and Administrative Services	3,128,327	152,126	3,280,453	14.60
50051B	Juvenile Justice Center - Safety & Security	175,000	0	175,000	0
50052	Family Resolution Services (FRS)	644,551	1,141,423	1,785,974	9.00
50053	Courtyard Cafe and Catering	466,410	0	466,410	3.20
50054A	Juvenile Detention Services - 32 Beds	8,256,374	1,004,135	9,260,509	51.80
50054B	Juvenile Detention Services - 16 Beds	1,274,217	0	1,274,217	8.00
50055	Community Monitoring Program	31,562	477,002	508,564	0
50056	Juvenile Shelter & Residential Placements	271,378	476,900	748,278	0
50057	Juvenile Adjudication	1,305,800	0	1,305,800	8.00
50058	Juvenile Field Probation	2,232,686	815,667	3,048,353	18.00
50063	Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation	2,655,767	612,361	3,268,128	16.00
50065	Juvenile Community Healing Initiative (CHI)	1,382,420	1,055,500	2,437,920	0
50066	Juvenile Community Interface Services	1,137,829	215,137	1,352,966	8.00
50067	CHI Early Intervention & Prevention Services	<u>429,445</u>	<u>224,079</u>	<u>653,524</u>	<u>0</u>
<b>Total Community Justice</b>		<b>\$86,644,880</b>	<b>\$25,347,302</b>	<b>\$111,992,182</b>	<b>459.35</b>

**Department:** Community Justice      **Program Contact:** Erika Preuitt  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 460 regular employees. This office provides leadership, communication, fiscal management, research and evaluation, and human resources management. This office also provides victim and survivor services, and coordinated the volunteer & intern program. The Director's Office serves an instrumental role in implementing critical County and Department initiatives such as the Workforce Equity Strategic Plan (WESP), trauma-informed practices, and restorative practices.

**Program Description**

The Director's Office monitors daily operations of an agency that provides supervision and treatment resources to youth, adults, and families to address community safety, including the underlying issues and problems that drive crime. This office ensures 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 supervises about 7,500 probationers and post-prison 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 Resolution Services program provides services for at-risk families as they go through separation and divorce.

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 Victim and Survivor Services unit is responsible for advancing DCJ's long-term commitment to crime victims' rights and needs. 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. The Policy & Communication team ensures accurate and timely communication about policies and practices and manages strategic initiatives.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults supervised annually	7,590	7,500	7,500	7,500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	4%	7%	7%	7%
Output	Number of juvenile criminal referrals received annually	524	600	600	600
Outcome	Percent of juvenile that had one or more subsequent criminal adjudication within 1 year post disposition	22%	35%	30%	30%

**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	2023	2023	2024	2024
Personnel	\$2,893,864	\$0	\$2,483,403	\$0
Contractual Services	\$227,105	\$0	\$227,105	\$0
Materials & Supplies	\$101,278	\$0	\$89,565	\$0
Internal Services	\$5,267	\$0	\$8,616	\$0
<b>Total GF/non-GF</b>	<b>\$3,227,514</b>	<b>\$0</b>	<b>\$2,808,689</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,227,514</b>		<b>\$2,808,689</b>	
<b>Program FTE</b>	15.00	0.00	12.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50000A DCJ Director's Office

Personnel Costs: In FY 2023, 2.00 FTE Project Manager positions were added. 1.00 FTE Program Communications Specialist moved from PO 50004 in the RAP program via internal budget modifications DCJ-006-23. In FY 2024, DCJ transferred 3.00 FTEs Contract Specialist Senior positions to PO 50001A Business Services. Eliminated 1.00 FTE Manager Senior Position.

\$150,000 was added to the Adopted Budget Contracts budget in FY 2023 for a Strategic Plan Development Consultant. That budget continues in FY 2024.

**Department:** Community Justice      **Program Contact:** Jelese Jones  
**Program Offer Type:** Support      **Program Offer Stage:** 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. Racial equity as well as alignment with the department's Workforce Equity Strategic Plan (WESP) is a key focus in all our work.

**Program Description**

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 DCJ's budget supports operations and aligns with the programs authorized by the Board of County Commissioners. This includes investments in culturally responsive and equitable services delivery.

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.

The unit coordinates department procurement and contracting functions and ensures implementation and compliance with all County contracting and procurement policies. 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, and Purchasing Leaders Group.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of invoices paid in 30 days or less	79%	80%	80%	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	2023	2023	2024	2024
Personnel	\$1,481,969	\$0	\$2,196,402	\$0
Contractual Services	\$232,682	\$0	\$46,711	\$0
Materials & Supplies	\$27,385	\$0	\$39,598	\$0
Internal Services	\$489,527	\$0	\$416,563	\$0
<b>Total GF/non-GF</b>	<b>\$2,231,563</b>	<b>\$0</b>	<b>\$2,699,274</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,231,563</b>		<b>\$2,699,274</b>	
<b>Program FTE</b>	10.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,902,134	\$0	\$1,978,176	\$0
<b>Total Revenue</b>	<b>\$1,902,134</b>	<b>\$0</b>	<b>\$1,978,176</b>	<b>\$0</b>

Explanation of Revenues

County General Fund, plus \$1,978,176 of Department Indirect Revenue. Indirect rate is based on the FY 2024 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 2023: 50001 DCJ Business Services

Personnel Costs: Added new 1.00 FTE Finance Supervisor and transferred in 3.00 FTE Contract Specialist Senior positions from PO 50000, DCJ Director's Office.

Contractual Services: FY 2023 Internal Budget Modification DCJ-001 transferred \$185,471 of an additional 2% cost of living increase for contractors to various DCJ programs.

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

**Executive Summary**

The Business Applications and Technology (BAT) team supports the implementation and use of information systems and other technology solutions. The program uses data reporting tools to increase the effectiveness of staff and improve service delivery to internal customers, public safety partners, and the individuals and families we serve.

**Program Description**

The BAT team provides oversight for evaluation, selection, purchase and implementation of effective, innovative technology solutions. The team provides technological support and administrative functions across DCJ's portfolio of over 25 different information systems, and collaborates with County Central IT, partner agencies, and private service providers to develop system-wide technology solutions for data sharing.

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. These efforts further DCJ's focus on reducing racial and ethnic disparities to improve equitable service delivery.

BAT contributes to countywide priorities by managing DCJ's participation in the Service Coordination Portal Engine (SCoPE) project, the Public Safety Assessment (PSA) project, and DCJ's Paperless Files project. SCoPE is a multi-departmental data sharing application and BAT's involvement includes maintaining user access, performing quarterly system audits, and other data steward activities. The PSA application is part of the Local Public Safety Coordinating Council's (LPSCC) efforts to reform the Pre-Trial system in Multnomah County.

As the number of employees working remotely has increased, the need for BAT services and support within DCJ has increased and demand for technology projects continues to grow.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of system innovations, upgrades and system replacements implemented	28	15	17	17
Outcome	Number of Technology Requests Completed	34	17	20	20
Outcome	Number of systems supported/administered	30	16	18	18

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$824,428	\$0	\$880,803	\$177,266
Contractual Services	\$57,861	\$304,196	\$57,861	\$155,034
Materials & Supplies	\$395,232	\$0	\$410,560	\$0
Internal Services	\$8,715,011	\$0	\$8,445,853	\$32,493
<b>Total GF/non-GF</b>	<b>\$9,992,532</b>	<b>\$304,196</b>	<b>\$9,795,077</b>	<b>\$364,793</b>
<b>Program Total:</b>	<b>\$10,296,728</b>		<b>\$10,159,870</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.75

Program Revenues				
Intergovernmental	\$0	\$304,196	\$0	\$364,793
<b>Total Revenue</b>	<b>\$0</b>	<b>\$304,196</b>	<b>\$0</b>	<b>\$364,793</b>

Explanation of Revenues

This program generates \$32,493 in indirect revenues. County General Fund plus \$364,793 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 (\$895,122) and the County District Attorney Office (\$104,878). The award funding supports expanding the functionality and usability of Multnomah County's Case Companion public website reducing barriers for victims and survivors of crime as they navigate the complex criminal legal system. FY 2024 budget is a portion of the grantor approved budget of federal year 2 (10/01/2022-09/30/2023) and federal year 3 (10/01/2023-09/30/2024).

Significant Program Changes

**Last Year this program was:** FY 2023: 50002 DCJ Business Applications & Technology

Personnel Costs: In FY 2023, 1.00 FTE Digital Forensics Examiner position was transferred from PO 50026 Adult Domestic Violence Supervision in internal budget modifications DCJ-007-23. In order to meet our budget reductions for SB1145 funding, the Forensics Examiner position was reduced.

FY 2024: Added new 0.75 FTE Development Analyst Senior for Case Companion project and the Chair paid off the ERP Debt amount of the Information Services internal service reimbursement, a difference of \$739,447 for DCJ.

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

### Executive Summary

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 culturally responsive advocacy and support to people who have experienced harm.

### Program Description

Services offered by VSS include:

**Notifications:** 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 an individual's 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 an individual is on supervision they can support the survivor through the entire system. Survivor safety is often in jeopardy after an individual 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of initial contacts with victims of adult and juvenile probation cases	3,291	2,000	2,000	2,000
Outcome	Monthly average victims of adult and juvenile crime served through victim advocacy	271	70	150	150
Output	Victim notifications provided to victims of adult and juvenile crime	861	N/A	585	585

### Performance Measures Descriptions

\*\*VSS experienced a data migration for notification services (the first and third measure) and it is believed numbers are inflated as a result. This is why the offer for FY24 may appear low. This offer is aligned with FY19-21 trends.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$950,692	\$47,179	\$1,078,085	\$92,302
Contractual Services	\$16,500	\$9,147	\$16,500	\$22,647
Materials & Supplies	\$8,360	\$342	\$10,860	\$342
Internal Services	\$325	\$7,252	\$0	\$16,919
<b>Total GF/non-GF</b>	<b>\$975,877</b>	<b>\$63,920</b>	<b>\$1,105,445</b>	<b>\$132,210</b>
<b>Program Total:</b>	<b>\$1,039,797</b>		<b>\$1,237,655</b>	
<b>Program FTE</b>	7.70	0.30	7.70	0.30

Program Revenues				
Intergovernmental	\$0	\$63,920	\$0	\$132,210
<b>Total Revenue</b>	<b>\$0</b>	<b>\$63,920</b>	<b>\$0</b>	<b>\$132,210</b>

Explanation of Revenues

This program generates \$16,919 in indirect revenues.

County General Fund plus \$132,210 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 (\$895,122) and the County District Attorney Office (\$104,878). The award funding supports expanding the functionality and usability of Multnomah County’s Case Companion public website reducing barriers for victims and survivors of crime as they navigate the complex criminal legal system. FY 2024 budget is a portion of the grantor approved budget of federal year 2 (10/01/2022-09/30/2023) and federal year 3 (10/01/2023-09/30/2024).

Significant Program Changes

Last Year this program was: FY 2023: 50003 DCJ Victim and Survivor Services

**Department:** Community Justice      **Program Contact:** Rosa Garcia  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 50003A  
**Program Characteristics:**

**Executive Summary**

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 culturally responsive advocacy and support to people who have experienced harm. In FY 2024, this program adds a new permanent 1.00 FTE Victim Advocate.

**Program Description**

In FY 2020, pre-pandemic monthly average population served through victim advocacy was 85 people. In FY 2021, the monthly average population served increased to 187, or an 120% increase in level of service. In FY 2022, the monthly average population served increased again to 271, or an 45% increase in level of service. Over the course of the last two FY budgets, the monthly average of population served increased by 165%, thus, this unit has experienced a steady increase in workload and number of survivors needing services. The increase in the number of victims/survivors needing services has overwhelmed advocates who do their best to be responsive to their extremely high caseloads. The increase in workload has caused difficulty in staff's ability to attend meetings/trainings that promote services that are equitable, trauma informed, and survivor led, as there is not enough time in the day to meet the immense needs of victims/survivors.

Generally, victims/survivors of crime are disproportionately young, low income, and people of color. In addition, the criminal legal system was not built with victims/survivors in mind, exacerbating the service disparity for this population. The pandemic increased barriers that crime victims/survivors experience and has had long lasting negative impacts on recovery that can be present for several years. Additionally, victim/survivor safety concerns often increase after a justice-involved individual is sentenced, and VSS is the only system based advocacy that aids in accessing community resources, safety planning, and support. While VSS serves victims/survivors of all crime types, a significant portion of victims/survivors are victims/survivors of domestic violence (DV), especially victims/survivors of color. DV victims/survivors of color face extra barriers, such as racism, in accessing housing and employment. When victims/survivors face barriers to self sufficiency, they often return to their abusers for support. Advocates help victims/survivors access resources to stabilize and increase self sufficiency. This is especially true for victims/survivors of color, as advocates can help navigate through a system of service delivery rooted in white supremacy, to help increase agency and options other than returning to their abuser for aid.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of successful contacts through advocacy	799	N/A	799	800
Outcome	Percent of 24 hour response rate	94%	N/A	85%	90%
Output	Monthly average of victims/survivors served through advocacy	271	70	271	150

**Performance Measures Descriptions**

Measure #1: 799 unique individuals served with 5,738 total contacts. Victim advocacy includes system navigation, safety planning, court accompaniment, emotional support, trauma education, access to client assistance funds, housing navigation, culturally specific advocacy and referrals, and resource referrals.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$108,277	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$108,277</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$108,277</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was:

Personnel Costs: In FY 2024, 1.00 FTE Victim Advocate has been added.

**Department:** Community Justice

**Program Contact:** Jenn Roark

**Program Offer Type:** Support

**Program Offer Stage:** 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 performs evaluative services for the Adult Services Division (ASD), the Juvenile Services Division (JSD), and the Director's Office (DO). Using rigorous methodologies, RAP provides information that guides various stakeholders data driven decisions for operational decision-making, policy formulation, mandatory reporting, and quality assurance and improvement.

**Program Description**

The RAP unit supports the data and analysis needs of the three department divisions by performing culturally appropriate evaluations of programs that work with communities of color. In addition, RAP provides data that monitor race and ethnicity data to address practices that disproportionately impact Black, Indigenous, and/or People of Color (BIPOC) 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. Additionally, RAP develops qualitative research protocols for conducting program evaluations and for measuring fidelity of programs. This is an important practice for soliciting valuable feedback from staff, adults and youth on supervision, victims of crime/survivors of violence, and community partners regarding DCJ practices and needed quality improvements.

ASD: During FY 22, RAP surveyed adults under supervision to determine barriers to service and DCJ's level of procedural fairness. The results were used to identify technological barriers and racial disparities within procedural fairness. RAP worked on two nationally funded evaluations of the culturally specific HEAT programming and a National Institute of Justice gang pathways project. Both of which found deep racial disparities in how Black/African American men under supervision are received in the community. These results will move forward into the next year to create data driven culturally specific programming.

JSD: During FY 22, RAP validated the Detention Screening Instrument which demonstrated that the tool used to determine release in the community was valid, and did not promote racial/ethnic or gender disparities within detention release decisions.

DO: During FY 22, RAP performed a Telework Survey with staff, persons under supervision, and community partners. The Telework Survey guided the decision making of leadership and promoted relationship building with community partners.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of research and evaluation projects worked on by RAP	192	150	150	150
Outcome	Number of output and outcome measures analyzed for budgeting process	143	110	120	120

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,181,928	\$175,922	\$1,017,064	\$4,642
Contractual Services	\$2,000	\$7,870	\$3,500	\$1,297
Materials & Supplies	\$13,105	\$12,186	\$11,105	\$0
Internal Services	\$1,570	\$25,794	\$0	\$851
<b>Total GF/non-GF</b>	<b>\$1,198,603</b>	<b>\$221,772</b>	<b>\$1,031,669</b>	<b>\$6,790</b>
<b>Program Total:</b>	<b>\$1,420,375</b>		<b>\$1,038,459</b>	
<b>Program FTE</b>	7.76	0.85	6.50	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$221,772	\$0	\$6,790
<b>Total Revenue</b>	<b>\$0</b>	<b>\$221,772</b>	<b>\$0</b>	<b>\$6,790</b>

Explanation of Revenues

This program generates \$851 in indirect revenues.

County General Fund plus \$6,790 from City of Gresham directly funded from the US Bureau of Justice Assistance (BJA) FY 2020 Justice and Mental Health Collaboration Program: Embedding Clinicians in Law Enforcement Agencies. DCJ is a research partner with City of Gresham in the collaboration program. Grant award period is 10/01/2020 to 09/30/2023.

FY 2024 includes the last three months of the award.

Significant Program Changes

**Last Year this program was:** FY 2023: 50004A DCJ Research & Planning

Personnel Costs: 1.00 FTE Data Analyst position was reclassified to 1.00 FTE Program Communication Specialist position (Budget modifications DCJ-002-23) and moved to PO 50000 Communication Program (internal budget modification DCJ-006-23); .80 FTE Program Technician was reclassified to 1.00 FTE Research Evaluation Analyst 1 in budget modification DCJ-003-23.

For FY 2024, 0.50 FTE Data Analyst Senior position number has been cut due to the ending of the Washington County grant; 0.80 FTE Research Evaluation Scientist was eliminated; and reallocated Data Analyst position to general fund due to the ending of the BJA HEAT and WEB DuBios grants.

**Department:** Community Justice      **Program Contact:** Patty Blanchard  
**Program Offer Type:** Support      **Program Offer Stage:** 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 business partners 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 trains and provides employees with the tools needed to perform job duties and strengthen their performance.

**Program Description**

HR 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's main areas of focus are:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees as well as manage employee and labor relations issues, that include performance management, discipline and grievances, investigations, 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.
- 4) Developing leadership and employee training programs, including maintenance of parole-probation officer state certification records.

HR is also tasked with developing and implementing initiatives in partnership with Central Human Resources and Labor Relations, and plays an important role in the implementation of goals and activities in the Workforce Equity Strategic Plan (WESP). Most recently, they have been integral in helping DCJ adjust to the County's Future of Work initiative.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of regular employees supported per day	492	490	485	485
Outcome	Percent of People of Color applying for open positions (who disclose diversity)	53%	48%	52%	52%
Outcome	Total number of temps/on calls supported	74	130	100	100

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,958,392	\$0	\$2,033,450	\$0
Contractual Services	\$89,211	\$0	\$89,211	\$0
Materials & Supplies	\$19,252	\$0	\$19,462	\$0
Internal Services	\$50	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$2,066,905</b>	<b>\$0</b>	<b>\$2,142,123</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,066,905</b>		<b>\$2,142,123</b>	
<b>Program FTE</b>	12.00	0.00	12.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50005 DCJ Human Resources

**Department:** Community Justice

**Program Contact:** Jay Scroggin

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Providing 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 criminogenic 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 Description**

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 criminogenic risk factors. Several providers offer culturally and gender responsive 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 criminogenic risk factors such as antisocial thoughts, attitudes, antisocial peers, impulsivity, poor problem solving skills and anger management. Effective interventions for adults under supervision should integrate addictions treatment with cognitive behavioral strategies to address criminogenic factors. Without treatment, individuals are more likely to re-offend and/or to occupy costly jail beds.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals that received DCJ funded treatment	899	850	900	900
Outcome	Percent of individuals convicted of a misdemeanor or felony within 1 year of treatment admission date	7%	8%	8%	8%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$71,839	\$159,380	\$244,695	\$0
Materials & Supplies	\$1,574	\$0	\$1,574	\$0
<b>Total GF/non-GF</b>	<b>\$73,413</b>	<b>\$159,380</b>	<b>\$246,269</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$232,793</b>		<b>\$246,269</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$159,380	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$159,380</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50011 Recovery System of Care

**Department:** Community Justice      **Program Contact:** Jay Scroggin  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 men 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., 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 criminogenic. 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 adult women, especially those with trauma and abuse in their background (2006).

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of males participating in treatment	156	100	150	150
Outcome	Percent of males convicted of a misdemeanor or felony within 1 year of treatment admission date	7%	15%	10%	10%
Output	Number of females participating in treatment	26	30	30	30
Outcome	Percent of females convicted of a misdemeanor or felony within 1 year of treatment admission date	7%	15%	10%	10%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$103,912	\$77,786	\$167,848	\$0
<b>Total GF/non-GF</b>	<b>\$103,912</b>	<b>\$77,786</b>	<b>\$167,848</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$181,698</b>		<b>\$167,848</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$77,786	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$77,786</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50012 Adult Residential Treatment Services

**Department:** Community Justice      **Program Contact:** Jay Scroggin  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 7,500 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 Description**

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 (LPSCC), Criminal Justice Advisory Council (CJAC), Oregon Association of Community Corrections Directors (OACCD), 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 developing case plans that reduce risk to reoffend. Rapport and relationship building, along with structured directions, are key factors to reducing recidivism and part of core correctional practices.

ASD maintains evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming. We utilize case management strategies that provide individuals the opportunity to change by addressing factors that research has shown to reduce criminal behavior. We work with DCJ's Research and Planning unit to track and analyze race and ethnicity data to identify where systemic racism is harming individuals and preventing them from successfully engaging with supervision and services, and are committed to intervening and redressing those harms using the tools available to us. In recent years, we have implemented trauma-informed practices and incorporated brain science into our practices. We will continue to focus on identifying and implementing more culturally responsive strategies in this area.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults supervised annually	7,590	7,500	7,500	7,500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	4%	7%	5%	5%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,618,378	\$0	\$1,880,166	\$0
Contractual Services	\$87,202	\$5,646	\$93,927	\$0
Materials & Supplies	\$222,614	\$0	\$240,923	\$0
Internal Services	\$134,892	\$0	\$120,054	\$0
<b>Total GF/non-GF</b>	<b>\$2,063,086</b>	<b>\$5,646</b>	<b>\$2,335,070</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,068,732</b>		<b>\$2,335,070</b>	
<b>Program FTE</b>	8.00	0.00	9.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,646	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,646</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50016A Adult Services Management

Personnel Costs: 1.00 FTE Parole-Probation Officer has been transferred from PO 50033 Adult Field Supervision - East MTEA program in internal budget modifications DCJ-003-23.

**Department:** Community Justice      **Program Contact:** Jamie Tynan  
**Program Offer Type:** Support      **Program Offer Stage:** 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. 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 Description**

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: Maintaining highly confidential records and crime data in the statewide Correction Information System (CIS), Law Enforcement Data System (LEDS) and internal service tracking systems; Maintaining files for all active and discharged individuals; providing reception coverage, including responding to inquiries from the public; distributing mail and ordering supplies; coordinating other functional and administrative services.

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. This team has been instrumental in transitioning ASD to electronic record-keeping.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of work items processed by the unit	16,680	35,000	22,608	35,000
Outcome	Average Processing Time (days)	2.4	4	3	4
Output	Number of check-ins at a reception desk	19,361	105,000	69,190	70,000

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$4,108,043	\$1,343,050	\$3,823,633	\$1,329,373
Contractual Services	\$73,204	\$0	\$67,090	\$0
Materials & Supplies	\$185,973	\$0	\$209,964	\$0
Internal Services	\$2,794,007	\$206,426	\$3,204,492	\$243,675
<b>Total GF/non-GF</b>	<b>\$7,161,227</b>	<b>\$1,549,476</b>	<b>\$7,305,179</b>	<b>\$1,573,048</b>
<b>Program Total:</b>	<b>\$8,710,703</b>		<b>\$8,878,227</b>	
<b>Program FTE</b>	38.00	13.00	32.00	12.00

Program Revenues				
Intergovernmental	\$0	\$1,549,476	\$0	\$1,573,048
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,549,476</b>	<b>\$0</b>	<b>\$1,573,048</b>

Explanation of Revenues

This program generates \$243,675 in indirect revenues.

County General Fund plus \$1,573,048 which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

**Last Year this program was:** FY 2023: 50017A Adult Records and Administrative Services

FY 2023 Personnel Costs: 1.00 FTE Correction Technician transferred to PO 50023 Adult Field Supervision- West in budget modification DCJ-005-23. 1.00 FTE Program Specialist position in Mead Support transferred to the East Support via internal budget modification DCJ-007-23 within the same program offer.

FY 2024 Personnel Costs: Total of 6.00 FTEs (4.00 FTEs Records Technician and 2.00 FTEs Records Coordinator) have been eliminated in FY 2024 in order to meet our budget reductions for both general fund and SB1145 funding. One position in general fund and 5 positions in SB1145 funding.

**Department:** Community Justice      **Program Contact:** Lisa Lewis  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 resources to be reserved for higher risk adults by using the Presiding Judges Order and a validated risk instrument to assess a defendant's probability to appear in court or reoffend and to determine release eligibility.

**Program Description**

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 release decisions, which are based on the guidelines in the current Presiding Judge's Order for pretrial release. The program reviews the charges using the Presiding Judges Release Guidelines Order for Overriding Circumstances, which in turn provides a comprehensive and objective system for release decisions. Recog staff also conduct an evidence-based pretrial risk assessment on defendants who have a pending Multnomah County charge, which is meant to assist with decision-making regarding a defendant's conditions of release. Additionally, the Recog 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 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. When the defendant is released under PSP monitoring, 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 release 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. These units are working actively with the MacArthur foundation to implement release programming that provide evidence-based actuarial release recommendations.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of recog cases processed annually	12,933	12,000	13,500	13,500
Outcome	Percent of recog cases interviewed	53%	50%	60%	60%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,708,464	\$0	\$2,947,035	\$0
Contractual Services	\$10,842	\$0	\$10,842	\$0
Materials & Supplies	\$14,810	\$0	\$16,310	\$0
Internal Services	\$107,982	\$0	\$118,409	\$0
<b>Total GF/non-GF</b>	<b>\$2,842,098</b>	<b>\$0</b>	<b>\$3,092,596</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,842,098</b>		<b>\$3,092,596</b>	
<b>Program FTE</b>	21.00	0.00	21.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50018 Adult Pretrial Release Services Program (PRSP)

**Department:** Community Justice      **Program Contact:** Lonnie Nettles  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

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

### Program Description

The Local Control (LC) unit supervises 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 unit has the legal authority to issue and recall arrest warrants, and has jurisdiction over the supervision conditions for these individuals. Local Control staff develop release plans and monitor adults with community-based sanctions (drug and alcohol treatment programs) upon the completion of their incarceration. The Local Control unit is instrumental in holding individuals accountable by providing fair and objective investigations, revocation hearing and appeal reviews, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of release plans completed	315	250	350	350
Outcome	Percent of individuals convicted of misdemeanor or felony within 1 year of release date from local control	18%	20%	20%	20%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$114,656	\$0	\$121,478
Contractual Services	\$0	\$1,448	\$0	\$1,448
Internal Services	\$0	\$31,585	\$0	\$31,644
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$147,689</b>	<b>\$0</b>	<b>\$154,570</b>
<b>Program Total:</b>	<b>\$147,689</b>		<b>\$154,570</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$147,689	\$0	\$154,570
<b>Total Revenue</b>	<b>\$0</b>	<b>\$147,689</b>	<b>\$0</b>	<b>\$154,570</b>

Explanation of Revenues

This program generates \$22,267 in indirect revenues.

County General Fund plus \$154,570, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50019 Adult Local Control Release Unit

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

**Executive Summary**

The Hearings unit is instrumental in holding individuals accountable by providing fair and objective investigations and probation/post-prison hearings, incarceration when appropriate, and actively supervising 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 Description**

Centralized hearings and violation processes help to ensure timely and equitable resolutions. If a Parole-Probation Officer (PPO) determines that an 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of hearings completed by hearings officers	342	359	359	359
Outcome	Percent of hearings completed by hearings officers outside of Multnomah County	8%	6%	6%	6%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$289,221	\$670,681	\$104,539	\$587,910
Contractual Services	\$0	\$2,000	\$0	\$2,000
Materials & Supplies	\$3,158	\$0	\$3,158	\$0
Internal Services	\$1,100	\$103,084	\$0	\$139,312
<b>Total GF/non-GF</b>	<b>\$293,479</b>	<b>\$775,765</b>	<b>\$107,697</b>	<b>\$729,222</b>
<b>Program Total:</b>	<b>\$1,069,244</b>		<b>\$836,919</b>	
<b>Program FTE</b>	2.00	4.00	0.55	3.45

Program Revenues				
Intergovernmental	\$0	\$775,765	\$0	\$729,222
<b>Total Revenue</b>	<b>\$0</b>	<b>\$775,765</b>	<b>\$0</b>	<b>\$729,222</b>

Explanation of Revenues

This program generates \$139,312 in indirect revenues.

County General Fund plus:

1) \$678,962 portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Budget. 2) \$50,260, an Intergovernmental Agreement (IGA) between Oregon Board of Parole & Post-Prison Supervision and the Multnomah County. The IGA shall not exceed a maximum amount of \$149,000 for services beginning 11/01/2021 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 2024 budget is per signed IGA dated 03/29/2022 stating that payments for services shall be made on even numbered years in one full payment of \$50,260.30.

Significant Program Changes

Last Year this program was: FY 2023: 50020 Adult Parole/Post Prison Violation Hearings

Personnel Costs: Total of 2.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for the SB1145 funding. 1.00 FTE Corrections Technician and 1.00 FTE Parole-Probation Officer were eliminated in FY 2024.

Program FTE (Other Funds) -0.55 FTE transferred to General Fund.

**Department:** Community Justice      **Program Contact:** Lonnie Nettles  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 (HAT) ensures interventions addressing criminogenic factors and social determinants of health are delivered effectively.

**Program Description**

Assessment and Referral Center (ARC) staff meet with individuals 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.

ARC actively works to build partnerships with community-based, culturally responsive 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. This includes housing, health assessments, treatment access, case coordination, and family engagement.

The centralization of DCJ's intake process and pre-release field investigations in a team committed to trauma-informed practices helps to ensure an equitable process for individuals who are placed on community supervision.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of probation and post prison intakes completed	1,345	1,500	1,800	1,800
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	97%	95%	95%	95%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$3,046,830	\$724,524	\$2,719,569	\$950,781
Contractual Services	\$228,622	\$79,200	\$282,822	\$0
Materials & Supplies	\$6,397	\$31,430	\$6,397	\$0
Internal Services	\$114,635	\$111,358	\$125,185	\$174,278
<b>Total GF/non-GF</b>	<b>\$3,396,484</b>	<b>\$946,512</b>	<b>\$3,133,973</b>	<b>\$1,125,059</b>
<b>Program Total:</b>	<b>\$4,342,996</b>		<b>\$4,259,032</b>	
<b>Program FTE</b>	21.48	4.52	18.48	5.52

<b>Program Revenues</b>				
Intergovernmental	\$0	\$946,512	\$0	\$1,125,059
<b>Total Revenue</b>	<b>\$0</b>	<b>\$946,512</b>	<b>\$0</b>	<b>\$1,125,059</b>

Explanation of Revenues

This program generates \$174,278 in indirect revenues.

County General Fund plus \$1,125,059 which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

**Last Year this program was:** FY 2023: 50021 Assessment and Referral Center

1.00 FTE Sworn Community Justice Manager was transferred from PO 50027 into the Other Funds.

FY 2024 Personnel Costs: Total of 3.00 FTEs have been eliminated in order to meet our budget reductions for the SB1145 funding. 1.00 FTE Parole-Probation Officer, 1.00 FTE Corrections Counselor, and 1.00 FTE Corrections Technician.

The Indigent Crisis Fund for probation/parole individuals was cut for FY 2024 (\$25,000)

**Department:** Community Justice      **Program Contact:** Jamie Tynan  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Multnomah County Justice Reinvestment (MCJRP) is a direct result of House Bill 3194, Oregon's version of a nationwide initiative that seeks to reduce prison growth while improving public safety. 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 individuals prior to sentencing, and provide a continuum of community-based services, programs, and sanctions. This decreases 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 Description

The District Attorney's Office identifies individuals facing a prison term based on established eligibility requirements. MCJRP funding is allocated as follows:

- Multnomah County Sheriff's Office expedites assessments in jail
- The court and the defense assist with case coordination and scheduling
- A deputy district attorney facilitates eligibility determination and case management
- DCJ employees carry out the program (assessment, report writing, and supervision)
- 10% of funding goes to community-based 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 individuals 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, including culturally responsive services. This program offer also supports the ongoing Reentry Enhancement Coordination program and Short Term Transitional Leave (STTL). Both are evidence-based addictions treatment programs for people leaving prison, which includes treatment, housing, mentoring, parenting, and employment assistance.

For 2023-2025 biennium, in addition to the Formula Grant, MCJRP is seeking continued Supplemental Grant through the Criminal Justice Commission (CJC), which addresses special populations and second sentence programs, and additional full or partial positions to include a Deputy District Attorney, a District Attorney, Research Analyst, Metro Public Defender Case Manager and the Multnomah Defenders Inc.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults supervised annually	478	650	450	450
Outcome	Percent of adults who are not revoked within 1 year of supervision start date	94%	90%	90%	90%
Outcome	Percent of adults who are NOT convicted of a misdemeanor or felony within 1 year of supervision start	93%	95%	90%	90%
Outcome	Number of MCJRP Assessments performed annually	413	450	530	530

### Performance Measures Descriptions

The number of adults supervised annually has dramatically dropped due to a court backlog and defense attorney shortage. The MCJRP Operations teams is working to reduce the backlog and continue redesigning the process as we emerge from the COVID-19 pandemic.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$648,323	\$0	\$670,632
Contractual Services	\$0	\$2,261,558	\$0	\$2,128,545
Materials & Supplies	\$0	\$691	\$0	\$199
Internal Services	\$0	\$64,831	\$0	\$67,063
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,975,403</b>	<b>\$0</b>	<b>\$2,866,439</b>
<b>Program Total:</b>	<b>\$2,975,403</b>		<b>\$2,866,439</b>	
<b>Program FTE</b>	0.00	3.44	0.00	1.44

Program Revenues				
Intergovernmental	\$0	\$2,975,403	\$0	\$2,689,995
Beginning Working Capital	\$0	\$0	\$0	\$176,444
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,975,403</b>	<b>\$0</b>	<b>\$2,866,439</b>

Explanation of Revenues

This program generates \$67,063 in indirect revenues.

Total funding of \$2,866,439 from Oregon Criminal Justice Commission, Justice Reinvestment Initiative funding per the 2023-2025 Governor's Budget. Funding provides assistance in reducing recidivism, decreasing prison use, saving prison costs, protecting the public and holding individuals accountable. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50022 HB3194 Justice Reinvestment

FY 2024 Personnel Costs: Total of 2.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for SB1145 funding. 2.00 FTEs Parole and Probation Officer positions from the HB3194 Justice Reinvestment program.

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

**Executive Summary**

The 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 individuals who are low risk deeper into the criminal justice system, provides minimal supervision, and encourages increased self-sufficiency.

**Program Description**

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 women’s social and psychological needs in mind. The PSC provides a quick, objective, validated assessment of the probability an individual will be re-convicted of a felony or re-arrested for a person or property offense based on specific characteristics.

DCJ uses 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 and skill building for high risk individuals. PPOs also integrate trauma-informed, culturally responsive 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of high risk adults supervised annually in West Program	1,290	1,500	1,500	1,500
Outcome	Percent of adults who are NOT revoked within 1 year of supervision start date	3%	5%	5%	5%

**Performance Measures Descriptions**

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$2,668,364	\$2,229,117	\$2,363,791	\$2,336,601
Contractual Services	\$22,318	\$29,900	\$46,568	\$5,648
Materials & Supplies	\$497	\$0	\$497	\$0
Internal Services	\$0	\$342,616	\$0	\$396,752
<b>Total GF/non-GF</b>	<b>\$2,691,179</b>	<b>\$2,601,633</b>	<b>\$2,410,856</b>	<b>\$2,739,001</b>
<b>Program Total:</b>	<b>\$5,292,812</b>		<b>\$5,149,857</b>	
<b>Program FTE</b>	16.02	14.54	14.02	14.54

<b>Program Revenues</b>				
Intergovernmental	\$258,451	\$2,601,633	\$0	\$2,739,001
Other / Miscellaneous	\$0	\$0	\$258,451	\$0
<b>Total Revenue</b>	<b>\$258,451</b>	<b>\$2,601,633</b>	<b>\$258,451</b>	<b>\$2,739,001</b>

**Explanation of Revenues**

This program generates \$396,752 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 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 shared between DCJ (60%) and MCSO (40%). FY 2024 budget is per FY 2023 actual. DOC also allocates Grant in Aid (SB1145) and Measure 57 Supplemental Fund (M57) to Multnomah County per the 2023-2025 Governor's Budget. FY 2024 for SB1145 and M57 are 49% allocation for the 1st year of 2023-25 biennium budget: 1) \$2,085,043 portion of SB1145 supports supervision of individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. 2) \$653,958 portion of M57 supports individuals on active supervision 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 2023: 50023 Adult Field Supervision - West

Personnel Costs: Transferred in 1.00 FTE Correction Technician from PO 50017 in budget modifications DCJ-005-23.

Total of 3.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for SB1145 funding. 2.00 FTEs Parole-Probation Officer positions and 1.00 FTE Sworn Community Justice Manager position in FY 2024.

**Department:** Community Justice      **Program Contact:** Lonnie Nettles

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Mental Health Unit (MHU) provides probation, parole, and post-prison supervision services for 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 Multnomah County 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 Bureau, treatment providers, and community groups that work with this population.

**Program Description**

MHU works to decrease the likelihood that individuals with severe behavioral health issues will be incarcerated or hospitalized. MHU increases community safety and minimizes individual contact with the criminal justice system with targeted community-based treatment and case management coupled 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 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 Mental Health Unit has been conducting enhanced community outreach since May 2021 in an effort to reach justice-involved individuals who are experiencing homelessness. Their outreach van recorded over 4000 contacts with individuals in 2022.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	495	500	500	500
Outcome	Percent of adults convicted of misdemeanor or felony within 1 year of supervision start date	10%	7%	7%	7%

**Performance Measures Descriptions**

The COVID-19 pandemic impacted the justice system by slowing Court processes. DCJ is experiencing the backlog of court cases, and as resolved, more individuals are being placed on probation. The pandemic increased pressure on the scarce housing supply and DCJ has seen the percentage of individuals supervised by the MHU who are homeless climb considerably. 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	2023	2023	2024	2024
Personnel	\$1,731,833	\$0	\$1,795,700	\$0
Contractual Services	\$1,278,053	\$200,181	\$1,307,159	\$210,190
Materials & Supplies	\$0	\$59,670	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$3,009,886</b>	<b>\$259,851</b>	<b>\$3,102,859</b>	<b>\$210,190</b>
<b>Program Total:</b>	<b>\$3,269,737</b>		<b>\$3,313,049</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

Program Revenues				
Intergovernmental	\$0	\$259,851	\$0	\$210,190
<b>Total Revenue</b>	<b>\$0</b>	<b>\$259,851</b>	<b>\$0</b>	<b>\$210,190</b>

Explanation of Revenues

County General Fund plus \$210,190 from Oregon Criminal Justice Commission (CJC), Specialty Courts Grant Program. Funding supports Multnomah County Mental Health Court for individuals struggling with substance use disorder recidivism through outcomes by way of interdisciplinary team collaboration, court directed treatment, and compliance. FY 2024 budget assumes the same FY 2023 funding from OR CJC with modification on County's FY 2023 current service level.

Significant Program Changes

Last Year this program was: FY 2023: 50024 Adult Mental Health Unit - Supervision and Treatment

The cost of licensing for the SPROKIT program was cut for FY 2024 (\$59,670)

<b>Department:</b>	Community Justice	<b>Program Contact:</b>	Lisa Lewis
<b>Program Offer Type:</b>	Existing	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	50037		
<b>Program Characteristics:</b>			

### 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 Description

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. 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. 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	521	550	575	575
Outcome	Percent of adults convicted of a misdemeanor felony within 1 year of supervision start date	1%	5%	5%	5%
Outcome	Percent of adults convicted of a new sex-offense misd. or felony within 1 year of supervision start date	0%	1%	1%	1%

### Performance Measures Descriptions



**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$121,896	\$1,638,890	\$128,343	\$1,831,388
Contractual Services	\$349,278	\$2,500	\$286,742	\$26,750
Materials & Supplies	\$0	\$7,500	\$0	\$7,500
Internal Services	\$0	\$251,899	\$0	\$335,694
<b>Total GF/non-GF</b>	<b>\$471,174</b>	<b>\$1,900,789</b>	<b>\$415,085</b>	<b>\$2,201,332</b>
<b>Program Total:</b>	<b>\$2,371,963</b>		<b>\$2,616,417</b>	
<b>Program FTE</b>	0.60	10.40	0.60	11.26

Program Revenues				
Intergovernmental	\$0	\$1,900,789	\$0	\$2,201,332
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,900,789</b>	<b>\$0</b>	<b>\$2,201,332</b>

**Explanation of Revenues**

This program generates \$335,694 in indirect revenues.

County General Fund plus two funding's from OR Department of Corrections (DOC) allocated to Multnomah County per the 2023-2025 Governor's Budget:

- 1) \$2,165,780, portion of Grant in Aid SB1145 funding from DOC allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.5652. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.
- 2) \$35,552 DOC Sexually Violent Dangerous Offender (SVDO). Funding provides intensive supervision to individuals with specially designated sex offenses in accordance with ORS 144.635. County bills the state on actual number of individuals served on a set daily rate. FY 2024 budget is the projection of six (6) percent billing rate increase of biennium 2021-2023 billing rate.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 50025 Adult Sex Offense Supervision & Treatment

Personnel Costs: Transferred 0.86 FTE of the other funds (SB1145 grant funding) from PO 50037. Eliminated \$52,500 in contracts in order to meet our budget reductions for SB1145 funding.

**Department:** Community Justice      **Program Contact:** Travis Gamble  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 individuals 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 Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	940	1,000	1,000	1,000
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	6%	5%	6%	6%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,109,349	\$2,069,829	\$2,794,073	\$0
Contractual Services	\$0	\$100,607	\$104,701	\$0
Materials & Supplies	\$2,230	\$0	\$2,230	\$0
Internal Services	\$0	\$315,266	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$1,111,579</b>	<b>\$2,485,702</b>	<b>\$2,901,004</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,597,281</b>		<b>\$2,901,004</b>	
<b>Program FTE</b>	7.40	12.60	17.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,485,702	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,485,702</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50026 Adult Domestic Violence Supervision

Personnel Costs: During FY 2023, 1.00 FTE Digital Forensics Examiner was transferred to PO 50002 in budget modification #DCJ-007-23.

FY 2024 Personnel Costs: Total of 2.00 FTEs have been eliminated in FY 2024 in order to meet our budget reductions for both general fund and SB1145 funding, 1 position were reduced from each funding source. Eliminated 2.00 FTEs Parole-Probation Officer positions. The indirect costs for FY 2024 shifted to other programs as the funding sources moved from DOC grant revenues to general fund.

**Department:** Community Justice      **Program Contact:** Lonnie Nettles  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Women & Family Services Unit (WFSU) supervises adults who identify as female. A number of these individuals are pregnant women, parenting young children, 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 intergenerational transmission of criminogenic factors.

**Program Description**

Women & Family Services Unit (WFSU) approaches supervision through a multi-disciplinary collaborative effort and gender responsive programming, which includes Community Health Specialists (CHS), who work closely with staff from Child Welfare, Self Sufficiency, Health Services, the Juvenile Services Division, and mental health agencies for case planning, resource allocation, and efficient service delivery to address dynamics that place an entire family at risk. Utilizing the Women’s Risk Needs Assessment (WRNA), each individual is assessed for their risk and need areas, which allows WFSU staff to match risk and need with appropriate interventions, treatment, and gender responsive service referrals. WFSU’s intensive wraparound approach equips justice-involved women with skills and resources that strengthen families and successfully defrays long-term costs associated with inter-generational criminal activity. FY22, this program served nearly half of Black, Indigenous and/or People of Color (BIPOC) women under supervision.

Embedded within this program, is the House Bill 3503 Family Sentencing Alternative Pilot (FSAP) Program, which diverts qualified 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. WFSU has two staff dedicated to working with the Department of Human Services and clients who are either pregnant, parenting, or attempting to parent their children to maintain or regain parental rights. The intent of this program is to promote reunification of families through wraparound services that focus on phases of parenting (full, partial, or no custody) and to prevent children from entering the foster care system.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	638	800	550	550
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	4%	7%	7%	7%

**Performance Measures Descriptions**

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,870,260	\$333,727	\$1,797,972	\$383,525
Contractual Services	\$41,385	\$71,980	\$41,385	\$56,841
Materials & Supplies	\$7,684	\$0	\$6,904	\$3,000
Internal Services	\$170,940	\$51,294	\$196,686	\$70,300
<b>Total GF/non-GF</b>	<b>\$3,090,269</b>	<b>\$457,001</b>	<b>\$2,042,947</b>	<b>\$513,666</b>
<b>Program Total:</b>	<b>\$3,547,270</b>		<b>\$2,556,613</b>	
<b>Program FTE</b>	20.00	2.00	12.00	2.00

Program Revenues				
Intergovernmental	\$0	\$457,001	\$0	\$513,666
<b>Total Revenue</b>	<b>\$0</b>	<b>\$457,001</b>	<b>\$0</b>	<b>\$513,666</b>

**Explanation of Revenues**

This program generates \$70,300 in indirect revenues.

County General Fund plus:

- 1) \$257,552 OR Department of Corrections HB3503 Family Sentencing Alternative Program. Funding promotes family reunification, preventing children from entering foster care, and holding individuals accountable. Current IGA 06/30/2023. FY 2024 budget is per FY 2023 award.
- 2) \$256,114 National Institute of Corrections/BOP/USDOJ. Funding supports the personnel costs, indirect costs, and travel expenses of one full time (1.0FTE) DCJ Sworn Community Justice Manager (CJM). The award amount of \$118,355 from 10/01/2022 – 09/30/2024 only pertains to annual base salary. DCJ will request a contract amendment from the grantor to increase the current award amount to cover the full amount of reimbursable expenses. BOP is an abbreviation for the Federal Bureau of Prisons.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 50027 Adult Women & Family Services Unit

Personnel Costs: Total of 8.00 FTEs have been eliminated in FY 2024. In order to meet our budget reductions for both general fund and SB1145 funding, 4 positions were reduced from each funding source.

8.00 FTEs were eliminated: 1.00 FTE Sworn Community Justice Manager, 5.00 FTEs Parole-Probation Office positions, and 2.00 FTEs Community Health Specialist 2 positions.

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

**Executive Summary**

The Diane Wade Program (formerly the Diane Wade House) is a culturally and gender responsive transitional housing program for Black and African American women on probation and also those transitioning from a correctional facility and returning 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 Description**

The Diane Wade Program was developed in response to the lack of appropriate and responsive intervention, sanction, and stabilization options for women experiencing mild behavioral health issues, particularly Black and African American women who experience disproportionately higher rates of incarceration.

This program was launched in 2020 with grant funds from The MacArthur Foundation. Ongoing County 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. As of FY 2023, a Request For Proposal (RFP) process is underway which will result in the selection of a provider to run the program.

The 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, provide long-term support, and build stronger communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 2023 the RFP process is still pending. 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	2023	2023	2024	2024
Contractual Services	\$697,954	\$0	\$725,721	\$0
<b>Total GF/non-GF</b>	<b>\$697,954</b>	<b>\$0</b>	<b>\$725,721</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$697,954</b>		<b>\$725,721</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

**Last Year this program was:** FY 2023: 50028 Diane Wade House

The prior Diane Wade Program 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 Program in revisioning what this culturally specific transitional housing for women 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:** Travis Gamble  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 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 Description**

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 individuals are located at any given time. This alternative sanction expands supervision sentencing options for judges. Current data indicate most people 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.

According to research, historically, people of color have received more frequent and longer jail sanctions, use of EM has a direct impact on reducing disparate jail sanctioning.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served	533	325	500	500
Outcome	Number of jail beds saved	21,022	15,000	15,000	15,000

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$214,080	\$121,082	\$362,819	\$0
Contractual Services	\$332,000	\$0	\$291,144	\$0
Materials & Supplies	\$20,000	\$0	\$20,000	\$0
Internal Services	\$0	\$18,610	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$566,080</b>	<b>\$139,692</b>	<b>\$673,963</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$705,772</b>		<b>\$673,963</b>	
<b>Program FTE</b>	2.00	1.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$139,692	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$139,692</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50029 Adult Electronic Monitoring

Personnel Costs: Shifted 1.00 FTE Corrections Technician position number 715427 from the DOC SB1145 grant to County General Fund within the same program offer.

The electronic monitoring contract was reduced for FY 2024 (\$40,856)

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

**Executive Summary**

The Success through Accountability, Restitution and Treatment (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.

**Program Description**

Many property offenses are motivated by substance use disorders. START Court adheres to nationally recognized drug court key components to address addiction and other high risk, criminal behaviors that keep individuals involved in the criminal justice system. By partnering with the court, treatment providers, and related professionals, this program holds participants accountable. In an attempt to decrease additional felony convictions and address addiction, both the Oregon Department of Corrections and the Oregon Criminal Justice Commission invested in comprehensive programming for this population. The funding agencies conduct evaluations of each program and report back to the legislature with the results.

START Court provides alternative sentencing for downward dispositional cases, and focuses on high risk and high need individuals. 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 START Court are filtered primarily through the Multnomah County Justice Reinvestment Program (MCJRP), which provides informed sentencing.

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults in START Court served each year in supervision	134	175	160	160
Outcome	Percent of adults in START Court NOT convicted of a misd. or felony within 1 year of supervision start date	96%	90%	90%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$919,160	\$157,247	\$973,983	\$165,592
Contractual Services	\$7,000	\$408,628	\$6,500	\$403,302
Materials & Supplies	\$1,963	\$6,868	\$1,963	\$11,868
Internal Services	\$0	\$15,725	\$0	\$16,559
<b>Total GF/non-GF</b>	<b>\$928,123</b>	<b>\$588,468</b>	<b>\$982,446</b>	<b>\$597,321</b>
<b>Program Total:</b>	<b>\$1,516,591</b>		<b>\$1,579,767</b>	
<b>Program FTE</b>	6.00	1.00	6.00	1.00

Program Revenues				
Intergovernmental	\$0	\$588,468	\$0	\$597,321
<b>Total Revenue</b>	<b>\$0</b>	<b>\$588,468</b>	<b>\$0</b>	<b>\$597,321</b>

Explanation of Revenues

This program generates \$16,559 in indirect revenues.

County General Fund plus \$597,321 is a portion of OR State Criminal Justice Commission (CJC), Specialty Courts Grant Program grant. Multnomah County Drug Court (START) helps individuals struggling with substance use disorder through outcomes with the goal of providing the opportunity to divert individuals from prison. START is an abbreviation for Success through Accountability, Restitution and Treatment. FY2024 budget assumes the same FY 2023 funding from CJC with modification on County's FY 2023 current service level.

Significant Program Changes

Last Year this program was: FY 2023: 50030 Adult START Court Program

**Department:** Community Justice      **Program Contact:** Travis Gamble  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 individuals in restorative practices, as well as teaching prosocial 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. Individuals 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 Description**

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 individuals to maintain employment, and it is an alternative to jail. Community Service also provides individuals the chance to give back to their community through work accomplished at public parks, on water bureau sites, and numerous watersheds. Additionally, Community Service creates an avenue for individuals to earn money to pay back victims of crimes through the Restitution Work Crew program which runs seven days a week. Those who participate in the restitution work crew earn \$112 a day, which is directly applied to restitution owed on a 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 and is offered four days a week.

From July 2021 through June 2022, crews worked a total of 1942 hours and paid \$10,102 to the courts for individual victim 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	1,942	7,600	4,500	4,500
Outcome	Restitution payments made by juveniles participating in work crews	\$10,102	\$50,000	\$35,000	\$35,000

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,449,174	\$139,724	\$1,118,355	\$161,659
Contractual Services	\$10,293	\$107,988	\$10,293	\$35,407
Materials & Supplies	\$41,636	\$0	\$41,636	\$1,000
Internal Services	\$176,035	\$21,476	\$185,864	\$29,632
<b>Total GF/non-GF</b>	<b>\$1,677,138</b>	<b>\$269,188</b>	<b>\$1,356,148</b>	<b>\$227,698</b>
<b>Program Total:</b>	<b>\$1,946,326</b>		<b>\$1,583,846</b>	
<b>Program FTE</b>	11.00	0.00	7.71	0.29

<b>Program Revenues</b>				
Intergovernmental	\$0	\$269,188	\$0	\$227,698
Other / Miscellaneous	\$3,000	\$0	\$3,000	\$0
<b>Total Revenue</b>	<b>\$3,000</b>	<b>\$269,188</b>	<b>\$3,000</b>	<b>\$227,698</b>

Explanation of Revenues

This program generates \$29,632 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 2024 budget is per FY 2020 service level which was pre-pandemic.
- 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) \$77,850 IGA PDX Parks & Recreation compensation for work performed, services rendered, and for all labor, and incidentals necessary to perform the work and services. IGA ends 06/30/24. FY 2024 daily billing rate is \$603.
- 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) \$33,648 current IGA with Metro. Youths in the program provide litter pick-up in metro sites. Current IGA ends 06/30/2023. FY 2024 budget assumes contract will be renewed with a 2% increase from current IGA.

Significant Program Changes

Last Year this program was: FY 2023: 50031 Community Service

FY 2024 Personnel Costs: Total of 3.00 FTEs have been eliminated in order to meet our budget reductions for SB1145 funding. 3.00 FTEs Community Work Leader positions have been eliminated. Shifted 0.29 FTE Sworn Community Justice Manager from general fund to grant funding in FY 2024.

Restitution payments for clients were reduced from the Water Bureau (\$58,342) and Metro (\$14,240) programs.

**Department:** Community Justice      **Program Contact:** Travis Gamble  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The African-American Program serves high risk Black/African American men and women transitioning back to the community from prison. Black and African American people under supervision are over-represented in the criminal justice system. The gang unit serves high risk Black/African American men and women, but also serves men and women associated with white supremacist gangs and other racial/ethnic gang activity/group violence.

**Program Description**

The Department of Community Justice (DCJ) is committed to intervening in systemic racism that creates unnecessary barriers for Black/African American men and women on supervision, including: lack of education, employment experience and/or opportunities, and supportive housing (or housing in neighborhoods with social cohesion). These barriers present criminogenic risks for reoffending and have a negative impact on successful transition into the community. Individuals in this unit are classified as high risk based on risk assessment scores. They are also identified prior to being released from prison as being involved with gang/group violence based on an established set of criteria.

DCJ works with culturally responsive community based providers who have demonstrated effectiveness in improving outcomes for Black and African American people in the areas of education, employment, culturally responsive cognitive behavioral therapy and family stability. This program provides access to behavioral interventions that seek to identify and change criminal thinking errors and emotional response, such as Habilitation Empowerment Accountability Therapy (HEAT) curriculum, a culturally responsive cognitive behavioral intervention program designed to reflect and address the unique experiences and needs of Black/African American men and women. The program also addresses the stigma attached to behavioral health in the Black/African American community by collaborating with the Health Department to provide culturally responsive behavioral health services to this population.

Black and African American individuals within this program 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, which results in crime desistance. A recent evaluation of the HEAT program demonstrated promising results in the reduction of future violent crimes, and increased motivation by program participants to desist from crime and be change makers in their communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually in the gang unit	331	350	350	350
Outcome	Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start date	5%	5%	5%	5%
Output	Number of adults served annually in the African American Program	68	75	75	75

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$515,660	\$1,609,860	\$1,520,201	\$543,083
Contractual Services	\$1,086,394	\$382,969	\$1,462,245	\$14,725
Materials & Supplies	\$4,035	\$8,726	\$5,535	\$0
Internal Services	\$0	\$247,436	\$0	\$99,547
<b>Total GF/non-GF</b>	<b>\$1,606,089</b>	<b>\$2,248,991</b>	<b>\$2,987,981</b>	<b>\$657,355</b>
<b>Program Total:</b>	<b>\$3,855,080</b>		<b>\$3,645,336</b>	
<b>Program FTE</b>	3.00	10.00	9.00	3.00

Program Revenues				
Intergovernmental	\$0	\$2,248,991	\$0	\$657,355
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,248,991</b>	<b>\$0</b>	<b>\$657,355</b>

Explanation of Revenues

This program generates \$99,547 in indirect revenues.

County General Fund plus:

\$657,355, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

**Last Year this program was:** FY 2023: 50032 Adult Gang and African American Program

In FY 2023 and continuing into FY 2024, contracts were added for Community Violence Prevention HEAT Program Expansion (\$80,000), and Community Violence Prevention for 18–25-year-old men, expansion of CHI to Latino and African immigrant communities (\$500,000).

In FY 2024, a culturally responsive contract (\$336,126) shifted from SB1145 to CGF funding.

Personnel Costs: Shifted 1.00 FTE Parole-Probation Officer from DOC SB1145 (Latino) grant to general fund and shifted 6.00 FTEs from DOC SB1145 (Gang) to general fund. Reduced 1.00 FTE Parole-Probation Officer.

**Department:** Community Justice      **Program Contact:** Jamie Tynan  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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**



**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,066,088	\$1,768,409	\$1,979,859	\$1,953,842
Contractual Services	\$1,208	\$120,273	\$1,208	\$133,485
Materials & Supplies	\$625	\$27,804	\$625	\$14,733
Internal Services	\$200,324	\$271,805	\$201,976	\$358,139
<b>Total GF/non-GF</b>	<b>\$2,268,245</b>	<b>\$2,188,291</b>	<b>\$2,183,668</b>	<b>\$2,460,199</b>
<b>Program Total:</b>	<b>\$4,456,536</b>		<b>\$4,643,867</b>	
<b>Program FTE</b>	13.50	11.00	12.50	11.00

Program Revenues				
Intergovernmental	\$0	\$2,188,291	\$0	\$2,460,199
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,188,291</b>	<b>\$0</b>	<b>\$2,460,199</b>

**Explanation of Revenues**

This program generates \$358,139 in indirect revenues.

County General Fund plus:

- 1) \$2,320,697, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.
- 2) \$139,502 Oregon Criminal Justice Commission (CJC), Specialty Court Program. Funding supports the Multnomah County DUII Court, DUII Intensive Supervision Program (DISP) with the goal of providing the opportunity to divert individuals from prison. DUII is an abbreviation for Driving Under the Influence of Intoxicants. FY 2024 budget assumes the same FY 2023 funding from OR State Criminal Justice Commission, Specialty Courts Grant Program with modification on County's FY 2023 current service level.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 50033 Adult Field Supervision - East

Personnel Costs: Transferred out 1.00 FTE Parole-Probation Officer to PO 50016 Survival Skills program in internal budget modifications DCJ-003-23.

**Department:** Community Justice      **Program Contact:** Lonnie Nettles  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Assessment and Referral Center (ARC) Transition Services Unit 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 Description**

Transition Services Unit's 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 individuals released 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 314 high risk adults identified with behavioral or medical needs using several contracted agencies within the community. Providing housing to individuals on supervision is cost effective. On average, the cost to house an individual is \$42.68 daily, as compared to \$266.38 per day to incarcerate an individual in jail or prison.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of individuals housed monthly	338	310	314	314
Outcome	Average percentage of contracted beds utilized each month.	85%	85%	85%	85%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$3,685,248	\$1,487,003	\$3,346,682	\$1,672,120
<b>Total GF/non-GF</b>	<b>\$3,685,248</b>	<b>\$1,487,003</b>	<b>\$3,346,682</b>	<b>\$1,672,120</b>
<b>Program Total:</b>	<b>\$5,172,251</b>		<b>\$5,018,802</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$1,487,003	\$0	\$1,672,120
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,487,003</b>	<b>\$0</b>	<b>\$1,672,120</b>

Explanation of Revenues

County General Fund plus \$1,672,120, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of 2023-2025 Governor's Biennium Budget.

Significant Program Changes

Last Year this program was: FY 2023: 50034 Assessment and Referral Center - Housing

DCJ Internal budget modification DCJ-001 transferred \$111,329 from ARC Housing to PO 50035 Flip the Script.

In FY 2024, reduced contractual services by \$453,255 in order to meet our budget reductions for SB1145 funding.

**Department:** Community Justice      **Program Contact:** Lonnie Nettles  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Flip the Script (FTS) initiative expands services to Black and African Americans individuals exiting incarceration and/or people in need of support in pretrial release and/or diversion services to avoid incarceration. The initial funding for this expanded 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 Description**

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. 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 Flip the Script are:

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)
4. Demonstrate a positive return on investment for the community

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people enrolled in FTS	60	80	85	85
Outcome	Percent of FTS Participants accessing employment and/or benefit income at time of exit	100%	55%	75%	75%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$400,579	\$0	\$545,592	\$0
<b>Total GF/non-GF</b>	<b>\$400,579</b>	<b>\$0</b>	<b>\$545,592</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$400,579</b>		<b>\$545,592</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50035 Flip the Script - Community Based Services and Support

DCJ Internal budget modification DCJ-001 transferred \$111,329 from PO50034 ARC Housing to Flip the Script.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$156,638	\$0	\$163,969	\$0
Internal Services	\$25	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$156,663</b>	<b>\$0</b>	<b>\$163,969</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$156,663</b>		<b>\$163,969</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50036 Adult Domestic Violence Deferred Sentencing

**Department:** Community Justice      **Program Contact:** Lisa Lewis  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	154	175	175	175
Outcome	Percent of adults convicted of a misdemeanor or felony within one year of supervision start date	0%	0%	3%	3%
Outcome	Percent of adults convicted of a new sex offense misd. or felony within one year of supervision start date	0%	0%	1%	1%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$179,821	\$96,478	\$186,602	\$0
Internal Services	\$0	\$14,829	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$179,821</b>	<b>\$111,307</b>	<b>\$186,602</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$291,128</b>		<b>\$186,602</b>	
<b>Program FTE</b>	1.14	0.86	1.14	0.00

Program Revenues				
Intergovernmental	\$0	\$111,307	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$111,307</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50037 Adult Sex Offense Reduced Supervision (SORS)

Personnel Costs: 0.86 FTE of the Corrections Technician position in SB1145 was transferred to PO 50025.

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

**Executive Summary**

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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults in STEP Court served each year in supervision	NEW	50	60	75
Outcome	Percent of adults in STEP Court NOT convicted of a misd. or felony within 1 year of supervision start date	NEW	80%	60%	75%

**Performance Measures Descriptions**

STEP Court has promising results, we anticipate serving more individuals in FY 2024.

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$389,538	\$0	\$436,215
Contractual Services	\$0	\$394,884	\$5,500	\$405,167
Materials & Supplies	\$0	\$6,312	\$0	\$6,312
Internal Services	\$0	\$59,872	\$0	\$79,958
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$850,606</b>	<b>\$5,500</b>	<b>\$927,652</b>
<b>Program Total:</b>	<b>\$850,606</b>		<b>\$933,152</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$850,606	\$0	\$927,652
<b>Total Revenue</b>	<b>\$0</b>	<b>\$850,606</b>	<b>\$0</b>	<b>\$927,652</b>

**Explanation of Revenues**

This program generates \$79,958 in indirect revenues.

County General Fund plus:

- 1) \$516,173, which is a portion of Grant in Aid SB1145 funding from State Department of Corrections allocation to Multnomah County per the 2023-2025 Governor's Budget. Funding provides support to county community corrections programs for individuals on parole, probation and post-prison supervision meeting the requirements as authorized by ORS 423.475 to 423.565. FY 2024 budget is 49% allocation for the 1st year of Governor's Biennium Budget.
- 2) \$411,479, OR Criminal Justice Commission (CJC) Specialty Courts Grant Program to fund the Multnomah County the Strategic Treatment and Engagement Program (STEP) Court. STEP Court addresses reducing disparities by targeting and serving Measure 11 (major person-to-person crimes) defendants with the opportunity for non-prison options to positively impact a population that includes a disproportionate number of Black, Indigenous, and/or People of Color (BIPOC) individuals. FY 2024 budget assumes the same FY 2023 funding from OR CJC with modification on County's FY 2023 current service level.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 50038 STEP Court Program

**Department:** Community Justice      **Program Contact:** Lonnie Nettles  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Stabilization and Readiness Program (SARP) will focus on enhancing motivation for treatment, stabilization, skill development and case management services for individuals with severe and persistent mental illness. The program will work with individuals assigned to DCJ's Mental Health Unit (MHU) who are (1) not ready to engage with mental health treatment; (2) are waiting to enter mental health treatment; or (3) are unable to access the appropriate level of care in the community.

**Program Description**

The Stabilization and Readiness Program (SARP) will operate as a low barrier, single point of contact space where 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. Referrals to this program are made from the PPOs in the Mental Health Unit and or directed by the Mental Health Court Judge. By providing this service, MHU will be able to more effectively utilize limited treatment resources, and connect participants to needed treatment and services. The program will also provide attendance, case plan, and participation updates to the Parole-Probation Officer (PPO) and the Court.

SARP will perform the following functions:

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

This was a pilot program that started on 11/30/22 and averages 15 participants per day (75 people per week). The program has served 70 unique clients since its opening.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served annually	N/A	150	150	150
Outcome	Percent of clients engaged in treatment at discharge	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	2023	2023	2024	2024
Personnel	\$662,973	\$0	\$653,965	\$0
Contractual Services	\$0	\$0	\$50,000	\$0
<b>Total GF/non-GF</b>	<b>\$662,973</b>	<b>\$0</b>	<b>\$703,965</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$662,973</b>		<b>\$703,965</b>	
<b>Program FTE</b>	0.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

**Last Year this program was:** FY 2023: 50041 Mental Health Treatment Outreach Program

Personnel Costs: Added 1.00 FTE Sworn Community Justice Manager, 2.00 FTEs Community Health Specialist, and 2.00 FTEs Corrections Counselor positions.

Contractual Services: Added \$50,000 in client benefits.

This program was funded with one-time-only funding in FY 2023. The program is requesting one-time-only funding for a second year in FY 2024 after evaluating the program's needs.

**Program #50045 - Restoration of 2.00 FTEs Parole-Probation Officers: DV Unit & African American Program** FY 2024 Proposed

**Department:** Community Justice **Program Contact:** Jay Scroggin  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

This program offer reflects a reduction in county general funding of \$307,413. To meet this target, DCJ requests backfill funding totaling \$305,581 for 2.00 FTEs. These positions come from two programs within the Adult Services Division: the Domestic Violence Unit and the African American Program. In addition to \$1,832 in training funds in PO 50016.

**Program Description**

We are anticipating reductions in state funding and are asking for the restoration of these two positions to maintain critical services and support for the high risk population served by DCJ during unprecedented high levels of community violence. This funding will also maintain accountability measures for this population and balance workload for DCJ staff.

1.00 Parole-Probation Officer in the African American Program (50032). The African American program serves Black/African American individuals with high risk assessment scores and/or with identified involvement in gang/group violence based on an established set of criteria. This program reflects DCJ's commitment to culturally specific programming and intervening in systemic racism that creates unnecessary barriers for Black/African American men and women on supervision, including lack of education, employment experience and/or opportunities, and supportive housing (or housing in neighborhoods with social cohesion). These barriers present criminogenic risks for reoffending and have a negative impact on successful transition into the community.

1.00 Parole-Probation Officer in the Domestic Violence Unit (50026). Reducing domestic violence and promoting victim safety is a priority for Multnomah County. This program increases public safety by holding high risk individuals accountable, increasing 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 proven to reduce intimate partner violence. Case management strategies provide individuals the opportunity to change by addressing factors associated with the reduction of abusive and other problem behaviors.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Domestic Violence Unit: Number of adults served annually.	N/A	N/A	65	65
Outcome	Domestic Violence Unit: Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start	N/A	N/A	5%	5%
Output	African American Program: Number of adults served annually.	N/A	N/A	65	65
Outcome	African American Program: Percent of adults convicted of a misdemeanor or felony within 1 year of supervision start	N/A	N/A	5%	5%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$305,581	\$0
Materials & Supplies	\$0	\$0	\$1,832	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$307,413</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$307,413</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

General Fund

Significant Program Changes

Last Year this program was:

Backfill the following positions:

- 1.00 Parole-Probation Officer in the African American Program (50032).
- 1.00 Parole-Probation Officer in the Domestic Violence Unit (50026)
- Training funds in PO 50016

**Department:** Community Justice      **Program Contact:** Kyla Armstrong Romero  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 Description**

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) 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 culturally responsive 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 48-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 Resolution 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of juvenile criminal referrals received annually	524	600	600	600
Outcome	Percent of youth who had one or more subsequent adjudications within 1 year post disposition	22%	35%	30%	30%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,609,761	\$21,669	\$1,636,525	\$0
Contractual Services	\$264,335	\$10,000	\$369,228	\$13,242
Materials & Supplies	\$125,514	\$0	\$125,774	\$1,065
Internal Services	\$0	\$3,331	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$1,999,610</b>	<b>\$35,000</b>	<b>\$2,131,527</b>	<b>\$14,307</b>
<b>Program Total:</b>	<b>\$2,034,610</b>		<b>\$2,145,834</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$35,000	\$0	\$14,307
<b>Total Revenue</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$14,307</b>

Explanation of Revenues

County General Fund plus two separate awards from Annie E. Casey Foundation:

1) \$4,307, which supports Juvenile Detention Alternative Initiative (JDAI) strategic priorities essential to innovate and sustain reform gains. Current funding ends 08/31/2023. FY 2024 budget is the estimated unspent award balance of FY 2023 that will carry over to fiscal year 2024.

2) \$10,000, which supports system/community partnerships in probation transformation sites. Total award of \$20,000 ends in 12/31/2023. FY 2024 budget assumes that the estimated unspent award balance of FY 2023 will carry over to fiscal year 2024.

Significant Program Changes

Last Year this program was: FY 2023: 50050A Juvenile Services Management

In FY 2023, a contract for Restorative Practice Training was added (\$104,893).

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

**Program Offer Type:** Support      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Juvenile Records and Administrative Services assists the Juvenile Services Division (JSD) administration, court, 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; e) provide reception coverage; f) complete expunctions of Juvenile records pursuant to the OR statutes; and g) create petitions and summons as well as process civil service of initial dependency cases pursuant to the OR statutes.

**Program Description**

Juvenile Records and Administrative Services provide the following services:

**Clerical Support Services:** Provides office support to division teams and personnel. 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, creating client charts, arranging facility maintenance for the building, and typing petitions for dependency preliminary hearings. 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 including all automatic expunctions pursuant to new legislation under ORS 137.707; processes and enters all police reports and referrals; handles and facilitates the emancipation process; enters all adoptions orders and follow up; processes interstate compact matters following Interstate Compact for Juveniles (ICJ) Rules ORS 417.030; and processes summons and arranges civil service for initial dependency petitions and cases pursuant to ORS 419B.827.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of referrals received & processed annually	1,565	2,000	2,220	2,220
Outcome	Percent of expungements completed	73%	NEW	85%	85%
Output	Number of court orders and dispositions processed	1,513	1,500	1,800	1,800

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,507,159	\$134,552	\$1,599,411	\$128,561
Contractual Services	\$13,500	\$0	\$13,500	\$0
Materials & Supplies	\$25,349	\$0	\$24,915	\$0
Internal Services	\$1,438,796	\$20,680	\$1,490,501	\$23,565
<b>Total GF/non-GF</b>	<b>\$2,984,804</b>	<b>\$155,232</b>	<b>\$3,128,327</b>	<b>\$152,126</b>
<b>Program Total:</b>	<b>\$3,140,036</b>		<b>\$3,280,453</b>	
<b>Program FTE</b>	13.20	1.40	13.40	1.20

<b>Program Revenues</b>				
Service Charges	\$0	\$155,232	\$0	\$152,126
<b>Total Revenue</b>	<b>\$0</b>	<b>\$155,232</b>	<b>\$0</b>	<b>\$152,126</b>

Explanation of Revenues

This program generates \$23,565 in indirect revenues.

County General Fund plus \$152,126. Multnomah County has an intergovernmental agreement (IGA) Expunction of Juvenile Records with Oregon Youth Authority (OYA) for expunction of qualified juvenile records. The IGA amount is \$310,461.90 for the period 01/02/2022 - 01/01/2024. In 2021, Legislature passed a new law, Senate Bill SB575, regarding automatic expunction of juvenile records. The bill allows counties to invoice the state at a flat rate of \$206.15 per qualified expunction. Current IGA ends on 01/01/2024. FY 2024 budget is 49% of the current IGA, and it is assumed that the current IGA will continue.

Significant Program Changes

**Last Year this program was:** FY 2023: 50051A Juvenile Records and Administrative Services

Personnel Costs: 1.00 FTE Clerical Unit Coordinator has been reclassified to 1.00 FTE Office Assistant Senior in budget modifications DCJ-006-23. Shifted 0.20 FTE allocation of Records Technician position from other funds to general fund.

**Department:** Community Justice                      **Program Contact:** Kyla Armstrong-Romero  
**Program Offer Type:** New                                      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer dedicates funding to architectural and design services in order to begin work on much needed safety and security updates to the lobby of the juvenile justice complex.

**Program Description**

The Juvenile Justice Complex is in need of safety upgrades. Given the increased targeting of public buildings and concerns of both staff and community members, JSD requests funding for architectural design services to begin much needed safety and security upgrades. Safety and security are a longstanding concern at this facility. In addition to employees, community members visit this facility every day. Many of them are there because they are navigating complex and difficult traumatic life experiences. A safe and secure building promotes community safety and wellbeing.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of stakeholders engaged in the planning and design process	N/A	N/A	N/A	9
Outcome	% of stakeholders involved in the planning and design process	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Stakeholders include building occupants: MCSO, OJD, DHS, OYA, CASA, DA, DCJ, building safety committee, Facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Internal Services	\$0	\$0	\$175,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$175,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Funds

Significant Program Changes

Last Year this program was:



**Program #50052 - Family Resolution Services (FRS) FY 2024 Proposed**

**Department:** Community Justice      **Program Contact:** Kyla Armstrong Romero  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Family Resolution Services (FRS) offers parent information and conflict resolution services to support positive connections as families change. Ongoing exposure to parental conflict and/or the potential loss of a parent through separation or divorce places children at risk for poor outcomes. The interventions offered through Family Resolution Services promote communication and co-parenting strategies for a wide range of families from those separating amicably to those impacted by domestic violence, substance use or parent/child estrangement.

**Program Description**

Through parent education, mediation, co-parent coaching, and our parental access and visitation program, FRS assists families involved with the family court and plays a critical role in supporting families to limit children's exposure to ongoing parental conflict. Parent education and mediation are court mandated services for parents involved in the family court system per state statutes. The parent education program provides relevant legal and co-parenting information to nearly 2,500 Multnomah County parents each year. In addition to parent education, FRS provides child custody and parenting time mediation to over 1,000 families per year. In September of 2021, we began a more intensive co-parent coaching program to court ordered and voluntary clients experiencing higher levels of ongoing conflict. Since the inception of the coaching program, we have served nearly 60 parents. FRS also provides services through a grant through the Child Support Division called the Parental Access and Visitation (PAV) grant which is for families where there has been a significant disruption in the parent/child relationship. This is a specialized program where families receive enhanced support to attempt to reconnect children with an estranged parent. We serve nearly 150 parents per year in the PAV program with a variety of interventions.

Family Resolution Services is housed at the Multnomah County Courthouse. We offer Parent Education classes virtually, and our mediation and coaching services and PAV services are available by phone, virtually or in person, based on the request of the participants.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of mediation appointments kept	1,095	1,100	1,100	1,100
Outcome	Percent of individuals satisfied with parent education classes	89%	90%	90%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$541,786	\$734,080	\$636,816	\$748,794
Contractual Services	\$0	\$107,819	\$5,395	\$71,790
Materials & Supplies	\$2,340	\$35,621	\$2,340	\$20,623
Internal Services	\$0	\$264,945	\$0	\$300,216
<b>Total GF/non-GF</b>	<b>\$544,126</b>	<b>\$1,142,465</b>	<b>\$644,551</b>	<b>\$1,141,423</b>
<b>Program Total:</b>	<b>\$1,686,591</b>		<b>\$1,785,974</b>	
<b>Program FTE</b>	3.77	5.23	4.09	4.91

Program Revenues				
Fees, Permits & Charges	\$0	\$188,742	\$0	\$234,263
Intergovernmental	\$0	\$893,723	\$0	\$894,160
Beginning Working Capital	\$0	\$60,000	\$0	\$0
Service Charges	\$0	\$0	\$0	\$13,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,142,465</b>	<b>\$0</b>	<b>\$1,141,423</b>

Explanation of Revenues

This program generates \$137,255 in indirect revenues.

County General Fund plus:

- 1) \$811,822 in state funding for conciliation & mediation services expect continued funding at current level. State allocation is formula base on each biennium. FY 2024 budget is per FY 2023 allocation.
- 2) \$75,120 Conciliation Services fee \$10 collected as part of \$60 marriage license fees. FY 2024 budget is based on the average of FY 2022 actual plus FY 2023 current year estimate.
- 3) \$159,142 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 2024 budget is based on the average of FY 2022 actuals plus FY 2023 current year estimate.
- 4) \$13,000 Registration fees for the annual training "Domestic Relations Custody & Parenting Time Mediation Training"
- 5) \$82,338 Access & Visitation grant from US Dept. of Health and Human Services. Funding provides access & visitation services to non-custodial parents having difficulty establishing visitation and a legally enforceable parenting plan. Award ends 10/30/2023. Historically, the award has been extended. FY 2024 budget assumes the current funding will continue.

Significant Program Changes

Last Year this program was: FY 2023: 50052 Family Court Services

Personnel Costs: 1.00 FTE Marriage and Family Counselor Associate has been reclassified to 1.00 FTE Marriage and Family Counselor in budget modification DCJ-001-23.

In FY 2024, costing allocation to the grant has been reduced from 0.52 FTE to 0.46 FTE (0.06 FTE reductions to other funds). 0.06 FTE Manager 1 position and 0.20 FTE Marriage and Family Counselor positions shifted from other funds to general fund.

**Department:** Community Justice      **Program Contact:** Ken Jerin

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Courtyard Cafe and Catering provides a valuable service for youth and families, Juvenile Justice partners, and staff at the Juvenile Justice Complex. Additionally, Courtyard Catering provides more than 200 meals weekly to people experiencing homelessness. 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 Description**

This offer maintains food service by the Courtyard Cafe and Catering 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, as well as a space with a less institutional atmosphere. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of Courtyard Cafe and Catering transactions per day	150	150	250	250
Outcome	Amount of annual revenue earned	\$240,105	\$185,000	\$260,000	\$260,000

**Performance Measures Descriptions**

Transactions are increasing as we emerge from pandemic levels of service.



**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$304,762	\$0	\$329,905	\$0
Contractual Services	\$8,322	\$0	\$8,322	\$0
Materials & Supplies	\$101,768	\$0	\$101,768	\$0
Internal Services	\$26,541	\$0	\$26,415	\$0
<b>Total GF/non-GF</b>	<b>\$441,393</b>	<b>\$0</b>	<b>\$466,410</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$441,393</b>		<b>\$466,410</b>	
<b>Program FTE</b>	3.20	0.00	3.20	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$142,500	\$0	\$262,186	\$0
<b>Total Revenue</b>	<b>\$142,500</b>	<b>\$0</b>	<b>\$262,186</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund includes revenue \$121,661 in Courtyard Café sales and \$140,525 in catering sales.

The catering sales include \$137,577 in orders from other county departments and \$2,948 over the counter orders. Catering sales support youth in the Culinary Arts Youth Program, which is job readiness training for youths who are interested in careers in the food service industry. Youths learn dependability, responsibility and teamwork while working in a commercial kitchen.

FY 2024 budget for the above is based on the average of FY 2022 actuals plus FY 2023 current year estimates.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 50053 Courtyard Cafe and Catering

**Department:** Community Justice      **Program Contact:** Ken Jerin  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 at high risk to not appear for court. In FY 2022, 235 youth were brought to Juvenile Detention for intake screening. This offer funds 32 of the 48 beds required to meet the Metro Region's daily detention needs.

**Program Description**

Though originally constructed with 191 beds, only 48 beds are needed to meet the Metro Region's daily detention needs. Clackamas and Washington Counties will contract for a total of 19 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement. Of those 48 beds, a unit of 8 beds must be kept available for youth who identify as female.

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

Funding for these 32 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.

This offer represents a reduction of 8 beds. Due to the decline in juvenile referrals in the Metro Region, juvenile justice partners worked together to assess the needs of each County and adjust the budgeted capacity. This 8 bed reduction allows for the system to continue working together to find community alternatives to detention. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	302	330	330	330

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$6,390,905	\$885,264	\$6,377,307	\$820,123
Contractual Services	\$56,661	\$0	\$56,661	\$0
Materials & Supplies	\$137,738	\$100,000	\$138,258	\$102,000
Internal Services	\$1,532,032	\$88,526	\$1,673,148	\$82,012
Capital Outlay	\$11,000	\$0	\$11,000	\$0
<b>Total GF/non-GF</b>	<b>\$8,128,336</b>	<b>\$1,073,790</b>	<b>\$8,256,374</b>	<b>\$1,004,135</b>
<b>Program Total:</b>	<b>\$9,202,126</b>		<b>\$9,260,509</b>	
<b>Program FTE</b>	48.69	7.11	45.55	6.25

Program Revenues				
Intergovernmental	\$3,504,732	\$1,073,790	\$3,205,866	\$1,004,135
<b>Total Revenue</b>	<b>\$3,504,732</b>	<b>\$1,073,790</b>	<b>\$3,205,866</b>	<b>\$1,004,135</b>

Explanation of Revenues

This program generates \$82,012 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 2024 budget is per FY 2023 budgeted amount.
- 2) \$3,205,866 detention bed usage intergovernmental agreements (IGA) with Clackamas County (8 beds), and Washington County (11 beds), respectively, using the bed day rate of \$477 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) \$902,135, funding from Oregon Youth Authority (OYA) Juvenile Crime Prevention Basic Services to prevent highest risk youth offenders from re-offending. FY 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding. \$1,841,091 is the total 2023-2025 Governor Budget (GB) biennium allocations to Multnomah County for the Basic Services.
- 4) \$2,000 OR Dept of Education for food produced or processed in Oregon in accordance with ORS 336.431.

Significant Program Changes

Last Year this program was: FY 2023: 50054A Juvenile Detention Services - 40 Beds

Personnel Changes: Eliminated 4.00 FTEs Juvenile Custody Services Specialist positions in the TSP program due to decrease in Washington County and Clackamas County contract agreement (8 bed reduction). Shifted 0.11 FTE Juvenile Custody Specialist and 0.75 FTE Juvenile Custody Specialist position from other funds to general fund.



**Program #50054B - Juvenile Detention Services - 16 Beds** FY 2024 Proposed

**Department:** Community Justice      **Program Contact:** Ken Jerin  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 2022, 235 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 Description**

Though originally constructed with 191 beds, only 48 beds are needed to meet the Metro Region's daily detention needs. Of those 48 beds, a unit of 8 beds must be kept available for youth who identify as female. Clackamas and Washington Counties contract for 19 beds. The remaining 29 beds will house high risk Multnomah County youth who are not appropriate for community placement.

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

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

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$1,208,591	\$0	\$1,238,199	\$0
Materials & Supplies	\$36,018	\$0	\$36,018	\$0
<b>Total GF/non-GF</b>	<b>\$1,244,609</b>	<b>\$0</b>	<b>\$1,274,217</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,244,609</b>		<b>\$1,274,217</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50054B Juvenile Detention Services - 16 Beds

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

**Executive Summary**

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 Description**

This program serves both pre-adjudicated and post-adjudicated youth to ensure court compliance. CMP allows qualified youth to remain at home or in community placements while awaiting court processing, as well as post-adjudicated youth who are serving a sanction as part of their probation. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth referrals	144	200	200	200
Outcome	Percent of youth who attend their court appearance	98%	100%	90%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$57,625	\$611,859	\$31,562	\$477,002
<b>Total GF/non-GF</b>	<b>\$57,625</b>	<b>\$611,859</b>	<b>\$31,562</b>	<b>\$477,002</b>
<b>Program Total:</b>	<b>\$669,484</b>		<b>\$508,564</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$611,859	\$0	\$477,002
<b>Total Revenue</b>	<b>\$0</b>	<b>\$611,859</b>	<b>\$0</b>	<b>\$477,002</b>

Explanation of Revenues

County General Fund plus \$477,002, a portion funding from Oregon Youth Authority (OYA) Youth Gang Services.

Funding provides services designed to impact youth gang involvement and to decrease minority youth commitment to OYA institutions. FY 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$3,842,027 is the total 2023-2025 biennium allocations to Multnomah County for the Gang Services.

Significant Program Changes

**Last Year this program was:** FY 2023: 50055 Community Monitoring Program

Electronic Monitoring contract reduction for FY 2024 in the amount of \$174,992.

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

**Executive Summary**

Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these youth are Black, African American, and Latino/a. 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 Description**

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 youth placed in these shelter programs are Black, African American, or Latino/a. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth intakes	51	60	60	60
Outcome	Percent of youth who do not leave the shelter during their placement	70%	80%	80%	80%

**Performance Measures Descriptions**



**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$331,550	\$488,455	\$271,378	\$476,900
<b>Total GF/non-GF</b>	<b>\$331,550</b>	<b>\$488,455</b>	<b>\$271,378</b>	<b>\$476,900</b>
<b>Program Total:</b>	<b>\$820,005</b>		<b>\$748,278</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$361,411	\$0	\$350,091
Service Charges	\$0	\$127,044	\$0	\$126,809
<b>Total Revenue</b>	<b>\$0</b>	<b>\$488,455</b>	<b>\$0</b>	<b>\$476,900</b>

**Explanation of Revenues**

County General Fund plus:

- 1) \$350,091, a portion funding from Oregon Youth Authority (OYA) Youth Gang Services. 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 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$3,842,027 is the total 2023-2025 biennium allocations to Multnomah County for the Gang Services.
- 2) \$126,809 Oregon Health Authority, Medical Assistance Programs to provide intensive rehabilitation services to Medicaid eligible youth authorized to receive Behavior Rehabilitation Services (BRS) in accordance with OAR 410-170-0000 through 410-170-0120 and 416-335-0000 through 416-335-0100. FY 2024 budget is FY 2022 total actuals.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 50056 Juvenile Shelter & Residential Placements

FY 2024 reduction of 2 short term secure shelter beds \$159,449.

**Department:** Community Justice      **Program Contact:** Tracey Freeman  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of cases referred for adjudication	165	200	200	200
Outcome	Percent of youth who do not receive a new adjudication within one year post adjudication	92%	80%	80%	80%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,459,900	\$0	\$1,271,404	\$0
Contractual Services	\$6,144	\$0	\$6,144	\$0
Materials & Supplies	\$4,687	\$0	\$4,167	\$0
Internal Services	\$26,398	\$0	\$24,085	\$0
<b>Total GF/non-GF</b>	<b>\$1,497,129</b>	<b>\$0</b>	<b>\$1,305,800</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,497,129</b>		<b>\$1,305,800</b>	
<b>Program FTE</b>	10.00	0.00	8.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 50057 Juvenile Adjudication

Personnel Costs: 2.00 FTEs have been eliminated. 1.00 FTE Juvenile Counselor Assistant and 1.00 FTE Juvenile Counselor.

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

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 responsive 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth on probation served annually	387	450	425	425
Outcome	Percent of youth who did not receive a new adjudication within 1 year post disposition	89%	80%	80%	80%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$2,151,858	\$751,998	\$2,055,671	\$696,061
Contractual Services	\$87,590	\$50,000	\$82,590	\$50,000
Materials & Supplies	\$9,466	\$0	\$8,946	\$0
Internal Services	\$74,084	\$75,200	\$85,479	\$69,606
<b>Total GF/non-GF</b>	<b>\$2,322,998</b>	<b>\$877,198</b>	<b>\$2,232,686</b>	<b>\$815,667</b>
<b>Program Total:</b>	<b>\$3,200,196</b>		<b>\$3,048,353</b>	
<b>Program FTE</b>	14.83	5.17	13.26	4.74

<b>Program Revenues</b>				
Intergovernmental	\$0	\$877,198	\$0	\$815,667
<b>Total Revenue</b>	<b>\$0</b>	<b>\$877,198</b>	<b>\$0</b>	<b>\$815,667</b>

Explanation of Revenues

This program generates \$69,606 in indirect revenues. County General Fund plus four fundings from Oregon Youth Authority (OYA). FY 2024 budget for the first three funding listed below is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$1,562,586 is the total 2023-2025 biennium allocations to Multnomah County for the Diversion services:

- 1) \$309,256 provides treatment services for substance abuse and mental health.
- 2) \$309,231 provides treatment services for female youths with a Class A misdemeanor and/or a more serious act of delinquency.
- 3) \$147,180 provides juvenile sex supervision and treatment services.
- 4) \$50,000 OYA Flex Fund, intergovernmental agreement (IGA) for individualized services. Funding provides services tailored to meet individual needs and case plans of adjudicated youth offenders. Current IGA ends 06/30/2023. FY 2024 budget assumes the current IGA will continue.

Significant Program Changes

**Last Year this program was:** FY 2023: 50058 Juvenile Field Probation

Program FTE (General Funds) - Total decreased by 1.57 FTE. In FY 2023, 1.00 FTE Juvenile Counselor position was transferred to PO 50066 Juvenile Community Interface Services (CIS program) via internal budget modification DCJ-007-23. 1.00 FTE Juvenile Counselor position shifted to other funds, and 0.43 FTE shifted from other funds to general fund during grant balancing.

Program FTE (Other Funds) - In FY 2024, 1.00 FTE Juvenile Counselor position in other funds was eliminated and an additional 0.43 FTE position was shifted to the general fund.

**Department:** Community Justice **Program Contact:** Ken Jerin

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

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The Assessment and Evaluation (A&E) Program is a Behavior Rehabilitation Services (BRS), short term, trauma-informed, Qualified Residential Treatment Program (QRTP) accredited by The Joint Commission. A&E is designed to provide comprehensive assessment, individual skills training, goal setting and achievement, as well as stabilization and treatment readiness for youth. The A&E program serves high risk youth who may otherwise be in detention awaiting a community placement or placed on electronic monitoring. The goal of the program is to be a safe place where youth and their families can be connected to community resources or use their existing ones to create youth-specific, sustainable plans.

### Program Description

The Assessment & Evaluation (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 12 youth-4 are allotted to Department of Human Services (DHS) youth who are juvenile justice involved, 2 allotted to OYA Probation, and 6 allotted for Multnomah County juvenile justice involved 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth assessed	37	40	75	75
Outcome	Percent of youth exited with a successfully completed discharge plan	59%	75%	75%	75%

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,934,679	\$377,009	\$1,981,767	\$517,503
Contractual Services	\$131,913	\$29,166	\$302,770	\$0
Materials & Supplies	\$5,060	\$48,129	\$55,060	\$0
Internal Services	\$286,703	\$56,515	\$316,170	\$94,858
<b>Total GF/non-GF</b>	<b>\$2,358,355</b>	<b>\$510,819</b>	<b>\$2,655,767</b>	<b>\$612,361</b>
<b>Program Total:</b>	<b>\$2,869,174</b>		<b>\$3,268,128</b>	
<b>Program FTE</b>	13.19	2.81	11.77	4.23

Program Revenues				
Intergovernmental	\$0	\$85,604	\$0	\$0
Service Charges	\$0	\$425,215	\$0	\$612,361
<b>Total Revenue</b>	<b>\$0</b>	<b>\$510,819</b>	<b>\$0</b>	<b>\$612,361</b>

Explanation of Revenues

This program generates \$94,858 in indirect revenues.

County General Fund plus:

- 1) \$224,181 Oregon Health Authority, Medical Assistance Programs provides rehabilitation services to Medicaid eligible youth authorized for Behavior Rehabilitation Services (BRS). FY 2024 budget is per FY 2022 actuals.
- 2) \$117,856 Funding from Oregon Dept. of Human Services (DHS) provides BRS Assessment and Evaluation for DHS youths (4 capacity) exhibiting behavioral disorders and authorized to receive BRS. Expect funding to continue in FY 2024.
- 3) \$270,324 Intergovernmental Agreement (IGA) with Oregon Youth Authority (OYA) for Multnomah County providing OYA youth ages 12-25 with Behavior Rehabilitation Services in accordance with OAR 410-170-0000 through 410-170-0120 and 416-335-0000 through 416-335-0100. Current IGA ends 06/30/2025 not to exceed \$551,681. FY 2024 budget is 49% of current IGA.

Significant Program Changes

Last Year this program was: FY 2023: 50063 Juvenile Behavioral Rehabilitation (BRS) Assessment & Evaluation

Personnel Costs: Shifted total of 1.42 FTE from general fund to other funds.

2.00 FTEs Juvenile Custody Specialist positions was shifted from general fund to new OYA grants while 0.58 FTE Community Justice Manager position shifted from other funds to general fund.

Added OYA BRS Match \$67,581; BRS Authorizations and other contracts \$102,743; program furniture and supplies \$50,000.

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

**Program Offer Type:** Existing      **Program Offer Stage:** 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, African immigrant/refugee, and Latino/a 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 Description**

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/group violence and 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of CHI-qualifying youth referred through Juvenile	110	75	100	100
Outcome	Percent of CHI-qualifying youth not receiving a new adjudication after entering services	80%	75%	75%	75%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$1,289,530	\$988,490	\$1,382,420	\$1,055,500
<b>Total GF/non-GF</b>	<b>\$1,289,530</b>	<b>\$988,490</b>	<b>\$1,382,420</b>	<b>\$1,055,500</b>
<b>Program Total:</b>	<b>\$2,278,020</b>		<b>\$2,437,920</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$988,490	\$0	\$1,055,500
<b>Total Revenue</b>	<b>\$0</b>	<b>\$988,490</b>	<b>\$0</b>	<b>\$1,055,500</b>

Explanation of Revenues

County General Fund plus \$1,055,500 a portion funding from Oregon Youth Authority (OYA) Youth Gang Services.

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 2024 budget is 49% of the 2023-2025 GB OYA Proposed County Funding allocations to Multnomah County. GB is an abbreviation for Governor Budget. \$3,842,027 is the total 2023-2025 biennium allocations to Multnomah County for the Gang Services.

Significant Program Changes

Last Year this program was: FY 2023: 50065 Juvenile Community Healing Initiative (CHI)

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

**Executive Summary**

Community Interface Services (CIS) 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 youth and families, prevent involvement in the juvenile justice system, restore victims, and reduce recidivism.

**Program Description**

Community Interface Services (CIS) is a longstanding program within the Juvenile Services Division aimed at reducing reliance on juvenile detention and interrupting harm to the community from systemic and institutional inequities. The model consists of the following:

Restorative Justice Coordinator - Identifies and implements strategies for increasing restorative responses and opportunities for youth in the juvenile justice system as well as those at risk of delinquency and law enforcement contact. Serves as a liaison between JSD and school districts to improve school connection for youth involved in the juvenile justice system. JSD also contracts with a community non-profit provider to facilitate restorative dialogues.

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

Intervention and Resource Connection Specialists - Juvenile Court Counselors who serve as law enforcement liaisons by helping to prevent delinquency, reduce truancy, make referrals to needed services, and improve positive school outcomes. These positions work to intervene prior to formal system involvement and to reduce racial and ethnic disparities.

Diversion Juvenile Court Counselors - Youth age 12 and older who commit low-level delinquent acts are assessed and held accountable via contracts called Formal Accountability Agreements (FAA), instead of being charged, adjudicated, and placed on formal probation. FAA conditions may include community service, restitution, a letter of responsibility, school attendance, and/or treatment services. Diversion youth who do not comply with agreements or who continue to demonstrate unsafe, illegal behavior can be taken to court and placed on formal probation.

Community Interface Services Office Assistant - Provides administrative and clerical support to the CIS Unit.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth who received a Formal Accountability Agreement	52	N/A	50	50
Outcome	Percent of Formal Accountability Agreements successfully completed	92%	N/A	80%	80%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$829,405	\$198,376	\$1,020,457	\$189,562
Contractual Services	\$73,928	\$6,619	\$77,362	\$6,619
Materials & Supplies	\$9,131	\$0	\$14,391	\$0
Internal Services	\$16,597	\$19,838	\$25,619	\$18,956
<b>Total GF/non-GF</b>	<b>\$929,061</b>	<b>\$224,833</b>	<b>\$1,137,829</b>	<b>\$215,137</b>
<b>Program Total:</b>	<b>\$1,153,894</b>		<b>\$1,352,966</b>	
<b>Program FTE</b>	5.65	1.35	6.80	1.20

<b>Program Revenues</b>				
Intergovernmental	\$0	\$224,833	\$0	\$215,137
<b>Total Revenue</b>	<b>\$0</b>	<b>\$224,833</b>	<b>\$0</b>	<b>\$215,137</b>

Explanation of Revenues

This program generates \$18,956 in indirect revenues.

County General Fund plus \$215,137 a portion of funding from Oregon Dept. of Education (ODE), Youth Development Division Juvenile Crime Prevention program.

Funding supports provision of high-risk Juvenile Crime Prevention Services that reduce rates of juvenile arrests and recidivism. FY 2024 budget is 49% allocation 2021-23 grant agreement assuming the funding will continue, because funding information for 2023-2025 biennium has yet to be provided by ODE.

Significant Program Changes

**Last Year this program was:** FY 2023: 50066 Juvenile Community Interface Services

Personnel Costs: 1.00 FTE Juvenile Counselor was transferred from PO 50058 FSU program via internal budget modifications DCJ-007-23.

0.15 FTE Juvenile Counselor position shifted to general fund.

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

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 Portland Police Bureau records department has been experiencing an extreme staff shortage which has affected the number of police reports they are able to process. In June 2022, they reported 26 vacancies in the records unit which resulted in a backlog of 60,000 police reports needing to be processed. The effect has resulted in fewer referrals to community providers during that time, however, we anticipate increased referrals as they process these reports.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of CHI Early Intervention youth referred	71	100	100	100
Outcome	Percent of CHI Early Intervention youth engaging in community-based support services	55%	75%	75%	75%
Output	Number of youth who receive gang prevention services	110	125	125	125

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$379,293	\$232,311	\$429,445	\$224,079
<b>Total GF/non-GF</b>	<b>\$379,293</b>	<b>\$232,311</b>	<b>\$429,445</b>	<b>\$224,079</b>
<b>Program Total:</b>	<b>\$611,604</b>		<b>\$653,524</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$232,311	\$0	\$224,079
<b>Total Revenue</b>	<b>\$0</b>	<b>\$232,311</b>	<b>\$0</b>	<b>\$224,079</b>

Explanation of Revenues

County General Fund plus \$224,079 a portion of grant agreement with Oregon Dept. of Education (ODE), Youth Development Division Juvenile Crime Prevention program.

Funding supports provision of high-risk Juvenile Crime Prevention Services that reduce rates of juvenile arrests and recidivism. FY 2024 budget is 49% allocation 2021-23 grant agreement assuming the funding will continue, because funding information for 2023-2025 biennium has yet to be provided by ODE.

Significant Program Changes

Last Year this program was: FY 2023: 50067 CHI Early Intervention & Prevention Services

## 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.

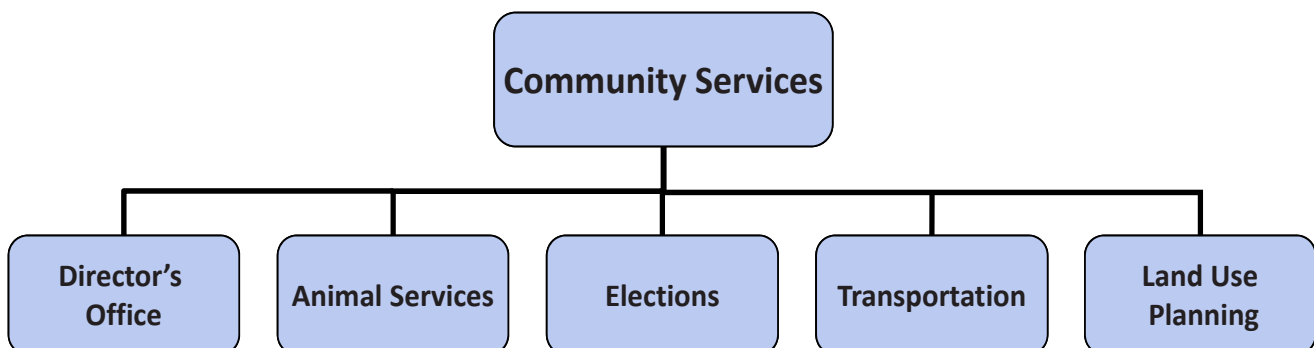
**Mission:** The Department of Community Services preserves harmony between natural and built environments, keeps people and pets safe, and ensures every voice is heard.

**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 2024 budget development are to provide community residents and employees with a sense of safety, trust and belonging through our services, to look for efficiencies whenever possible to align with the mission, vision and values, and to use an equity and inclusion lens in implementing department programs and initiatives. As part of the Department of Community Services’ commitment to advancing racial justice our budget prioritizes activities that ensure all county residents are served equitably.



### Budget Overview

The FY 2024 Department of Community Services (DCS) Proposed budget is \$198.8 million of which 14% is General Fund. Other Funds include the Road Fund \$75.8 million (38%), Burnside Bridge Fund \$51.0 million (26%), Willamette River Bridge Fund \$28.2 million (14%), Sellwood Bridge Replacement Fund \$8.6 million (4%), and Land Corner Preservation Fund, Video Lottery Fund, Animal Control Fund, Federal/State Fund, Coronavirus Response Fund, Bicycle Path Construction Fund (4%).

Recently, voters approved Charter Reform for Rank Choice Voting for elections. Initial implementation includes a one-time-only investment of \$463,000 and ongoing costs associated with rank choice voting for voter education and outreach, technology & maintenance and customer service \$318,000 and 2.00 FTE. Some components of implementation costs may extend into FY 2025.

Earthquake Ready Burnside Bridge (90019) will support the completion of the National Environmental Policy Act (NEPA) phase of the project in the summer of 2023, the beginning of the design phase with a goal of 30% design completion by the end of FY 2024, and the initiation of right of way (ROW) phase of the project. DCS Transportation division continues to track Federal, State and regional potential funding options for this project as significant funding gaps remain.

The budget includes significant new ongoing investment in the Animal Services division of \$1,116,335 and 10.00 FTE (90005C, 90007B, 90008B). The majority of the additional staffing (7.00 FTE) centers on animal care and support animals receive while in the shelter. Department of Community Assets program (78234), will begin site planning and conceptual design for a new animal shelter. The preliminary planning proposal will be brought to the Board of County Commissioners in the first half of FY 2024.

The budget includes \$1,308,335 in ongoing funding for new or enhanced programs and \$3,466,000 in one-time-only funding.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	205.00	215.00	215.00	228.00	13.00
Personnel Services	\$24,203,012	\$26,971,780	\$30,873,962	\$34,596,749	\$3,722,787
Contractual Services	73,155,365	66,062,934	129,982,262	131,379,588	1,397,326
Materials & Supplies	2,148,983	2,727,143	4,208,158	4,466,445	258,287
Internal Services	19,950,004	23,705,185	25,636,286	28,205,893	2,569,607
Capital Outlay	<u>27,696</u>	<u>16,490</u>	<u>4,200,000</u>	<u>180,000</u>	<u>(4,020,000)</u>
<b>Total Costs</b>	<b>\$119,485,060</b>	<b>\$119,483,532</b>	<b>\$194,900,668</b>	<b>\$198,828,675</b>	<b>\$3,928,007</b>

*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 focused on evaluating our services to assess if they meet the current needs of our community, and our equity goals, and support 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 toward a transition in our culture. Culture is our shared vision and values. Out of this process, each division has developed a North Star that guides the direction 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 and improving communications and transparency for staff and community. The investments in the FY 2024 budget will focus on the systems and capacity necessary for our teams to do the work and serve the community effectively with a focus on Animal Services and Elections. These requests put the department on-track to deliver equitable services and create a workplace where employees feel valued and respected and have a real sense of belonging. And finally, a local government service provider that identifies and corrects past injustices and develops inclusive, accessible and welcoming practices to serve all of the community.



### COVID-19 Impacts

The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) became law in December 27, 2020. This Act included \$14 billion to be allocated to the transit industry nationwide during the COVID-19 public health emergency. In May 2021, Multnomah County was awarded \$3.7 million of CRRSAA funds to support the Transportation Division during COVID-related diminishing revenues. The Federal Highway Administration (FHWA) requires CRRSAA funds be spent by the end FY 2029. In FY 2024 \$1,930,000 will be used on the following capital improvement projects:

- Stark Street Bridge Replacement Feasibility Study & Design phase
- Traffic Signal Replacement Design phase
- Design and Construction Manual update
- Culturally Specific Outreach
- Storm Water Master Plan

### Diversity, Equity, and Inclusion

The Department of Community Services is leading with action to ensure that every employee is engaged in contributing to equitable outcomes for Black Indigenous People of Color (BIPOC) and marginalized peoples both internally and in the communities we serve. We are actively involved with the community through public meetings, community advisory committees, the Land Use Planning Commission and 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 our departmental equity work. We have made major strides in completing the Workforce Equity Strategic Plan (WESP) measures including restructuring our Equity Committee, hosting amazing College-to-County interns and being more proactive in integrating diversity and equity into our interview panels and questions.

We are focused on building a racially diverse workforce that reflects the communities we serve and empowers employees through intentional outreach to community based organizations and transforming our new employee orientation and onboarding practices by identifying barriers for BIPOC and marginalized employees.

The Equity Committee actively partners with the Equity and Organizational Culture Manager in conceptualizing, implementing and providing feedback on strategies designed to initiate and embrace the DCS Equity Strategic Plan. The philosophy behind the Equity Strategic Plan is that our work should be developmental. As we progress through the plan, we will continuously evolve and build on previous learning. 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, reforming inequities for BIPOC and marginalized people and building stronger, more inclusive partnerships within the community. The department has begun executing the first of three phases to achieve our goals - building personal self-awareness - emphasizing the personal and learning knowledge related to racial equity.

This equity 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. In October 2022, leadership and Equity Committee members who had not previously participated in the event, attended the Northwest Public Employees Diversity Conference. All directors were also in attendance at the Executive Learning Series meeting in December 2022 where the WESP Annual Report was presented.

### Diversity, Equity, and Inclusion

The FY 2024 Budget Equity Tool contains questions and recommendations for integrating equity throughout the budget process. The Equity and Organizational Culture Manager reviewed all program offers to ensure alignment with department and County initiatives and to include performance measures with a racial equity focus. The department Community Budget Advisory Committee will also meet with DCS leadership and the Equity and Organizational Culture Manager for feedback from the community later in February 2023.

### Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Director’s Office	\$4,473,590	\$2,692,921	\$7,166,511	30.00
Animal Services	10,298,943	3,257,307	13,556,250	69.00
Elections	7,897,515	0	7,897,515	16.00
Land Use Planning	2,659,097	40,000	2,699,097	12.00
Transportation	<u>723,190</u>	<u>209,317,698</u>	<u>210,040,888</u>	<u>101.00</u>
<b>Total Community Services<sup>1</sup></b>	<b>\$26,052,335</b>	<b>\$215,307,926</b>	<b>\$241,360,261</b>	<b>228.00</b>

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 the Department of Community Services we meet statutory requirements and provide services and programs that meet the diverse needs and expectations of the community. This year's budget was developed with a focus on three key elements:

- Our mission, to preserve harmony between natural and built environments, keep people and pets safe and ensure every voice is heard.
- Investments in programs that ensure the well-being of pets in our care and ensure the effective implementation of new elections services.
- Organizational culture change 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 2024, the Department of Community Services continues to build capacity within the Director's Office to support the underpinnings for implementing the DCS Equity Plan and Workforce Equity Strategic Plan (WESP). The department also continues support for the fifth and final year of the Levee Ready Columbia project. Program 90004 includes \$150,000 to support the Vance Vision plan which will further define the understanding and needs for next steps in the development of the Vance properties.

### 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 Multnomah County Animal Services has been animal control enforcement and stray animal sheltering. In harmony with County equity goals and the division North Star to provide quality care for animals and equitable services for the community, Animal Services 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. In order to help better serve the community, as well as animal care and enrichment, Animal Services is adding 10.00 FTE in FY 2024. This includes positions in Animal Care, Animal Services, and Field Services.

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

### Elections

Elections conducts transparent, accurate, accessible and accountable elections in Multnomah County and maintains the public’s confidence and trust in the elections process. The division handles a wide range of local, city, county, state and federal elections for the citizens of all political districts within Multnomah County ranging from water district commissioner to the President of the United States and including votes on ballot measures and elected offices. 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 relationship building, community engagement and targeted education and outreach. Elections 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 FY 2024 budget includes funding for new programs that helped establish basic, adequate staffing for the division’s work, year-round. Including reinstating the one-time-only funding for two limited-duration positions for voter education and outreach, customer service and a study of the steps necessary to implement a public campaign financing program.

The FY 2024 budget supports successful implementation of ranked choice voting as provided in recent City of Portland and Multnomah County charter amendments, by continuing the two limited duration positions, upgrading elections system software and developing voter education resources. The budget also sustains the North Star foundational values of secure, accurate and transparent elections and a healthy and resilient team through investments in elections infrastructure.

### 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.

Configuration of a new permitting system is underway with a targeted implementation date in FY 2024. This project will replace an at-risk software system and expand it to include Code Compliance, Solid Waste and Recycling, the Transportation Division and certain County Service Districts. Current planning staff will continue to be heavily involved in the development of workflows, configuration and system testing into FY 2024.

### 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

In FY 2023, Transportation adapted to a new ODOT/DMV method for counting vehicles registered in each Oregon county in order to distribute the counties’ portion of the State Highway Fund (SHF). The changes made by ODOT, combined with an ongoing decline in local and state gas tax collections, resulted in a nearly \$2 million reduction in the Road Fund for FY 2023. A statewide \$0.02 gas tax increase in 2024 (from HB 2017) will help offset the FY 2024 decline, but gas tax revenue will continue to fall unless the Legislature acts. Portland has also proposed ending the Memorandum of Understanding that keeps \$3 million of SHF in the Road Fund and backfills the Bridge Fund with local vehicle registration fee collections. As a result, the \$3 million that the Road Fund saw from that agreement will be \$1.75 million in FY 2024 and \$0 in future fiscal years. The impact to the Road Fund will reduce capacity to do planned and unplanned capital and capital maintenance projects. To counteract these trends, the division will be developing a proposal for a long-term solution to transportation funding to present to the Board of County Commissioners.

Transportation continued its collaboration to create well-coordinated and informed responses to climate change and the disparate health impacts of the transportation system on communities of color. The division developed a policy agenda to ensure staff work with the same goals and values in mind when engaging at the regional and statewide level around transportation policy. Transportation completed a Strategic Asset Management Plan (SAMP) that will guide asset management work and progress during FY 2024-2026. The division also developed Asset Management Plans (AMP) for the Willamette River Bridges and the County road system.



### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Director's Office</b>					
90000	Director's Office	\$2,435,332	\$789,183	\$3,224,515	12.00
90001	Human Resources	1,209,882	0	1,209,882	6.00
90002	Business Services	678,376	1,853,738	2,532,114	12.00
90004	Vance Vision Next Steps	150,000	0	150,000	0.00
90014	Levee Ready Columbia (IGA Obligation)	0	50,000	50,000	0.00
<b>Animal Services</b>					
90005A	Animal Services Client Services	2,053,133	775,000	2,828,133	15.00
90005C	Animal Services Client Services - Two Office Assistants Seniors	216,000	0	216,000	2.00
90006	Animal Services Field Services	2,176,971	5,500	2,182,471	14.00
90007A	Animal Services Animal Care	3,810,229	2,471,807	6,282,036	22.00
90007B	Animal Services Animal Care Staffing	786,335	0	786,335	7.00
90008	Animal Services Animal Health	1,142,275	5,000	1,147,275	8.00
90008B	Animal Services Animal Health - Dispatcher	114,000	0	114,000	1.00
<b>Elections</b>					
90009A	Charter Reform Rank Choice Voting Implementation	463,000	0	463,000	0.00
90009B	Charter Reform Rank Choice Voting: Voter Education and Outreach Staffing	318,000	0	318,000	2.00
90010A	Elections	6,224,515	0	6,224,515	14.00
90010B	Elections Infrastructure	133,000	0	133,000	0.00
90010C	Elections Voters Pamphlet	59,000	0	59,000	0.00
90010E	Elections - Special Elections	700,000	0	700,000	0.00
<b>Land Use Planning</b>					
90020	LUP Code Compliance	310,434	0	310,434	2.00
90021A	Land Use Planning	2,298,663	40,000	2,338,663	10.00
90021C	Land Use Planning capacity building resources for on-call support	50,000	0	50,000	0.00
<b>Transportation</b>					
90012	County Surveyor's Office	0	5,061,368	5,061,368	10.00
90013	Road Services	100,000	18,394,629	18,494,629	47.07

### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Transportation (cont.)</b>					
90015	Bridge Services	0	42,667,040	42,667,040	28.58
90016	Transportation Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)	0	1,930,000	1,930,000	0.00
90018A	Transportation Capital	0	46,566,260	46,566,260	11.00
90018B	Tier 2 ADA Ramps	623,190	1,111,810	1,735,000	0.00
90019	Earthquake Ready Burnside Bridge	0	50,988,712	50,988,712	3.50
90022	State Transportation Improvement Fund/Transit	0	2,014,213	2,014,213	0.85
90024	City Supplemental Payments	0	40,583,666	40,583,666	0.00
<b>Total Community Services</b>		<b>\$26,052,335</b>	<b>\$215,307,926</b>	<b>\$241,360,261</b>	<b>228.00</b>

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**Department:** Community Services

**Program Contact:** Lee Girard

**Program Offer Type:** Administration

**Program Offer Stage:** 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 and supports the implementation of both County and DCS initiatives across the divisions. The work of DCS is guided by its mission, vision and values.

**Program Description**

The Director's Office is accountable to the Chair, the Board of County Commissioners and the community for leadership and management of animal services, land use planning, transportation and elections, and is responsible for business services, human resources and equity & organizational culture department-wide.

The director works with division managers to establish priorities and strategies and provides support to implement projects and programs that are in alignment with department and board policies. The department is undergoing significant transformation within its workforce, focusing on implementation of its Equity Strategic Plan and establishing workforce equity initiatives department-wide.

The Equity Strategic Plan was formulated within the Equity Committee in cooperation with focus groups composed of employees. The goals of the plan fall into three domains: personal, cultural, and institutional, and is being 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 supports culture change in each division through building personal and interpersonal communication and relationship-building skills as well as supporting management in an effort to departmentalize the Workforce Equity Strategic Plan and core competencies among staff and management. The Director's Office is 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of department wide communications	new	38	25	35
Outcome	Percent of employees receiving an annual evaluation	new	100%	100%	100%
Outcome	Percentage of Asset Management and GIS service requests completed on time	97%	95%	97%	95%

**Performance Measures Descriptions**

The percentage of employees receiving an annual evaluation or having periodic one-on-one meetings with their supervisors reflects the desired outcome for measuring performance. Department-wide communications include all-staff emails from the director, department newsletter, and all-staff meetings. 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

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	2023	2023	2024	2024
Personnel	\$1,431,575	\$0	\$1,766,491	\$582,036
Contractual Services	\$264,657	\$0	\$361,010	\$10,000
Materials & Supplies	\$49,920	\$0	\$100,817	\$25,160
Internal Services	\$223,058	\$0	\$207,014	\$171,987
<b>Total GF/non-GF</b>	<b>\$1,969,210</b>	<b>\$0</b>	<b>\$2,435,332</b>	<b>\$789,183</b>
<b>Program Total:</b>	<b>\$1,969,210</b>		<b>\$3,224,515</b>	
<b>Program FTE</b>	7.00	0.00	8.00	4.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$23,207
Other / Miscellaneous	\$1,485,018	\$0	\$2,059,196	\$665,976
Service Charges	\$0	\$0	\$0	\$100,000
<b>Total Revenue</b>	<b>\$1,485,018</b>	<b>\$0</b>	<b>\$2,059,196</b>	<b>\$789,183</b>

## Explanation of Revenues

This program generates \$101,740 in indirect 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. 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 2023: 90000 Director's Office

The increase in the professional services budget supports the department's work around equity strategic planning, team building, cultural change and organizational development. The increase in Other /Miscellaneous revenues is the result of a change in the department indirect rate which was 15.50% in FY 2023 and is set at 17.48% in FY 2024. Changes in the department indirect revenue also are impacted as positions and salaries fluctuate each year. In FY 2023, the asset management team moved from Business Services into the Director's office in order to better support all divisions.

**Department:** Community Services      **Program Contact:** Cynthia Trosino  
**Program Offer Type:** Support      **Program Offer Stage:** 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 current and prospective employees. Services provided include 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 Description**

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

Human resources staff consult and advise 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 division managers with additional services including: Recruitment and retention services, analyzing recruitment practices to identify barriers to Black, Indigenous and People of Color (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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average days to fill recruitments	90	90	92.6	95
Outcome	Percent of new staff provided a 30-day new hire survey	100%	100%	100%	100%
Output	Number of outreach activities to increase diversity among applicants	N/A	4	4	4
Outcome	Percent of new employees who receive DEI resources.	N/A	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 the department's 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	2023	2023	2024	2024
Personnel	\$1,020,221	\$0	\$1,120,837	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$4,480	\$0	\$11,880	\$0
Internal Services	\$70,142	\$0	\$72,165	\$0
<b>Total GF/non-GF</b>	<b>\$1,094,843</b>	<b>\$0</b>	<b>\$1,209,882</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,094,843</b>		<b>\$1,209,882</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

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

## Significant Program Changes

**Last Year this program was:** FY 2023: 90001A Human Resources

Program Offer 90001B DCS Wide Organizational, Cultural + Equity Support was adopted and added to FY24 for ongoing basis

<b>Department:</b>	Community Services	<b>Program Contact:</b>	Britta Schinske
<b>Program Offer Type:</b>	Support	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	90000, 90001		
<b>Program Characteristics:</b>			

**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, 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 Description**

The program supports the work of the Department of Community Services by providing 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total dollars spent by DCS	176M	193M	120M	238M
Outcome	Percentage of invoices paid on time	86%	95%	95%	95%

**Performance Measures Descriptions**

Total dollars spent by DCS provide 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.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$558,500	\$2,034,769	\$591,831	\$1,428,616
Contractual Services	\$0	\$14,000	\$15,000	\$1,250
Materials & Supplies	\$12,220	\$37,050	\$15,740	\$15,450
Internal Services	\$61,221	\$574,354	\$55,805	\$408,422
<b>Total GF/non-GF</b>	<b>\$631,941</b>	<b>\$2,660,173</b>	<b>\$678,376</b>	<b>\$1,853,738</b>
<b>Program Total:</b>	<b>\$3,292,114</b>		<b>\$2,532,114</b>	
<b>Program FTE</b>	3.00	14.00	3.00	9.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,525,023	\$0	\$1,599,104
Other / Miscellaneous	\$0	\$1,015,150	\$0	\$254,634
Service Charges	\$0	\$120,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,660,173</b>	<b>\$0</b>	<b>\$1,853,738</b>

## Explanation of Revenues

This program generates \$249,721 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 2023: 90002 Business Services

The asset management team moved from Business Services into the Director's office (Program Offer 90000) in order to better support all divisions.

**Department:** Community Services      **Program Contact:** Lee Girard  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 78210B  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer builds on the work of the Vance Vision master planning process to define three distinct areas of the property: Park/open space concept, zoning/comprehensive plan alignment, and infrastructure analysis. These specific areas of work allow the department to explore immediate and short-term next steps and jurisdictional alignment, and identify resources or leverage for future phases of the work on the Vance Properties. This amendment allows for expedited efforts on the property and will reveal potential next steps and partnerships for development in all three areas of the site.

**Program Description**

The Vance site is an opportunity to transform nearly 90 acres of county-owned land in a neighborhood that's been historically underserved. The site's past uses as a quarry and municipal landfill left legacy issues that the surrounding community lives with today. The County now has a unique opportunity to work toward a future for Vance that meets both community and County needs.

The Vance properties, located in Rockwood, the most diverse region of Multnomah County, are envisioned as three interrelated development areas. The project is grounded in the following principles: Accommodate known and future County facility needs, center the needs of the people most impacted by the past and current uses, create a more equitable future for one of the most racially and ethnically diverse neighborhoods in the region, support the County's mission as a public health agency through investments in the built environment that positively impacts the social determinants of health for people in the surrounding neighborhoods and sustainably support the long-term environmental and economic well being of the community.

As provided above, this program offer provides funding to explore immediate and short-term next steps and jurisdictional alignment, and identify resources or leverage for future phases of the work on the Vance Properties. This work will further define understanding and needs for the next steps in the development of the properties including:

1. Zoning and Comprehensive Plan Analysis and Potential Plan Map Amendment
2. Technical Analysis for environmental and infrastructure.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Zoning Analysis Completed for Vance Properties	N/A	1	0	1
Outcome	Comprehensive documentation of the zoning and property entitlements for the Vance Properties	N/A	100%	35%	100%

**Performance Measures Descriptions**

Zoning Analysis report delivered.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$250,000	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$250,000</b>		<b>\$150,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by County General Funds one-time-only.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90004 Vance Vision Next Steps

This program was supported by one-time-only County General Funds in FY 2023 and will be again in FY 2024

**Department:** Community Services      **Program Contact:** Erin Grahek  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 services within the shelter facility, as well as support and resources for the community. Key service areas include staffing the call center, providing community information and referrals, managing the countywide pet licensing program, processing all animal services revenues, lost and found pet reunification services and communications. Support is prioritized based on equity considerations including income level and housing status, with multilingual support.

### Program Description

The Client Services program provides services to residents of Multnomah County seven days a week, and delivers the following services: Call center staffing, pet licensing, revenue processing, lost and found services, and communications. The call center provides information, assistance and referrals for 50,000 annual phone customers. Business phone lines are staffed seven days a week, providing 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 and cruelty/neglect complaints. Call center staff are trained to provide referrals and resources to callers 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 with help filing lost and found reports, tracing and contact services for owners whose pets have come to the shelter with identification, and reclaiming lost animals that are at the shelter. During the COVID-19 pandemic, starting in March 2020, Animal Services began waiving adoption, impound and boarding fees for all owners, to remove financial barriers which may otherwise prevent owners from being reunited with a lost pet. Adoption fees will be reinstated within the next few weeks, with no set timing to reinstate impound and boarding fees. In FY2024 Animal Services will pursue a fee equity study to review all fees, with the prospect of amending county code and waiving some 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Pet licenses processed	30,221	40,000	35,000	35,000
Outcome	Percentage of lost/stray dogs returned to owners	58%	58%	54%	58%
Output	Calls from the public	N/A	28,000	31,282	31,000
Outcome	Percentage of lost/stray cats returned to owners	8%	10%	17%	17%

### Performance Measures Descriptions

Pet licenses processed include licenses that have been issued, but not licenses that are out of compliance and being managed by staff. Added performance measures include percentage of animals returned to owners and phone calls from the public seeking assistance with licensing, rehoming, adoption, lost & found pets, and a variety of other support 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	2023	2023	2024	2024
Personnel	\$1,772,139	\$0	\$1,820,581	\$0
Contractual Services	\$55,000	\$9,391	\$55,000	\$6,670
Materials & Supplies	\$32,190	\$8,723	\$58,320	\$18,722
Internal Services	\$112,736	\$0	\$119,232	\$0
Cash Transfers	\$0	\$1,096,886	\$0	\$749,608
<b>Total GF/non-GF</b>	<b>\$1,972,065</b>	<b>\$1,115,000</b>	<b>\$2,053,133</b>	<b>\$775,000</b>
<b>Program Total:</b>	<b>\$3,087,065</b>		<b>\$2,828,133</b>	
<b>Program FTE</b>	16.00	0.00	15.00	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$1,115,000	\$0	\$775,000
Financing Sources	\$1,096,886	\$0	\$749,608	\$0
<b>Total Revenue</b>	<b>\$1,096,886</b>	<b>\$1,115,000</b>	<b>\$749,608</b>	<b>\$775,000</b>

## 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 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 2023: 90005 Animal Services Client Services

Current state legislation includes a requirement for proof of rabies at the time of 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 because of the COVID-19 pandemic as many veterinary clinics continue to have limited availability. Current year forecasted revenue continues to fall short of budget and in FY 2023 the plan has been lowered to better align with expectations due to enforcement of proof of rabies when licenses are issued. 1.00 FTE is reallocated from General Funds to Other funds in order to meet the department's General Fund constraint. This position will be asked to be reinstated with General Funds in FY 2025.

**Department:** Community Services      **Program Contact:** Erin Grahek  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 90005, 90006, 90007, 90008  
**Program Characteristics:**

**Executive Summary**

The Multnomah County Animal Services (MCAS) Client Services program provides a broad range of customer services within the shelter facility, as well as support and resources for the community. Key service areas include staffing the call center, providing community information and referrals, managing the countywide pet licensing program, processing all animal services revenues, lost and found pet reunification services and communications. Support is prioritized based on equity considerations including income level and housing status, with multilingual support. Animal Services resumed in-person adoptions in FY2023. Program Offer 90005C will add 2 FTE as Office Assistant Seniors.

**Program Description**

Client Services provides assistance to residents of Multnomah County seven days a week and delivers the following services: Call center staffing, pet licensing, revenue processing, lost and found services, and communications.

Program Offer 90005C will add 2 FTE in the position Office Assistant Senior. Additional staff will provide ongoing support for newly refined intake processes and reopened in-person adoptions, lobby and information desk functions, reducing stress for the pets and an improved customer experience.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Pet licenses processed	New	New	New	35,000
Outcome	Percentage of lost/stray dogs returned to owners	New	New	New	58%
Outcome	Calls from the public	New	New	New	31,000
Outcome	Percentage of lost/stray cats returned to owners	New	New	New	17%

**Performance Measures Descriptions**

Pet licenses processed include licenses that have been issued, but not licenses that are out of compliance and being managed by staff. Animal Services is adding percentage of animals returned to owners (RTO) for dogs and cats, phone calls from the public that represents calls received seeking assistance with licensing, rehoming, adoption, lost & found pets, and a variety of other support 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$193,114	\$0
Materials & Supplies	\$0	\$0	\$22,886	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$216,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$216,000</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

N/A

## 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:** Erin Grahek  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 90005, 90007, 90008, 90009  
**Program Characteristics:**

**Executive Summary**

The Multnomah County Animal Services (MCAS) Field Services 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 or 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 Description**

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. Services are 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Calls Responded to by Officer	N/A	7,500	8,596	8,596
Outcome	Percentage of animal complaints resolved through non-punitive, supportive enforcement	N/A	90%	98%	95%

**Performance Measures Descriptions**

The number of calls that officers (ACO-2 positions) respond to, reflects complaints received by dispatch over the course of a year. These calls include dog attacks, cruelty/neglect, nuisance and stray animal complaints and bite investigations. Complaints resolved through supportive enforcement is a performance measure that 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	2023	2023	2024	2024
Personnel	\$1,588,776	\$0	\$1,676,760	\$0
Contractual Services	\$130,000	\$0	\$130,000	\$0
Materials & Supplies	\$41,500	\$0	\$41,500	\$0
Internal Services	\$253,742	\$0	\$328,711	\$0
Cash Transfers	\$0	\$5,500	\$0	\$5,500
<b>Total GF/non-GF</b>	<b>\$2,014,018</b>	<b>\$5,500</b>	<b>\$2,176,971</b>	<b>\$5,500</b>
<b>Program Total:</b>	<b>\$2,019,518</b>		<b>\$2,182,471</b>	
<b>Program FTE</b>	14.00	0.00	14.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,500	\$0	\$5,500
Financing Sources	\$5,500	\$0	\$5,500	\$0
<b>Total Revenue</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$5,500</b>	<b>\$5,500</b>

## 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 2023: 90006 Animal Services Field Services

Animal Services 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 in animal control and enforcement interventions. This includes a review of current policies and 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. The focus will be on providing resources to the community and reserve punitive interventions for instances where there is no other alternative.

**Department:** Community Services      **Program Contact:** Erin Grahek  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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. Animal Services is working to prevent adoption returns for preventable conditions 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 low stress behavior and medical evaluations at the time of intake, and works alongside Animal Health to provide interventions and treatments to address behavioral or medical concerns as early as possible. This results in better outcomes for animals and prevents behavioral deterioration in a 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 appropriate services.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average length of stay (in days)	30	18	20	18
Outcome	Live Release Rate - Dogs (calendar year)	91%	92%	92%	92%
Outcome	Live Release Rate - Cats (calendar year)	88%	85%	89%	89%
Output	Emergency boarding provided (number of animals)	346	375	325	375

### Performance Measures Descriptions

Live release rate is an industry benchmark that represents the percent of all animals returned to an owner, adopted or transferred. A lower average length of stay number creates a better long-term outcome for the animal. Emergency boarding represents the number of pets provided boarding when an owner experiences an unanticipated crisis and is temporarily unable to care for them.

## 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	2023	2023	2024	2024
Personnel	\$2,212,840	\$0	\$2,377,787	\$185,957
Contractual Services	\$7,000	\$734,792	\$7,000	\$587,154
Materials & Supplies	\$106,780	\$227,464	\$103,780	\$272,928
Internal Services	\$1,284,215	\$0	\$1,321,662	\$0
Cash Transfers	\$0	\$674,536	\$0	\$0
Unappropriated & Contingency	\$0	\$1,099,394	\$0	\$1,425,768
<b>Total GF/non-GF</b>	<b>\$3,610,835</b>	<b>\$2,736,186</b>	<b>\$3,810,229</b>	<b>\$2,471,807</b>
<b>Program Total:</b>	<b>\$6,347,021</b>		<b>\$6,282,036</b>	
<b>Program FTE</b>	21.00	0.00	21.00	1.00

Program Revenues				
Fees, Permits & Charges	\$0	\$225,000	\$0	\$25,000
Other / Miscellaneous	\$0	\$165,000	\$0	\$165,000
Financing Sources	\$174,536	\$0	\$0	\$0
Interest	\$0	\$16,800	\$0	\$23,000
Beginning Working Capital	\$0	\$2,329,386	\$0	\$2,258,807
<b>Total Revenue</b>	<b>\$174,536</b>	<b>\$2,736,186</b>	<b>\$0</b>	<b>\$2,471,807</b>

## Explanation of Revenues

In the General Fund, revenue represents the cash transfer 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, Animal Services has temporarily suspended the assessment of impound and boarding fees in order to remove barriers for pet owners reuniting with lost pets. Other/Misc revenue represents the division's estimate of donation funds received during the year relating to the following initiatives: Animal Care (aka "Dolly's Fund", Adoption Outreach, Capital Improvements, Spay Neuter, Rehab/Replacement of the Animal Shelter).

## Significant Program Changes

**Last Year this program was:** FY 2023: 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 this plan is supported through the Animal Control Capital Donation Fund (Shelter Dreams Account/Dedicated Revenue). In order to better inform the plan, Animal Services is partnering with the University of Wisconsin Shelter Medicine Program. A primary goal of the partnership is to review and evaluate internal processes to ensure excellence in the quality of care provided for animals in the shelter, including prioritizing behavioral and medical needs, providing enhanced enrichment, shortening length of stay, and improving re-homing processes.

1 FTE is reallocated from PO 90005A to other funds in PO 90007A in order to meet the department's General Fund constraint. This position will be asked to be reinstated with General Funds in FY 2025.

**Department:** Community Services      **Program Contact:** Erin Grahek  
**Program Offer Type:** New      **Program Offer Stage:** 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. This offer allows for an additional 7.00 FTE to support Animal Care goals.

**Program Description**

Review of industry standards of care related to staffing, indicates that additional staff are required, based on in-shelter population over the last year. Staffing calculations are based on 20 minutes per day for care and feeding and 15 minutes per day for walking/human contact. The formula for care includes paid staff and volunteers. The seven additional positions in this program will allow Animal Services to successfully meet the day to day care and support needed for the pets in care at the shelter.

The additional positions includes four Animal Care Tech 1, and three Animal Care Tech2, for a total of seven new positions.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average length of stay (in days)	New	New	New	18
Outcome	Live Release Rate - Dogs (calendar year)	New	New	New	92%
Outcome	Live Release Rate - Cats (calendar year)	New	New	New	89%
Outcome	Emergency boarding provided (number of animals)	New	New	New	375

**Performance Measures Descriptions**

Live release rate is an industry benchmark that represents the percent of all animals returned to an owner, adopted or transferred. A lower average length of stay number creates a better long-term outcome for the animal. Emergency boarding represents the number of pets provided boarding when an owner experiences an unanticipated crisis and is temporarily unable to care for them.

## 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$646,190	\$0
Contractual Services	\$0	\$0	\$28,145	\$0
Materials & Supplies	\$0	\$0	\$112,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$786,335</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$786,335</b>	
<b>Program FTE</b>	0.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

N/A

## Significant Program Changes

### Last Year this program was:

This is a new program offer that will help establish basic, adequate staffing for the division's work year-round.

**Department:** Community Services

**Program Contact:** Erin Grahek

**Program Offer Type:** Existing

**Program Offer Stage:** 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 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 Description**

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. Animal Health also provides direct veterinary care including treatments for injuries and illnesses, preventative treatments including vaccinations, and emergency medical care for animals in distress. Animal Health 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. This type of specialized care is 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, Animal Health 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.

Animal Health 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 that work to rehabilitate or socialize homeless animals in preparation for placement into new homes. Animal Health 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Veterinary Consultations and Treatments Provided	14,076	7,500	14,826	14,000
Outcome	Surgeries provided to improve medical and behavior conditions for shelter animals	1,182	1,500	1,400	1,500
Outcome	Low-cost spay/neuter surgeries provided to the public	N/A	300	1,500	1,500

**Performance Measures Descriptions**

Shelter medicine is an integral part of effective animal shelter management. Animal Health has primary responsibility for this element. Key focus of Animal Health is the health and wellbeing of the pets in the care of animal services and the goal to help manage the overall community pet population through low cost spay neuter surgeries, in partnership with the Animal Shelter Alliance of Portland (ASAP).

## 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	2023	2023	2024	2024
Personnel	\$1,023,038	\$0	\$1,085,743	\$0
Contractual Services	\$91,000	\$0	\$0	\$0
Materials & Supplies	\$147,460	\$0	\$56,532	\$0
Cash Transfers	\$0	\$7,500	\$0	\$5,000
<b>Total GF/non-GF</b>	<b>\$1,261,498</b>	<b>\$7,500</b>	<b>\$1,142,275</b>	<b>\$5,000</b>
<b>Program Total:</b>	<b>\$1,268,998</b>		<b>\$1,147,275</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

Program Revenues				
Financing Sources	\$7,500	\$0	\$5,000	\$0
Service Charges	\$0	\$7,500	\$0	\$5,000
<b>Total Revenue</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$5,000</b>	<b>\$5,000</b>

## Explanation of Revenues

In the General Fund, the revenue represents the cash transfer from the Animal Services Fund to the General Fund. Service Charges (\$5,000) 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 2023: 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:** Erin Grahek  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 90005, 90006, 90007, 90008  
**Program Characteristics:**

### Executive Summary

Field Services 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 or 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 pets and coordinates with other county departments to holistically support issues and concerns. Program Offer 90006B provides for an additional FTE Dispatcher position.

### Program Description

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. Services are 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.

Work is assigned to animal control officers via the dispatch team. This team receives a high volume of calls and assigns work to officers based on geographic district assignments. A third dispatcher would allow more capacity to pre-screen dispatch calls, create cases and manage workflow in a true dispatch model.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of calls responded-to by officer	N/A	7,500	8,596	8,596
Outcome	Percentage of animal complaints resolved through non-punitive, supportive enforcement	N/A	90%	98%	95%

### Performance Measures Descriptions

The number of calls that officers (ACO-2 positions) respond to, reflects complaints received by dispatch over the course of a year. These calls include dog attacks, cruelty/neglect, nuisance and stray animal complaints and bite investigations. Complaints resolved through supportive enforcement is a performance measure that 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$92,165	\$0
Materials & Supplies	\$0	\$0	\$21,835	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$114,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$114,000</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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:

Animal Services will add 1.00 FTE at the dispatcher classification, to provide support across all field officer districts. The dispatcher will broaden the division's ability to manage field services calls and prescreen to develop more specific call assignments for officers.

**Department:** Community Services      **Program Contact:** Tim Scott  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 90009B, 90010  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer provides one-time-only (OTO) funds for three components of ranked choice voting (RCV) implementation in the 2024 general election: a limited duration full-time Project Manager position to oversee implementation of RCV, the manufacturer licensing fee for upgrade of ballot design and tally system software to add RCV capability, and development and production of RCV voter education and outreach media and materials.

**Program Description**

City of Portland Measure 26-228 and Multnomah County Measure 26-232 require implementation of RCV for City contests by the 2024 General Election and County contests by the 2026 General Election, respectively. Implementation of RCV requires extensive review and updates to election policies, technology, and processes as well as concerted voter education to ensure Multnomah County Elections continues to conduct transparent, accurate, accessible, and accountable elections, and maintains the public's confidence and trust in the elections process. The Department of Community Services has initiated this work in FY 2023 through limited support from existing staff and a temporary project manager.

The limited duration Project Manager position will oversee Multnomah County's implementation of RCV. In addition to managing internal implementation efforts, the Project Manager will work with staff from the City of Portland, State, and Clackamas and Washington counties to coordinate updates to election codes and regulations, implementation of multicounty RCV contests, updates to technology for RCV elections administration and results reporting, and development and implementation of voter education campaigns.

This program offer also provides funds for the one-time manufacturer licensing fee to upgrade the County's voting system software. The County will also incur increased ongoing maintenance fees for voting system software (see "Elections Infrastructure (90010B)").

Implementation of RCV will involve significant changes to how ballots are designed, filled out by voters, and tabulated, as well as how election results are reported. This program offer provides funds for a consultant to plan a voter education media campaign and for development of education and outreach media such as videos, website resources, and printed materials to support conducting accessible RCV 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project Manager develops IGA for tri-county RCV collaboration	New	New	New	1
Outcome	Percent of RCV software package purchased	New	New	New	100%

**Performance Measures Descriptions**

The output measure refers to the IGA that the Project Manager will help negotiate between Multnomah, Clackamas and Washington counties for the successful implementation of Ranked Choice Voting for the City of Portland which spans all three counties. The outcome measure refers to the software that will be required to conduct Ranked Choice Voting. Part of this program offer covers the initial licensing costs of this software upgrade to the ballot layout and tally software.

## Legal / Contractual Obligation

The items funded by this program offer will create ballots, provide staff assistance for implementing RCV, and help the County meet the needs of voters learning about RCV that will be implemented as required by: Oregon Revised Statutes 246.200, which provides county clerks are responsible for conducting elections; Portland City Charter, Article 1, Section 3-102, which requires use of RCV to commence with the 2024 general election; and Multnomah County Home Rule Charter, Chapter XI, 11.15(4), which requires using RCV no later than the 2026 general election.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$163,000	\$0
Contractual Services	\$0	\$0	\$150,000	\$0
Materials & Supplies	\$0	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$463,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$463,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by one-time-only County general funds.

## Significant Program Changes

Last Year this program was:

**Department:** Community Services      **Program Contact:** Tim Scott  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 90009A, 90010  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer provides funds for ranked choice voting (RCV) system software maintenance fees and two full-time limited duration positions in the Elections Division. The positions will support voter education, outreach, and customer service, including for implementation of RCV for City of Portland contests by the 2024 General Election and for Multnomah County contests by the 2026 General Election, as well as implementation of the new Oregon Votes registration database. The one time only personnel funds will pay for the continuation of a limited duration voter education and outreach Program Technician (bilingual) position and limited duration Clerical Unit Supervisor position that were established on a pilot basis with one-time-only (OTO) funds in FY 2023.

**Program Description**

The FY 2023 Adopted Budget provided one time only funds for two limited duration, full-time pilot positions in Elections: a Program Technician (bilingual) in Voter Education & Outreach (VEO) and a Clerical Unit Supervisor to support front-line customer service staff. This program offer provides continued one time only funds for these positions, supporting implementation of RCV. This program offer also provides one time only funds for an increase in the annual maintenance fee associated with necessary upgraded software for ballot design and vote tabulation to support County implementation of RCV.

The Program Technician assists in culturally-specific voter education activities and community outreach, and provides language services. The position supports data collection, communications, strengthening VEO program language assistance services, and continues to build a framework to support voting for citizens who speak a language other than English in the home. The Program Technician directly supports the RCV implementation consistent with 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 Clerical Unit Supervisor provides leadership to Elections staff who are the first point-of-contact to voters that need help with voter registration and voting. This includes supporting staff in testing of the new statewide Oregon Votes registration database. Testing of the new system begins in spring 2023 and is scheduled to go live in summer 2023. The system will also enhance VEO activities by streamlining electronic registration and allowing for improved data collection on the effectiveness of voter outreach activities to underrepresented communities. As the County implements RCV, the position will lead customer service staff fielding an anticipated increase in voter assistance requests. The position will provide 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of regular and on-call customer service workers trained on RCV rules	New	New	New	43
Outcome	Outreach interactions with voters about RCV	New	New	New	1,000

**Performance Measures Descriptions**

- The performance measures for FY24 include
- 1) the estimated number of customer-facing staff trained on RCV rules by the Clerical Unit Supervision, and
  - 2) the number of voter outreach interactions with voters at in person events by the VEO program tech position.

## Legal / Contractual Obligation

The two positions funded by this program offer will help Multnomah County meet the needs of voters learning about Ranked Choice Voting that will be implemented as required by: Oregon Revised Statutes 246.200, which provides county clerks are responsible for conducting elections; Portland City Charter, Article 1, Section 3-102, which requires use of RCV to commence with the 2024 general election; and Multnomah County Home Rule Charter, Chapter XI, 11.15(4), which requires use of RCV no later than the 2026 general election.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$262,742	\$0
Contractual Services	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$0	\$0	\$5,258	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$318,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$318,000</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by one time only County General Funds.

## Significant Program Changes

### Last Year this program was:

In FY 2023 these two FTE were funded by one-time-only County General Fund under 90010D and 90010E.

**Department:** Community Services      **Program Contact:** Tim Scott  
**Program Offer Type:** Existing      **Program Offer Stage:** 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, and recall elections can also be called at any time of the year. This program offer supports the entire elections program, covering 14 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 Description**

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 14 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of voters using ballot tracking	27%	31%	27%	29%
Outcome	Percent of customers who are satisfied with counter service	98%	97%	98%	97%
Outcome	Personnel cost per 1,000 ballots cast	\$920	\$1,000	\$811	\$1,100

**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 2022 Actual for the personnel cost measure is for the May 2022 election; FY 2023 Purchased and FY 2023 Estimate are for the November 2022 election; and FY 2024 Offer is for the May 2024 election.

## Legal / Contractual Obligation

County Code of Ordinances, Chapter 5, addresses initiative/referendum petition process and filling county office vacancies. County Administrative Rules, Language, Communication and Cultural Access Policy, Oregon Administrative Rules, Chapter 165, addresses uniformity in conduct of elections. Oregon Revised Statutes, Chapters 246 to 260, provide authority for conducting elections. Federal Title VI of the Civil Rights Act, the Voting Rights Act, National Voter Registration Act, Help America Vote Act, and 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	2023	2023	2024	2024
Personnel	\$2,486,204	\$0	\$2,880,582	\$0
Contractual Services	\$1,518,675	\$0	\$1,352,819	\$0
Materials & Supplies	\$533,924	\$0	\$541,627	\$0
Internal Services	\$1,275,387	\$0	\$1,449,487	\$0
<b>Total GF/non-GF</b>	<b>\$5,814,190</b>	<b>\$0</b>	<b>\$6,224,515</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$5,814,190</b>		<b>\$6,224,515</b>	
<b>Program FTE</b>	14.00	0.00	14.00	0.00

Program Revenues				
Intergovernmental	\$85,000	\$0	\$0	\$0
Service Charges	\$1,470,414	\$0	\$910,821	\$0
<b>Total Revenue</b>	<b>\$1,555,414</b>	<b>\$0</b>	<b>\$910,821</b>	<b>\$0</b>

## Explanation of Revenues

Intergovernmental Revenue has been reduced by \$85,000 because payments from the State for costs associated with Oregon Motor Voter end in FY23. The funding to address this loss is covered in program offer 90010B and covers the majority of 1.00 FTE whose primary job function is to process new voter registrations, many of which originate at DMV.

Additional funding is provided by the County General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90010A Elections

Intergovernmental Revenue has been reduced by \$85,000 because payments from the State for costs associated with Oregon Motor Voter end in FY23. This program excludes the November 2023 voters' pamphlet which was proposed to be cut to help the department cover its share of the general fund constraint. It is proposed to be restored with ongoing funds in program offer 90010C.

**Department:** Community Services

**Program Contact:** Tim Scott

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:** 90010A

**Program Characteristics:**
**Executive Summary**

This program offer provides ongoing funds to account for increasing costs and decreasing revenue to support important elections infrastructure, including: increasing maintenance costs of elections signature verification systems and ballot extraction hardware, and the elimination of Oregon Motor Voter funding.

**Program Description**

The Elections Division faces a combination of increasing costs and decreasing revenue to sustain elections infrastructure that is critical to administering elections. This program offer provides ongoing funds for increasing costs of technology maintenance fees for signature verification systems and hardware maintenance fees for semi-automated ballot extractors. The program offer also provides ongoing funds to offset the elimination of Oregon Motor Voter (OMV) funding, which provided annual funding to the County in each of the last eight years. The OMV funding has been used to fund one FTE that helps process the increased voter registration activity brought about by OMV. This program offer will continue funding that position. The ongoing funds provided by this program offer address stand-alone elections infrastructure issues that would otherwise require reductions in other areas of the budget that could create risk of failure in statutorily mandated services. The funds also support the Elections North Star foundational values of Secure, Accurate and Transparent Elections and Healthy and Resilient Team.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of ballot envelopes opened with semi-automated extractors	New	New	New	100%
Outcome	Percent of registration position paid previously by OMV funds.	New	New	New	85%

**Performance Measures Descriptions**

The output measure refers to the percentage of ballot envelopes that are opened by the semi-automated extraction machine. The outcome measure refers to the position that was previously funded by payments from the state to offset the costs of Oregon Motor Voter. This program offer will continue to fund that position through the general fund.



## Legal / Contractual Obligation

County Code of Ordinances, Chapter 5, addresses initiative/referendum petition process and filling county office vacancies. County Administrative Rules, Language, Communication and Cultural Access Policy, Oregon Administrative Rules, Chapter 165, addresses uniformity in conduct of elections. Oregon Revised Statutes, Chapters 246 to 260, provide authority for conducting elections. Federal Title VI of the Civil Rights Act, the Voting Rights Act, National Voter Registration Act, Help America Vote Act, and 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	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$133,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$133,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$133,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by ongoing County general funds.

## Significant Program Changes

Last Year this program was:

**Department:** Community Services  
**Program Offer Type:** New  
**Related Programs:** 90010A, 90010C, 90010D  
**Program Characteristics:**

**Program Contact:** Tim Scott  
**Program Offer Stage:** Proposed

**Executive Summary**

This program offer provides additional ongoing funds to restore the November 2023 voters' pamphlet which was proposed to be cut to help the department cover its share of the general fund constraint.

**Program Description**

The Elections Division has focused its constrained program offer 90010A on statutorily mandated functions like voter registration, printing, mailing, and processing ballots and was unable to fund the November 2023 voters' pamphlet. The County voters' pamphlet is not mandated by State law or County code but is a key component to voter engagement, education, and access. Program offer 90010C is an offer to restore Elections' portion of the FY 2024 general fund budget constraint and thereby restoring this communication tool that voters have come to expect.

The County voters' pamphlet is the Elections Division's most broadly distributed education and outreach tool, promoting equitable elections access for voters, candidates, and campaigns. It is mailed to every household and contains basic information about voter registration and voting in the County's seven most commonly spoken languages. It is also an inexpensive advertising option for candidates who may not otherwise be able to afford the kind of reach that the voters' pamphlet delivers. In the County voters' pamphlet candidates from all jurisdictions can file a statement for a cost ranging from \$25 to \$300 depending on the position, and arguments for or against any measure can be printed. The State does not produce a voters' pamphlet in odd-numbered years, so without the County voters' pamphlet there would be no option for candidates to file statements or for measure arguments to be published.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	November 2023 County Voters' Pamphlet Restored	New	New	New	1
Outcome	Percentage of households reached by voters' pamphlet	New	New	New	100%

**Performance Measures Descriptions**

The output measure refers to the number of voters' pamphlets that would be funded by this program offer and the outcome measure refers to the percentage of households in districts involved in the November 2023 election that would be reached with the voters' pamphlet.

## Legal / Contractual Obligation

While the creation of a county voters pamphlet is not mandated by state statute or county code, many of the components of the Multnomah County voters' pamphlet meet requirements of the Multnomah County Language, Communication and Cultural Access Policy and best practices for language access in elections.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$0	\$59,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$59,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$59,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by ongoing County general funds.

## Significant Program Changes

Last Year this program was: [FY 2023: 90010C Elections Capacity - Ballot Production](#)



**Program #90010E - Elections - Special Elections** FY 2024 Proposed

**Department:** Community Services      **Program Contact:** Tim Scott  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 90010A  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

There is the possibility for Multnomah County to be required to conduct two special elections annually. This program offer provides funding for the Elections Division to administer these elections, should they be required. Each of the two possible special elections is funded by \$350,000 for a total of \$700,000.

**Program Description**

Oregon statutes specify four election dates every calendar year. Those dates are the 2nd Tuesday in March, the 3rd Tuesday in May, the 4th Tuesday in August, and the 1st Tuesday after the first Monday in November. During odd years, the May Special Election is the only election with candidate positions scheduled. During even years, the May Primary and November General are the only elections with candidate positions scheduled. Ballot Measure referrals can be placed on any of the four scheduled election dates.

Program offer 90010A provides funding for the November and May election dates because those are when most jurisdictions hold elections in Oregon and when the Primary and General election are conducted. This program offer provides funding for any elections that the Multnomah County Elections Division would be required to conduct in August or March.

The August and March election dates are for conducting special elections. A special election is an election scheduled on an election date other than the usual date for the jurisdiction to elect officers. Special elections are often called to fill a vacancy in an elective office or for jurisdictions to refer a ballot measure to voters. Under Oregon law, any jurisdiction that holds a special election in August or March is required to reimburse the county for the costs incurred to conduct the election.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of special elections funded	0	0	0	2
Outcome					

**Performance Measures Descriptions**

The Output measure is for the number of special elections that would be funded by this program offer should the county be required to conduct special elections on either the March or August special election dates.

## Legal / Contractual Obligation

County Code of Ordinances, Chapter 5, addresses initiative/referendum petition process and filling county office vacancies. County Administrative Rules, Language, Communication and Cultural Access Policy, Oregon Administrative Rules, Chapter 165, addresses uniformity in conduct of elections. Oregon Revised Statutes, Chapters 246 to 260, provide authority for conducting elections. Federal Title VI of the Civil Rights Act, the Voting Rights Act, National Voter Registration Act, Help America Vote Act, and 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$130,000	\$0
Contractual Services	\$0	\$0	\$430,000	\$0
Materials & Supplies	\$0	\$0	\$140,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$700,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Service Charges	\$0	\$0	\$700,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>	<b>\$0</b>

## Explanation of Revenues

The special elections funded by this program offer would be conducted on election dates that would allow the county to seek full reimbursement from the jurisdictions that called elections on those dates.

## Significant Program Changes

### Last Year this program was:

In previous fiscal years, the special elections funds were included in program offer 90010A. In FY 2024, it will become a stand alone program offer.

**Department:** Community Services

**Program Contact:** Jim Clayton

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The County Surveyor's Office maintains and restores 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 Description

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

> Mandated functions (required by state statute) include:

- The maintenance and restoration of public land survey corner monuments under the Public Land Survey System is 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.
- 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, file and index these surveys in the County Survey Records.
- Comprehensive reviews of all land division plats, (subdivisions, partitions, and condominiums) 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.
- 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.
- 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of public land corner visits performed	115	100	150	100
Outcome	Percent of plats reviewed within 21 days	97.6%	95%	95%	95%
Output	Number of plats reviewed for approval	147	150	150	150
Output	Number of images added to SAIL website	1,072	1,000	1,000	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 days of submission represents an ambitious timeline allowing 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	2023	2023	2024	2024
Personnel	\$0	\$1,478,944	\$0	\$1,562,801
Contractual Services	\$0	\$50,000	\$0	\$50,000
Materials & Supplies	\$0	\$84,460	\$0	\$60,980
Internal Services	\$0	\$563,267	\$0	\$571,601
Capital Outlay	\$0	\$0	\$0	\$150,000
Unappropriated & Contingency	\$0	\$3,123,768	\$0	\$2,665,986
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,300,439</b>	<b>\$0</b>	<b>\$5,061,368</b>
<b>Program Total:</b>	<b>\$5,300,439</b>		<b>\$5,061,368</b>	
<b>Program FTE</b>	0.00	10.00	0.00	10.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,368,777	\$0	\$1,050,000
Interest	\$0	\$30,000	\$0	\$48,000
Beginning Working Capital	\$0	\$3,461,662	\$0	\$3,533,368
Service Charges	\$0	\$440,000	\$0	\$430,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,300,439</b>	<b>\$0</b>	<b>\$5,061,368</b>

## Explanation of Revenues

This program generates \$273,176 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 of \$10 per recording of a property-related deed document, and Offset Project Overhead Revenue collected from working for Transportation Capital projects. The year to year drop in the Other/Misc Revenue is largely due to fewer property related documents being recorded due to increased interest rates. Interest is an estimate of interest revenue earned on the BWC of \$3.5M. Service Charges reflect funds collected for the review of Condominium, Partition, and Subdivision plats, which are based on actual costs incurred and are estimated based on previous years and projection for FY 2024 work.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90012 County Surveyor's Office

No significant changes for FY 2024.

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 2024 Road Services will build on our work in FY 2023 to shift how we plan and manage projects and maintain our road system assets. We will continue to work with our staff and managers to create a program that is based on planning, engineering, and a maintenance staff that is 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 is learning from those relationships to understand 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of development proposals reviewed	116	150	120	120
Outcome	Urban Pavement Condition Index (PCI )	69	69	67	69
Outcome	Rural Pavement Condition Index (PCI)	61	57	60	60

**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) provide 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	2023	2023	2024	2024
Personnel	\$0	\$6,133,474	\$0	\$6,688,462
Contractual Services	\$0	\$2,007,712	\$0	\$2,887,329
Materials & Supplies	\$0	\$1,521,694	\$0	\$1,924,152
Internal Services	\$100,000	\$4,402,156	\$100,000	\$5,012,658
Unappropriated & Contingency	\$0	\$4,879,730	\$0	\$1,882,028
<b>Total GF/non-GF</b>	<b>\$100,000</b>	<b>\$18,944,766</b>	<b>\$100,000</b>	<b>\$18,394,629</b>
<b>Program Total:</b>	<b>\$19,044,766</b>		<b>\$18,494,629</b>	
<b>Program FTE</b>	0.00	46.60	0.00	47.07

Program Revenues				
Fees, Permits & Charges	\$0	\$80,000	\$0	\$90,000
Intergovernmental	\$0	\$13,048,316	\$0	\$7,802,856
Taxes	\$0	\$96,329	\$0	\$58,800
Other / Miscellaneous	\$0	\$692,747	\$0	\$574,274
Financing Sources	\$0	\$316,491	\$0	\$300,000
Interest	\$0	\$134,752	\$0	\$350,000
Beginning Working Capital	\$0	\$4,211,131	\$0	\$8,903,699
Service Charges	\$0	\$365,000	\$0	\$315,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$18,944,766</b>	<b>\$0</b>	<b>\$18,394,629</b>

## Explanation of Revenues

This program generates \$1,169,359 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, and developer contributions and service reimbursements.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90013 Road Services

Changes to the way that the ODOT and the DMV have impacted the amount of State Highway Fund that is allocated to Multnomah County. In addition, the gas tax revenue continues to decline, local and state, resulting in about a \$1.9M decline in revenue to the Road Fund. A \$0.02 gas tax increase in 2024 (from HB 1017) at state level will help offset decline in state gas tax in FY24, gas tax revenue will decline after unless the Legislature acts in the 2024 legislative session. Portland has also proposed ending the MOU that keeps \$3M in SHF in the Road Fund and backfills the Bridge Fund with local VRF collections. As a result the \$3M that the Road Fund saw from that agreement will be \$1.75M in FY24 and \$0 in future FY. The impact to the Road Fund will be reduced capacity to do planned and unplanned capital/ capital maintenance projects. One Right Of Way Specialist position will be added to the Road Fund, paid for by the EQRB project.

**Department:** Community Services

**Program Contact:** Lee Girard

**Program Offer Type:** Existing

**Program Offer Stage:** 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 fifth year of a five year intergovernmental agreement.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 2024 represents the last 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 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$50,000	\$0	\$50,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>
<b>Program Total:</b>	<b>\$50,000</b>		<b>\$50,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program is supported by State Video Lottery Funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90014 Levee Ready Columbia (IGA Obligation)

This program was supported by one-time-only County General Funds in FY 2023 and will continue to be supported by one-time-only funds in FY 2024.

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of preventative maintenance tasks completed	1,888	1,978	1,978	1,978
Outcome	Percent of bridge openings with minimal delay to river traffic	98%	99%	98%	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	2023	2023	2024	2024
Personnel	\$0	\$3,821,423	\$0	\$4,384,402
Contractual Services	\$0	\$7,279,293	\$0	\$5,708,145
Materials & Supplies	\$0	\$605,140	\$0	\$580,167
Internal Services	\$0	\$2,153,467	\$0	\$2,385,996
Capital Outlay	\$0	\$25,000	\$0	\$0
Unappropriated & Contingency	\$0	\$15,031,699	\$0	\$29,608,330
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$28,916,022</b>	<b>\$0</b>	<b>\$42,667,040</b>
<b>Program Total:</b>	<b>\$28,916,022</b>		<b>\$42,667,040</b>	
<b>Program FTE</b>	0.00	26.75	0.00	28.58

Program Revenues				
Fees, Permits & Charges	\$0	\$3,780,000	\$0	\$2,561,959
Intergovernmental	\$0	\$2,360,290	\$0	\$3,387,697
Other / Miscellaneous	\$0	\$695,372	\$0	\$785,320
Beginning Working Capital	\$0	\$22,075,360	\$0	\$35,927,064
Service Charges	\$0	\$5,000	\$0	\$5,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$28,916,022</b>	<b>\$0</b>	<b>\$42,667,040</b>

## Explanation of Revenues

This program generates \$766,801 in indirect revenues.

Multnomah County's share of the State Highway Funds, disbursed from the State of Oregon and allotted statewide based on the number of registered vehicles in each jurisdiction, is a longtime source of revenue for the Bridge program. Multnomah County also uses Vehicle Registration Fee (VRF) revenue to support the program. The VRF is a revenue source dedicated to the Willamette River Bridges, collected from Multnomah County residents. The fee, previously \$38 biannually, was raised to \$112 biannually on 1/1/21. Other small revenue sources include reimbursement for work done for other jurisdictions (Metro, City of Portland, etc), and reimbursement from insurance companies for damage done by drivers to our roads and bridges.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90015 Bridge Services

In FY 2023 we will add one Engineering Technician (Inspector) position in anticipation of the capital program work over the next five years.



**Program #90016 - Transportation Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)** FY 2024 Proposed

**Department:** Community Services **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 90013, 90015  
**Program Characteristics:**

**Executive Summary**

The Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act was signed into law on December 27, 2020. This Act included \$14 billion to be allocated to the transit industry nationwide during the COVID-19 public health emergency. In May 2021, Multnomah County was awarded \$3.7m of CRRSA funds to support the Transportation Division during a time of COVID-related diminishing revenues.

**Program Description**

The \$3.7m of CRRSA revenue is being used to support several high-priority projects. In FY 2024, the revenue will be used on the following projects:

1. Stark Street Bridge Replacement Feasibility Study & Design Phase \$880,000
2. Traffic Signal Replacement Design phase \$200,000
3. Design and Construction Manual Update \$300,000
4. Culturally Specific Outreach \$250,000
5. Stormwater Master Plan \$300,000

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Dollar value of capital improvements using CRRSA funds	New	New	New	\$1,930,000
Outcome	Percent of awarded CRRSA funds utilized	New	New	New	54%

**Performance Measures Descriptions**

The dollar value of capital improvements indicates the efficiency of delivering capital projects. The percentage of awarded CRRSA funds measures how efficiently we are utilizing the available funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,555,000	\$0	\$1,930,000
Capital Outlay	\$0	\$25,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,580,000</b>	<b>\$0</b>	<b>\$1,930,000</b>
<b>Program Total:</b>	<b>\$1,580,000</b>		<b>\$1,930,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,580,000	\$0	\$1,930,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,580,000</b>	<b>\$0</b>	<b>\$1,930,000</b>

Explanation of Revenues

The sole revenue funding this program offer is the \$3,707,676 of CRRSA funds awarded to Multnomah County. These federal funds were provided to the Oregon Department of Transportation, which allocated funds to counties and cities within the State.

Significant Program Changes

Last Year this program was:

This program address the County's priority of Critical County Infrastructure.

Previously, the CRRSA funds were within two other program offers (90013 & 90018). In FY 24 they are separated into their own stand alone offer.

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 want and need to go.

The projects identified in the Transportation Capital Improvement Plan (TCIP) were developed based largely on feedback from the public, which included targeted outreach to the BIPOC community. Through the public outreach process, 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. The projects identified in the TCIP were then 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 FY24 program offer were selected based on their ranking in the TCIP and their alignment with available funding opportunities. Capital projects on the Willamette River Bridges in the FY24 program offer include: the Morrison Paint Project, the Hawthorne Overlay Project, Hawthorne Bridge Control System Replacement, the Broadway Bridge Deck Replacement Project, and the Morrison Bridge Strengthening Project.

Major capital projects on the County road system in the FY24 program offer include: Larch Mountain Overlay Project, Reeder Rd Culvert Replacement, Glisan Overlay Project, 257th Dr Improvement Project, Stark St Bridge Replacement Project, and Sandy Blvd 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Dollar value of capital improvements	\$7.1M	\$31.8M	\$19.1M	\$31.7M
Outcome	Percent of project costs covered by grants	45.9%	65%	62.1%	57%

**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 versus 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 totals do not include ongoing Earthquake Ready Burnside Bridge Project costs.



## 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	2023	2023	2024	2024
Personnel	\$0	\$2,234,793	\$0	\$2,170,626
Contractual Services	\$0	\$27,456,112	\$0	\$28,586,555
Materials & Supplies	\$0	\$160,000	\$0	\$500
Internal Services	\$0	\$9,717,725	\$0	\$9,836,426
Capital Outlay	\$0	\$150,000	\$0	\$30,000
Unappropriated & Contingency	\$0	\$3,780,439	\$0	\$5,942,153
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$43,499,069</b>	<b>\$0</b>	<b>\$46,566,260</b>
<b>Program Total:</b>	<b>\$43,499,069</b>		<b>\$46,566,260</b>	
<b>Program FTE</b>	0.00	12.40	0.00	11.00

Program Revenues				
Fees, Permits & Charges	\$0	\$10,130,172	\$0	\$10,221,452
Intergovernmental	\$0	\$27,988,391	\$0	\$29,308,384
Interest	\$0	\$5,000	\$0	\$300
Beginning Working Capital	\$0	\$5,375,506	\$0	\$7,036,124
<b>Total Revenue</b>	<b>\$0</b>	<b>\$43,499,069</b>	<b>\$0</b>	<b>\$46,566,260</b>

## Explanation of Revenues

Revenue for our capital program comes from a several sources. The primary revenue source is federal grant revenue that is managed by and collected from Oregon Department of Transportation. Most of the grants are awarded at 89.73% of the total costs of a project. Additionally, Transportation Capital uses State Highway Funds to support the program. These funds are from the State of Oregon and are allotted to each city/county based on the number of registered vehicles in the jurisdiction. The program also uses Vehicle Registration Fee (VRF) revenue to support capital debt payment. The VRF is a revenue source dedicated to the Willamette River Bridges, collected from Multnomah County residents. The fee, previously \$38 biannually, was raised to \$112 biannually on 1/1/21.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90018A 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. In FY24 the MOU for the Bridge Fund transfer to the Road Fund will end with a \$1.75M transfer. Unanticipated asset failures, particularly of culverts, continue to plague this program.

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 90013, 90015, 90018A  
**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 improvements. Mitigation is currently focused on curb ramps.

**Program Description**

The County has both a legal obligation to comply with requirements of the ADA and 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.

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.

The cost to bring all of the County curb ramps into compliance is estimated at \$38M in today's dollars. Today, 530 County-owned curb ramps plus 395 privately-owned driveway ramps in County ROW are out of compliance, 116 are in compliance, and a further 17 need additional analysis. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of ramps designed for Phase 2 (renamed Phase 1 in FY24)	N/A	40	0	-
Outcome	Number of ramps requiring ROW purchases Phase 1b: Complete design (90% to 100%) and acquire ROW	N/A	50	88	-
Output	Number of ramps designed for Phase 2	New	New	New	84
Outcome	Complete ROW purchase for Phase 1 ramps	New	New	New	42

**Performance Measures Descriptions**

Phase 2 of the ADA Project includes design of all Tier 2 ramps and acquisition of all ROW needs for the Tier 1 ramps designed in FY23. With the successful completion of Phase 2 in FY24, Transportation will be ready to construct Tier 1 ramps in FY 25 should funding be available.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$0	\$623,190	\$1,111,810
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$623,190</b>	<b>\$1,111,810</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,735,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by County general funds and Video Lottery Funds one-time-only.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90018B Construction of Tier 1 ADA Ramps

This is the second year of the program to replace non-compliant ADA ramps. One-time-only funds for FY23 were awarded to construct 12 - Tier 1 ramps, acquire ROW for 40 - Tier 1 ramps, and design a further 50 - Tier 2 ramps. In Fall 2022, the project team discovered that approximately 395 of the 994 ramps in our Plan were driveway ramps. County attorney's office determined driveway ramps are the responsibility of the adjacent property owner, not Multnomah County. Consequently, no construction or ROW acquisition will take place in FY23. Instead, Transportation will complete design of all Tier 1 ADA ramps by the end of FY23 with the one-time only funds approved in program #90018B. This program was supported by one-time-only County General Funds in FY2023.

**Department:** Community Services      **Program Contact:** Jon Henrichsen  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 will remain fully operational and accessible immediately following the next Cascadia Subduction Zone earthquake. None of the existing downtown bridges were designed to withstand this type of seismic event. A seismically resilient Burnside Bridge will support regional, rapid and reliable emergency response. The project anticipates starting the Design Phase in July 2023. The Final Environmental Impact Statement (EIS) and Record of Decision is anticipated to be published in November 2023 coinciding with Metro's 2023 Regional Transportation Plan update. This program offer represents the effort required in FY 2024.

**Program Description**

The EQRB Project includes the National Environmental Policy Act (NEPA), Design, Right-of-Way (ROW), Utility, and Construction phases. The NEPA phase is substantially complete and the Design phase is estimated to begin summer 2023. The project team has developed a planning level not-to-exceed budget of \$895M associated with a 2025-2030 construction schedule that includes all phases of work. In FY 2024, this program offer will support the advancement of the project to the 30% design milestone and the initiation of the ROW phase. The work to achieve the 30% milestone in FY 2024 will be supported by a \$25M bond proceeds received in September 2022. Progressing the project farther than FY 2024 will require additional financing using County Vehicle Registration Fee (VRF) funds or external revenue sources. The project team will continue to proactively seek revenue to fully fund the construction phase from local, state, and federal sources.

Throughout the past six years of planning work, community outreach and stakeholder engagement has been a hallmark of success for the EQRB Project. With over 350 stakeholder briefings, 34 Community Task Force Meetings, and a robust Diversity, Equity and Inclusion (DEI) program, project decisions have been informed by a broad set of community interests. The EQRB Project conducted five rounds of public outreach and engagement to coincide with each phase of the Environmental Review and decision-making process. The County collaborated and conducted outreach and engagement activities with DEI organizations, historically underserved populations, stakeholder interest groups, local businesses and residents, local, regional, and state agencies, as well as thousands of members of the general public who all weighed in to inform the project and key decisions.

The Construction Phase will include a Project Labor Agreement (PLA) and local hiring preferences. The contract specifications will specify workforce equity and diversity requirements, including hiring practices, on-the-job training and apprenticeships, and other aspirational goals to help facilitate the entry and retention of historically disadvantaged or underrepresented people interested in careers in the construction industry.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of the new bridge design complete	N/A	30%	15%	30%
Outcome	Percent of project NEPA Phase milestones met	N/A	100%	95%	100%

**Performance Measures Descriptions**

In FY 2024, this program offer will support the advancement of the project to the 30% design milestone and the initiation of the ROW phase. Both the Design and Construction Manager/General Contractor (CM/GC) teams will be under contract in early FY 2024. The proposer's experience and ability to meet our workforce equity and diversity goals will be evaluated and scored as part of the selection process for the Design and Construction Manager/General Contractor teams.

## Legal / Contractual Obligation

The 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	2023	2023	2024	2024
Personnel	\$0	\$849,696	\$0	\$713,817
Contractual Services	\$0	\$41,584,004	\$0	\$44,501,277
Materials & Supplies	\$0	\$486,533	\$0	\$64,558
Internal Services	\$0	\$4,165,121	\$0	\$5,709,060
Capital Outlay	\$0	\$4,000,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$51,085,354</b>	<b>\$0</b>	<b>\$50,988,712</b>
<b>Program Total:</b>	<b>\$51,085,354</b>		<b>\$50,988,712</b>	
<b>Program FTE</b>	0.00	4.25	0.00	3.50

Program Revenues				
Fees, Permits & Charges	\$0	\$25,577,854	\$0	\$23,115,687
Intergovernmental	\$0	\$0	\$0	\$7,000,000
Financing Sources	\$0	\$25,000,000	\$0	\$0
Interest	\$0	\$7,500	\$0	\$150,000
Beginning Working Capital	\$0	\$500,000	\$0	\$20,723,025
<b>Total Revenue</b>	<b>\$0</b>	<b>\$51,085,354</b>	<b>\$0</b>	<b>\$50,988,712</b>

## Explanation of Revenues

In FY 2024, the Earthquake Ready Burnside Bridge project is supported by remaining funds from a \$25M bond issuance in October 2022, as well as Vehicle Registration Fee (VRF) revenue. The VRF is a revenue source dedicated to the Willamette River Bridges, collected from Multnomah County residents. The fee, previously \$38 biannually, was raised to \$112 biannually on 1/1/21. Lastly, the project has been awarded two grants - a Federal \$5m USDOT RAISE planning grant and a State \$2m Community Projects Grant. Both of these grants are expected to be used in full within fiscal year 2024.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90019 Earthquake Ready Burnside Bridge

In FY 2023, this program intended to complete the environmental review phase, including the publication of the Final Environmental Impact Statement (FEIS) and Record of Decision (ROD). While the FEIS is substantially complete as of January 2023, Federal Highway Administration (FHWA) is waiting for the 2023 Metro Regional Transportation Plan (RTP) to be updated before issuing the ROD, currently scheduled for November 2023. Two internal FTE Engineer positions were filled in FY 2023 in order to support the project moving forward.

**Department:** Community Services      **Program Contact:** Adam Barber  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 90021A, 90021B, 90021C  
**Program Characteristics:**

**Executive Summary**

Code Compliance ensures compliance with land use and transportation right-of-way rules through education, assistance, creative problem-solving and enforcement action when necessary. This helps preserve harmony between the natural and built environments, and protects the public health and safety.

**Program Description**

Code Compliance responds to complaints of possible violations of the County’s land use, transportation, solid waste and recycling, and erosion and sediment control 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 natural resource areas such as wildlife habitats, sensitive environmental areas, scenic view sheds, 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 regulatory program in unincorporated areas. State law requires that comprehensive and consistent recycling and garbage services are provided together with education, business information and technical assistance for constituents and residents about waste prevention, reuse and recycling.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of calendar days to investigate high priority complaints	N/A	N/A	N/A	30
Outcome	Percentage of compliance cases resolved through voluntary compliance measures	N/A	N/A	N/A	95%

**Performance Measures Descriptions**

New performance measures are proposed for FY2024 to better align with the program’s goals and primary activities when working to bring high-priority issues to resolution voluntarily and in a timely manner. Resolution typically requires action and cooperation by all parties. Measures reflect average time for the County to investigate high priority complaints and the percentage of compliance cases resolved through the County’s voluntary compliance process rather than through enforcement measures which can be used when voluntary compliance is unsuccessful.

## Legal / Contractual Obligation

Multnomah County must adopt, implement and enforce a comprehensive plan that meets state planning goals and the Columbia River Gorge National Scenic Area Management Plan, including implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390. The County is responsible for solid waste and recycling regulatory mandates originating from Metro Code Title V, specifically 5.10 Regional Waste Plan and ORS 459A and Oregon Administrative Rules Chapter 340-090, 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	2023	2023	2024	2024
Personnel	\$261,513	\$0	\$273,356	\$0
Materials & Supplies	\$1,260	\$0	\$1,440	\$0
Internal Services	\$40,781	\$0	\$35,638	\$0
<b>Total GF/non-GF</b>	<b>\$303,554</b>	<b>\$0</b>	<b>\$310,434</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$303,554</b>		<b>\$310,434</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
Fees, Permits & Charges	\$23,000	\$0	\$23,000	\$0
Intergovernmental	\$14,000	\$0	\$15,500	\$0
<b>Total Revenue</b>	<b>\$37,000</b>	<b>\$0</b>	<b>\$38,500</b>	<b>\$0</b>

## Explanation of Revenues

The Code Compliance program is supported by the County General Fund. Revenue is all local funding. Metro provides additional support of \$15,500 to assist with the administration of the rural waste hauler and rural recycle-at-work program. The division estimates \$23,000 in revenue from permits and fees paid by local private trash and recycling haulers.

## Significant Program Changes

Last Year this program was: FY 2023: 90020 LUP Code Compliance

**Department:** Community Services      **Program Contact:** Adam Barber  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 farm and forest land, natural resources and the rural character of our unincorporated communities.

**Program Description**

Unincorporated Multnomah County is a unique and highly sought-after location because it offers open spaces, pristine natural and scenic resources, and working 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 manages the adoption of plans, policies, and land use regulations in a thoughtful and equitable manner to ensure that development is safe and 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 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, consultants and other agencies to objectively, consistently and fairly apply the County's development standards and procedures. Staff explain land use rules and processes, review land use and building applications for compliance with applicable laws, issue permits and problem solve complex land use issues with applicants, other agencies and community members.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Legislative actions completed	6	4	4	4
Outcome	Percentage of land use decisions made in 120 days	51%	65%	55%	55%
Outcome	Average calendar days to resolve customer inquiries	27	7	20	14

**Performance Measures Descriptions**

The first measure describes the number of legislative applications processed each year by ordinance adoption. The second 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 third measure describes the average number of calendar days to resolve customer inquiries received by phone, webform and email.



## Legal / Contractual Obligation

Multnomah County must adopt and implement a comprehensive plan that meets State planning goals and the Columbia River Gorge National Scenic Area Management Plan, including implementing regulations as provided under ORS 92, 195, 196, 197, 215 and 390 which mandate review of development, and prescribe procedures to ensure due process. The County must update its codes to comply with new laws adopted each legislative session or when relevant agencies revise their rules, 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	2023	2023	2024	2024
Personnel	\$1,495,907	\$43,291	\$1,635,266	\$33,697
Contractual Services	\$188,554	\$0	\$168,474	\$0
Materials & Supplies	\$113,860	\$0	\$119,800	\$413
Internal Services	\$394,156	\$6,709	\$375,123	\$5,890
<b>Total GF/non-GF</b>	<b>\$2,192,477</b>	<b>\$50,000</b>	<b>\$2,298,663</b>	<b>\$40,000</b>
<b>Program Total:</b>	<b>\$2,242,477</b>		<b>\$2,338,663</b>	
<b>Program FTE</b>	9.68	0.32	9.77	0.23

Program Revenues				
Fees, Permits & Charges	\$200,000	\$0	\$230,000	\$0
Intergovernmental	\$0	\$50,000	\$0	\$40,000
Service Charges	\$40,000	\$0	\$40,000	\$0
<b>Total Revenue</b>	<b>\$240,000</b>	<b>\$50,000</b>	<b>\$270,000</b>	<b>\$40,000</b>

## Explanation of Revenues

This program generates \$5,890 in indirect revenues.

Fees are set and collected for land use permits paid by private and public landowners (federal, state and local agencies). We estimate \$230,000 in revenues from land use permits in FY 2024 assuming the Board adopts 15% FY 2024 fee adjustments as part of the annual proposed fee resolution process. The \$230,000 revenue estimate is roughly 15% higher than the five year historic budgeted permit revenue average of \$202,480 (FY 19 - FY 23). The division receives \$40,000 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 (\$80K over the FY 2024 and FY 2025 biennium).

## Significant Program Changes

Last Year this program was: FY 2023: 90021A Land Use Planning



**Program #90021C - Land Use Planning capacity building resources for on-call support** FY 2024 Proposed

**Department:** Community Services **Program Contact:** Adam Barber  
**Program Offer Type:** New **Program Offer Stage:** 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, such as geotechnical, wildlife biology and civil engineering. It would also add critical consulting capacity to backfill division staff so staff can fully engage in the final configuration, testing and implementation work required to launch a new permitting system in FY2024.

**Program Description**

The intent of this program offer is to utilize an on-call contract in FY2024 so the division can continue to engage specialized expertise when necessary to review land use applications with complex or unique issues. This will also continue to provide 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. The proposed consulting services would augment staff by reducing the caseloads of those team members participating in new permitting software implementation, as well as addressing those cases which may be close to exceeding the 150-day timeline.

The new permitting software is anticipated to begin implementation during FY2024 which will involve a series of intensive testing and training sessions prior to launch. This will require significant participation of all staff resulting in delays in processing land use applications without access to contract assistance.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of hours worked by consultants	New	12/week	18/week	12/week
Outcome	Percentage of Land Use Decisions issued within 120 days	New	100%	50%	55%

**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 within 120 days represents a measure of potential legal risk when the 150 day state time limit is exceeded.

## 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	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$50,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$50,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by the General Fund, one-time-only.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90021C Land Use Planning Capacity Building Resources for On-call Support

This program was supported by one-time-only County General Funds in FY2023 and is proposed as the same in FY2024.

**Department:** Community Services      **Program Contact:** Jessica Berry  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 and 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 Description**

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 took place in FY22, and service began in July 2022. This newest shuttle, called ACCESS (Alderwood-Cornfoot-Columbia Employment Shuttle Service) provides transit service that connects two racially diverse and low-income neighborhoods to family-wage jobs that previously were 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 older adults and people with disabilities. The service provider hired by the County specializes in working with these populations. A plan for how Multnomah County will spend the revenue for FY2024 and FY2025 has been submitted to ODOT for approval in January 2023. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of rides per month provided in urban areas	1,600	2,000	1,400	1,800
Outcome	Number of number of rides per month in rural areas	2	10	4	6

**Performance Measures Descriptions**

- 1) Tracking the number of individuals using one of the following transit routes: Rose Quarter - Swan Island; Gresham Transit Center - Troutdale Reynolds Industrial Park (TRIP); ACCESS shuttle between the Parkrose Transit Center, the Alderwood-Cornfoot-Columbia corridor, and the Cully neighborhood.
- 2) Tracking the number of rides provided outside the TriMet service area using demand-response (dial-a-ride) service to get to/from places that lack 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$129,890
Contractual Services	\$0	\$750,095	\$0	\$1,598,094
Internal Services	\$0	\$238,049	\$0	\$39,016
Unappropriated & Contingency	\$0	\$624,977	\$0	\$247,213
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,613,121</b>	<b>\$0</b>	<b>\$2,014,213</b>
<b>Program Total:</b>	<b>\$1,613,121</b>		<b>\$2,014,213</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.85

Program Revenues				
Intergovernmental	\$0	\$602,798	\$0	\$1,201,000
Interest	\$0	\$5,500	\$0	\$12,500
Beginning Working Capital	\$0	\$1,004,823	\$0	\$800,713
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,613,121</b>	<b>\$0</b>	<b>\$2,014,213</b>

## Explanation of Revenues

This program generates \$22,706 in indirect revenues.

Revenue is Direct State and comes from employee payroll taxes and is distributed to TriMet by ODOT. TriMet distributes funds to Multnomah County based on revenues collected via a formula and will be signed by both County and TriMet on an Intergovernmental Agreement.

The interest earned is estimated based on the Beginning Working Capital balance, which is the carryforward from FY 2023.

## Significant Program Changes

**Last Year this program was:** FY 2023: 90022 State Transportation Improvement Fund/Transit

In FY 2023, the new shuttle (ACCESS) began operation. This additional shuttle, combined with higher contracting costs, will result in increased spending. Revenue for this has been budgeted and has been unspent to date.

**Department:** Community Services

**Program Contact:** Britta Schinske

**Program Offer Type:** Existing

**Program Offer Stage:** 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 when County roads are annexed. The supplemental payments executed by this program offer fulfill the funding requirements of these agreements as they pertain to County road funds.

**Program Description**

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 2024 Payments:

- City of Fairview \$16,626
- City of Troutdale \$20,496
- City of Gresham \$4,712,137
- City of Portland \$35,834,407

Between 1984 and 2023 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$43,755,177	\$0	\$40,583,666
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$43,755,177</b>	<b>\$0</b>	<b>\$40,583,666</b>
<b>Program Total:</b>	<b>\$43,755,177</b>		<b>\$40,583,666</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$37,355,177	\$0	\$34,183,666
Taxes	\$0	\$6,400,000	\$0	\$6,400,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$43,755,177</b>	<b>\$0</b>	<b>\$40,583,666</b>

## 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 2023: 90024 City Supplemental Payments

Changes to the way that the ODOT and the DMV have impacted the amount of State Highway Fund that is allocated to Multnomah County. In addition, the gas tax revenue continues to decline both local and state resulting in about a \$1.9M decline in revenue to the Road Fund. A \$0.02 gas tax increase in 2024 (from HB 2017) at the state level will help offset the decline in the state gas tax in FY24, expect gas tax revenue to decline after that increase unless the Legislature acts to supplement transportation funding in the 2024 long legislative session. Multnomah County's share of State Highway Fund revenue dropped by 1% in FY2024, while the City's did not, which has also affected our resources.

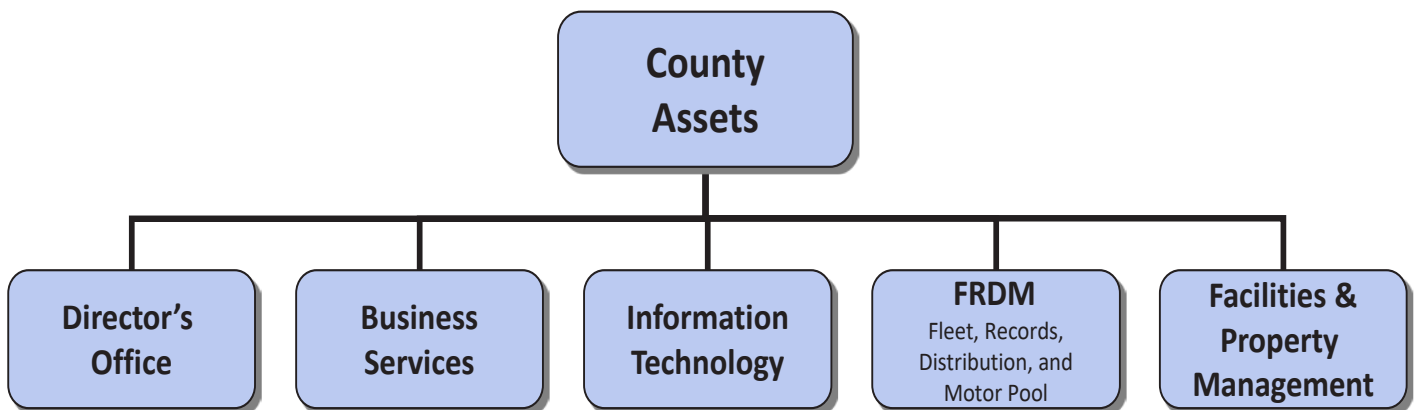
### Department Overview

The Department of County Assets (DCA) plans for, acquires, maintains and manages County assets. Often described as the backbone of the County, DCA coordinates the use of tools, infrastructure, staff and programs for the efficient and effective delivery of critical community services to ensure that those who serve the community have what they need to provide excellent services. We strive 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 Division (FPM) manages or coordinates work at over 3.8 million gross square feet of owned and leased space.
- Information Technology (IT) provides telecommunication, network, and hardware support, and manages devices and applications that deliver comprehensive data to inform decision-making for diverse and complex programs across the county.
- Fleet, Records, Distribution Services, and Motor Pool 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 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 Nondepartmental offices.

DCA’s priorities for FY 2024 include the following goal areas within our three year strategic plan: excellent service, collaborative partnerships, inclusive workplace, operational effectiveness, and innovation.





### Budget Overview

The FY 2024 budget for the Department of County Assets (DCA) is \$633.3 million, a \$33.0 million decrease from the FY 2023 budget. It includes: \$10.5 million in the General fund, \$179.5 million in Internal Service funds and \$443.3 million in Capital funds. Internal Service funds are primarily facilities, information technology and fleet related and are funded by charges to all departments.

Decreases totaling (\$33.0) million include the following: capital funds decreased as construction proceeds and funds are spent down, including the (\$39.3) million for the Library Capital Bond Construction (78228A-J), (\$20.5) million for the Behavioral Health Resources Center (78219), and (\$2.4) million in American Rescue Plan (ARP) projects. Capital funds also increased \$5.6 million for funds transferred from the Department of Community Justice in FY 2023, \$3.6 million for the Rockwood Community Health Center (78237-78239), and \$8.3 million for funds transferred from the Joint Office of Homeless Services in FY 2023. There is an increase \$7.7 million in personnel costs and 4.00 FTE in DCA, mostly in the Facilities and Property Management and Information Technology divisions.

The following programs are new or restructured. A full list of new DCA programs can be found in the Budget Director’s Message.

- Ongoing resources reallocated for DCA Directors Office Analyst Position (78000B) and Records Management Content Manager Position (78404B) \$264,173 and 2.00 FTE.
- Facilities capital projects such as the Justice Center Critical Electrical System Upgrade (78233B), Rockwood Community Health Center (78237-78239), and Arbor Lodge Shelter Renovation (78243) \$14,262,285.
- Information Technology capital projects such as Radio System Replacement (78304C), Financial Data Mart (78329) and Website Digital Service Transformation Strategy (78332) \$2,900,000.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	384.50	394.00	394.00	398.00	4.00
Personnel Services	\$61,159,244	\$67,000,008	\$71,487,878	\$79,146,658	\$7,658,780
Contractual Services	61,630,855	106,891,868	486,635,511	441,931,897	(44,703,614)
Materials & Supplies	44,331,783	52,144,132	53,849,847	67,633,490	13,783,643
Internal Services	29,434,958	29,811,649	28,294,306	24,458,494	(3,835,812)
Debt Service	249	7,097,729	7,097,729		(7,097,729)
Capital Outlay	<u>16,584,758</u>	<u>9,666,992</u>	<u>18,939,618</u>	<u>20,132,817</u>	<u>1,193,199</u>
<b>Total Costs</b>	<b>\$213,141,847</b>	<b>\$272,612,378</b>	<b>\$666,304,889</b>	<b>\$633,303,356</b>	<b>(\$33,001,533)</b>

Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

DCA's FY 2023 strategic project accomplishments include:

### Excellent Service:

- Continued support for the transition of procurement and contract activities for the Joint Office for Homeless Services (JOHS) and ongoing support of Emergency Management in the warming/cooling shelters.
- Digitization, digital archive, and social media initiative to make all located County records regarding Vanport available digitally by the 75th anniversary of the 1948 flood in May, as a service to the community.
- Began construction and held ground-breaking ceremonies for Operations Center, Holgate Library, and Midland Library, with two additional projects (North Portland, Albina) scheduled in spring 2023.
- Secured a site for the new East County Library (ECL) and partnered with City of Gresham and TriMet in overall site development of both ECL property and adjacent properties.

### Collaborative Partnerships:

- Completed the construction and IT build-out of the Behavioral Health Resource Center.
- Supported the reopening of Animal Services after a three year closure, relaunching pet adoption and fostering services on the web, and the provision of iPad based intake services at the facility.
- Assisted Joint Office Of Homeless Services with acquisitions and room block agreements.
- Conducted extensive and innovative community engagement across the portfolio of library projects.
- Completed the design for the Arbor Lodge new housing shelter.

### Inclusive Workplace:

- Investment in Gender Inclusion training where staff will gain knowledge about how gender identity and structures impact our lives and our capacity to influence positive change.
- Hosted six College to Country (C2C) interns across three divisions.
- Launched Manager Coaching Circles in partnership with Organizational Learning where managers learn how to lead with race, gain knowledge about management best practices, and develop skills to create an inclusive work space.
- Launched an All DCA Competencies series for non-management staff focusing on Multnomah County Employee Core Competencies.
- Trained and supported 15 Peer Partners who assist with technical, logistical and cultural onboarding to DCA.

### Operational Effectiveness:

- Ensured that all 2700+ staff with County supplied iPhones are archiving text messages and images per State records retention laws.

## Successes and Challenges (continued)

- Completed the inaugural year of Multco Capstone. Collaborated with IT for disposition of email accounts that met their retention requirements, reducing maintenance costs and lowering risk due to over retention.
- Activated new functionality in the County's electronic document and records management system (EDRMS) Content Manager that allows customers to directly search for and request their physical files from Records Center storage.
- Relocated the Library Capital Bond Project Management Office from leased space to the Multnomah Building
- Completed the setup of a new County IT disaster recovery and backup site in Denver, CO, out of the Cascadia Subduction Zone, and the decommissioning of our old site in Hillsboro.

### Innovation:

- Completed the build-out of the IT infrastructure and equipment and deployment of the new Mobile Library.
- Completed the Mobile Medical Clinic purchase.
- Received an Electric Mobility Grant through the Oregon Clean Fuels program to procure an electric vehicle (EV) box truck for Library Operations, supporting County sustainability goals.
- Completed the foundation of our new Enterprise Data and Analytics Platform (Business Intelligence), including the go-live of Microsoft PowerBI tools for reporting.

### 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.
- DCA's strategic sourcing efforts employ procurement best practices and incorporate sustainability, buying local and equity values.

### Key challenges include:

- Global supply chain issues impacting DCA's ability to deliver timely services.
- High inflation on products and services coupled with the unpredictable availability and costs of labor and materials in the maintenance and construction industries.
- Growing complexity and increasing volume of work.
- Recruiting in a red-hot nationwide IT job market is making the hiring of open positions extremely challenging.

### COVID-19 & American Rescue Plan Diversity, Equity, and Inclusion

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.

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 leveraged our equity 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 Joint Office of Homeless Services (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 road map to address the digital divide, Homelessness Information System (HMIS), 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.

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. The

### Diversity, Equity, and Inclusion (continued)

Equity Committee meets monthly and is led by our Equity and Inclusion Manager. We hired our new Equity and Inclusion Manager in late 2022.

In FY 2023 as part of DCA’s Strategic Plan, we have three major initiatives underway supporting our Inclusive Workplace goal and support diversity, equity and inclusion. The first initiative is an employee engagement strategy comprising six activities designed to support our inclusive workplace goal. One of those activities is a custom-designed gender inclusion training. The second initiative is a six month standardized management training program designed to develop manager’s competencies in alignment with the County’s. These Coaching Circles provide managers with a small cohort designed to support and learn from each other. The third initiative is the development of an overall equity strategy. We have been focused on equity in budgeting as part of this initiative.

Key to our overall commitment to our employees is obtaining regular feedback. We continue to leverage our monthly employee engagement survey that allows us to keep a pulse on our workforce. This monthly survey is one of the key tools for assessing employee feelings of inclusion in the department. The survey gauges 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 third 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.

### Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
DCA Director's Office	\$4,882,449	\$0	\$4,882,449	20.00
Business Services	5,578,392	0	5,578,392	29.00
Facilities & Property Management	0	530,239,727	530,239,727	142.75
Information Technology	0	90,246,791	90,246,791	178.50
Fleet, Records, Distribution Services & Motor Pool	0	<u>24,746,749</u>	<u>24,746,749</u>	<u>27.75</u>
<b>Total County Assets</b>	<b>\$10,460,841</b>	<b>\$645,233,267</b>	<b>\$655,694,108</b>	<b>398.00</b>

*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 (WESP), and Climate Action Plan. 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:

- The effectiveness of the department's 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 and the County's future facilities footprint
- Development of the County Digital Access road map
- County Electric Vehicle Strategy

### Significant Changes

Program Offer 78000B DCA Director's Office Analyst Position: This adds a new position to increase DCA's capacity to measure the success of our WESP and other employee inclusion initiatives as well as our externally facing customer service initiative, business process improvements, and environmental impact planning.

### Business Services

The Business Services Division within the Department of County Assets provides the business and finance expertise to support DCA. Business Services serves as the trusted stewards of public dollars and, as such, provides core accounting functions and ensures internal controls and compliance with accounting (GAAP, GASB, and GFOA) 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 and the Non Departmental Offices and Elected Officials 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 Nondepartmental 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

The Business Services division enhanced and expanded support for a significant increase in grant funded activities undertaken by DCA, Emergency Management, and Non-Departmental units.

### 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. FPM's mission is to proactively plan, operate, manage and renovate 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, sustainable procurement processes and Green Building construction practices. FPM supports local businesses, diversity and equity by contracting with many Minority-Owned Business, Women-Owned Business, Service Disabled Veteran, Emerging Small Business (MWSDVESB) and Oregon Forward firms for services.

In FY 2024, FPM will continue to serve all departments and programs in the County. FPM will support and adapt to the continued growth and innovation of the Joint Office of Homeless Services in their efforts to provide solutions for the houseless community across our County. Many staff will focus on the Library Capital Bond Program's projects ensuring that the construction and renovation work is managed well. The planning, leasing and interiors teams intend to work with colleagues across the County to right-size their space. 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

The FY 2024 FPM budget is continuing to build upon strategic investments within the community and DCA's commitment to ensure that those who serve the community have what they need to provide excellent services.

One-time-only (OTO) funds will be used for significant upgrades and remodeling of the Rockwood Health Center (78237-78239), replacement of machine guard on FPM equipment (78202B) and to continue the security-focused building improvements identified by the Workplace Security team (78003). In addition to the OTO funding for the Justice Center Electrical System Upgrade - Bus Duct Replacement (78233B) this project will see a change in funding from the City of Portland which will be via an expense reimbursement rather than a cash transfer; City of Portland reimburses the County 41% of the total incurred project costs.

The Library Capital Bond Construction program offers 78228A-J continues in partnership with the Library District to deliver on bond funded projects. The Bond Premium Reserve funding is added for construction cost escalation in Program Offers 78228C, 78228D, 78228E, 78228F. Program offer 78228A includes a \$1.0 million cash transfer from the Library District to support refresh projects. In program offer 78228F, \$1.0 million in Bond Premium Reserve funding is transferred to the project for the Albina property purchase and development of the site.



### 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. This vision became reality during the pandemic and has continued to be the new normal in the workplace. The mission and vision guide the development and implementation of the County's FY 2024 technology services. Our mission and vision frame our work and empower 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 Equity and Empowerment Lens. We keep digital accessibility at the forefront of our minds.

The IT Division manages more than 10,600 PCs, laptops, and mobile devices, 6,975 phone numbers, 712 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

The FY 2024 IT budget is focused on access to services, transformation of data into information, and the replacement of obsolete technology.

One-time-only (OTO) funds will be used to modernize obsolete systems, deliver on large-scale projects and implement new programs to support the County. The County will fund phase 2 of the Radio System Replacement (78304C) modernizing equipment and improving coverage and the Financial Data Mart (78329) which will increase the County's ability to make data driven decisions. The Website Digital Service Transformation Strategy (78332) will lay the groundwork to transform the County's internal and external websites using human centered design principles. In partnership with the Health Department the Supplemental Datasets for Analytics and Reporting project (78334) will leverage data to improve business decisions. This project is funded with OTO funds and funding from Integrated Clinical Services.

Preschool for All (PFA)- Preschool Early Learning (78335) project will complete the implementation of the technology solutions to support parents applying to, County staff administering, and Preschool providers participating in the program. PFA funding will be used to fund this project.

### Fleet, Records, Distribution, and Motor Pool

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

- Fleet Services provides 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 program ensures vehicles are kept in good working condition and are easy to access and operate, so they are available to deliver the critical services our community needs. Fleet provides services to the more than 800 fleet assets that are critical for County agencies to meet their service delivery goals. In FY 2021, Fleet Services implemented our Fleet Business Strategy, a blueprint for our next 3-5 years. FY 2024 continues the customer service centered initiatives.
- 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. 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.
- 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. This program manages 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.
- The Motor Pool Program supplies a shared pool of vehicles and car sharing 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. Motor Pool Services connect with numerous County departments with an overarching goal to seamlessly support and engage with the community.

### Significant Changes

Program Offer 78400 Fleet Services: Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.0 FTE due to a budget neutral Limited Duration Appointment position conversion to permanent FTE.

Program Offer 78404B Records Management Content Manager Position: This adds a new Data Analyst position to continue the successful expansion of Content Manager, the electronic document records management system.

### 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
<b>DCA Director's Office</b>					
78000A	DCA Director's Office	\$1,093,048	\$0	\$1,093,048	4.00
78000B	DCA Director's Office Analyst Position	119,131	0	119,131	1.00
78001	DCA Human Resources	1,682,524	0	1,682,524	8.00
78002	DCA Budget & Planning	1,487,746	0	1,487,746	7.00
78003	Countywide Safety and Security Infrastructure	500,000	0	500,000	0.00
<b>Business Services</b>					
78101	DCA Business Services Procurement & Contracting	3,424,596	0	3,424,596	17.50
78102	DCA Business Services Finance	1,640,128	0	1,640,128	9.00
78104	DCA Business Services Countywide Strategic Sourcing	513,668	0	513,668	2.50
<b>Facilities &amp; Property Management</b>					
78200	Facilities Director's Office	0	4,681,949	4,681,949	12.75
78201	Facilities Debt Service and Capital Fee Pass Through	0	6,349,134	6,349,134	0.00
78202A	Facilities Operations and Maintenance	0	29,477,592	29,477,592	78.50
78202B	Facilities Machine Guards	0	445,000	445,000	0.00
78203	Facilities Client Services	0	17,358,712	17,358,712	9.00
78204	Facilities Capital Operation Costs	0	2,617,870	2,617,870	12.30
78205	Facilities Capital Improvement Program	0	26,125,196	26,125,196	0.00
78206A	Facilities Capital Asset Preservation Program	0	35,465,422	35,465,422	0.00
78206B	Facilities Juvenile Detention Building Improvements	0	5,631,928	5,631,928	0.00
78207	Facilities Interiors Group	0	837,325	837,325	4.20
78208	Facilities Utilities	0	6,568,390	6,568,390	0.00
78209	Facilities Lease Management	0	11,014,140	11,014,140	2.00
78210A	Facilities Strategic Planning and Projects	0	1,544,115	1,544,115	6.00
78210B	Facilities Vance Property Master Plan	0	109,654	109,654	0.00
78212	Facilities Downtown Courthouse	0	5,485,461	5,485,461	0.00
78213	Library Construction Fund	0	9,767,727	9,767,727	0.00
78214	Health Headquarters Construction	0	528,366	528,366	0.00
78219	Behavioral Health Resource Center Capital	0	1,200,000	1,200,000	0.00
78221	MCDC Detention Electronics	0	516,125	516,125	0.00
78228A	Library Capital Bond Construction	0	53,638,780	53,638,780	18.00
78228B	Library Capital Bond Construction: Operations Center	0	19,465,055	19,465,055	0.00
78228C	Library Capital Bond Construction: Midland Library	0	20,035,003	20,035,003	0.00
78228D	Library Capital Bond Construction: Holgate Library	0	18,356,976	18,356,976	0.00

# County Assets

fy2024 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
<b>Facilities and Property Management, continued</b>					
78228E	Library Capital Bond Construction: North Portland Library	0	10,360,842	10,360,842	0.00
78228F	Library Capital Bond Construction: Albina Library	0	44,830,804	44,830,804	0.00
78228G	Library Capital Bond Construction: East County Library	0	137,167,806	137,167,806	0.00
78228H	Library Capital Bond Construction: Belmont Library	0	25,401,827	25,401,827	0.00
78228I	Library Capital Bond Construction: Northwest Library	0	10,337,854	10,337,854	0.00
78228J	Library Capital Bond Construction: St. Johns Library	0	7,987,378	7,987,378	0.00
78233A	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 1	0	2,010,000	2,010,000	0.00
78233B	Justice Center Electrical System Upgrade - Bus Duct Replacement Phase 2	0	2,390,000	2,390,000	0.00
78234	New Animal Services Facility	0	491,011	491,011	0.00
78235	Walnut Park Redevelopment Planning	0	170,000	170,000	0.00
78237	Rockwood Community Health Center - Priority 1	0	740,535	740,535	0.00
78238	Rockwood Community Health Center - Priority 2	0	1,210,250	1,210,250	0.00
78239	Rockwood Community Health Center - Priority 3	0	1,621,500	1,621,500	0.00
78243	Arbor Lodge Shelter Renovation	0	8,300,000	8,300,000	0.00
<b>Information Technology</b>					
78301A	IT Innovation & Investment Projects	0	2,903,714	2,903,714	0.00
78301G	Technology Improvement Program - Red Cap	0	186,640	186,640	0.00
78302	IT Planning, Projects & Portfolio Management	0	2,559,334	2,559,334	10.00
78303	IT Help Desk Services	0	1,357,944	1,357,944	7.75
78304A	IT Telecommunications Services	0	3,172,517	3,172,517	6.00
78304B	Radio System Replacement (Phase 1)	0	1,350,000	1,350,000	0.00
78304C	Radio System Replacement (Phase 2)	0	1,400,000	1,400,000	0.00
78305	IT Mobile Device Expense Management	0	2,461,776	2,461,776	1.00
78306	IT Network Services	0	4,782,470	4,782,470	6.00
78307	IT Desktop Services	0	3,503,242	3,503,242	19.50
78308	IT Asset Replacement	0	10,286,074	10,286,074	0.00
78309	IT Portfolio Services: HD, ENT, MCSO, DA	0	2,668,526	2,668,526	7.50
78310	IT Software Development and Application Integration	0	2,914,143	2,914,143	13.00
78311	IT Portfolio Services: DCS, NonD/EM, DCA, DCM,ERP	0	2,125,136	2,125,136	9.00
78312	IT Data & Reporting Services	0	8,889,731	8,889,731	32.00
78313	IT ERP Application Services	0	4,048,035	4,048,035	7.00
78314	IT Enterprise and Web Application Services	0	6,232,342	6,232,342	14.00
78315	IT Portfolio Services: Library	0	707,013	707,013	3.00
78316	IT Shared Operating Expenses	0	8,567,776	8,567,776	4.00

# County Assets

fy2024 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
<b>Information Technology, continued</b>					
78317	IT Data Center & Technical Services	0	7,314,996	7,314,996	24.75
78327	IT Cybersecurity and Data Compliance Services	0	2,945,813	2,945,813	6.00
78329	Financial Data Mart Phase 2	0	1,200,000	1,200,000	0.00
78330	CEDARS Replacement	0	4,895,000	4,895,000	0.00
78331	IT Portfolio Services: DCHS, DCJ, JOHS, LPSCC	0	2,263,183	2,263,183	8.00
78332	Website Digital Service Transformation Strategy	0	300,000	300,000	0.00
78334	Health - Supplemental Datasets for Analytics and Reporting	0	800,000	800,000	0.00
78335	Preschool For All - Preschool Early Learning	0	411,386	411,386	0.00
<b>Fleet, Records, Distribution Services &amp; Motor Pool</b>					
78400	Fleet Services	0	6,849,816	6,849,816	12.00
78401	Fleet Vehicle Replacement	0	11,508,887	11,508,887	0.00
78402	Motor Pool	0	1,451,959	1,451,959	2.25
78403	Distribution Services	0	2,237,316	2,237,316	6.50
78404	Records Management	0	2,553,729	2,553,729	6.00
78404B	Records Management Content Manager Position	0	<u>145,042</u>	<u>145,042</u>	<u>1.00</u>
<b>Total County Assets</b>		<b>\$10,460,841</b>	<b>\$645,233,267</b>	<b>\$655,694,108</b>	<b>398.00</b>

Includes cash transfers, contingencies and unappropriated balances

**Department:** County Assets

**Program Contact:** Tracey Massey

**Program Offer Type:** Administration

**Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Department of County Assets (DCA) Director's Office is accountable for leadership, 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, and Climate Action Plan.

**Program Description**

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Responses to monthly survey.	46%	50%	44%	50%
Outcome	Response rate above 9 or higher.	52%	55%	56%	58%

**Performance Measures Descriptions**

PM #1 - 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	2023	2023	2024	2024
Personnel	\$938,434	\$0	\$984,064	\$0
Contractual Services	\$80,000	\$0	\$4,454	\$0
Materials & Supplies	\$73,881	\$0	\$52,272	\$0
Internal Services	\$99,370	\$0	\$52,258	\$0
<b>Total GF/non-GF</b>	<b>\$1,191,685</b>	<b>\$0</b>	<b>\$1,093,048</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,191,685</b>		<b>\$1,093,048</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,183,778	\$0	\$1,212,179	\$0
<b>Total Revenue</b>	<b>\$1,183,778</b>	<b>\$0</b>	<b>\$1,212,179</b>	<b>\$0</b>

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 2023: 78000A DCA Director's Office

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The DCA Director's Office provides leadership, strategic direction, assessment, and accountability in the oversight and management of County assets. The Evaluation Analyst will provide data analysis in order to fulfill that goal. Working with managers and subject matter experts throughout the department, this position is responsible for aggregating data from many sources and performing in-depth qualitative and quantitative analysis to aid in leadership decisions. This position will support the department's ability to report on its performance measures and equity targets.

**Program Description**

DCA has no positions focused on data and evaluation at the department. This staff position will provide the capacity to conduct data analysis to inform decisions across our department addressing IT, Facilities, Fleet, Records, Distribution, Motor Pool, and Business Services. This includes analysis related to HR staffing data, outcomes of our programs and services, equity implications, etc. This position will support our overall ability to explain how our services advance the County's values and evaluate the effectiveness of our program offers and the performance measures contained therein.

This additional position will increase our ability to make data driven decisions and better understand which communities are impacted by the work that we do. The Evaluation Analyst will increase our capacity to measure the success of our Workforce Equity Strategic Plan (WESP) and other employee inclusion initiatives as well as our externally facing customer service initiative, business process improvements, and environmental impact planning.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Written assessment and recommendations to establish a set of baseline performance goals	N/A	N/A	N/A	100%
Outcome	Percent of strategic initiatives performance metrics evaluated and updated.	N/A	N/A	N/A	50%

**Performance Measures Descriptions**

PM#1 - Evaluate data sources and make recommendations considering program goals.  
 PM#2 - Data sources evaluated and updated to more accurately reflect goal areas.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$119,131	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$119,131</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$119,131</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program offer is funded via the County's internal services. Internal service charges recover the costs associated with supporting Facilities and Property Management, Information Technology, Fleet and Distribution funds. Ongoing costs for FY 2025 and beyond will be incorporated into and recovered via the County's internal services.

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Patsy Moushey

**Program Offer Type:** Support      **Program Offer Stage:** 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; on-boarding; 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 nearly 450 staff members within DCA. This team is under the direction of the Human Resources Manager and reports to the DCA Director.

### Program Description

To achieve our goal of "a healthy, diverse, and inclusive workforce", the HR team performs as a strategic business partner for managers and employees. 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 in alignment with the Workforce Equity Strategic Plan, participate in the department equity community, 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 450 regular, temporary/on-call, and limited duration employees of the DCA divisions, which in turn serve the other County departments. The supported employees include members of AFSCME Local 88, IUOE Local 701 (Operating Engineers) and members of IBEW Local 48 (Electrical Workers). Additionally, non-represented 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of recruitments	59	60	75	60
Outcome	Percent of recruitments that are successful (end in a hire).	130%	90%	95%	95%
Output	% of new & transferring regular employees that receive all performance reviews during their trial service period.	96%	95%	95%	95%

### Performance Measures Descriptions

PM #1 - Number of recruitments.

PM #2 - Percent of recruitments that are successful (end in a hire). Some may result in more than one hire.

PM #3 - 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	2023	2023	2024	2024
Personnel	\$1,377,272	\$0	\$1,537,441	\$0
Contractual Services	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$40,174	\$0	\$9,952	\$0
Internal Services	\$129,781	\$0	\$120,131	\$0
<b>Total GF/non-GF</b>	<b>\$1,562,227</b>	<b>\$0</b>	<b>\$1,682,524</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,562,227</b>		<b>\$1,682,524</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,457,657	\$0	\$1,682,524	\$0
<b>Total Revenue</b>	<b>\$1,457,657</b>	<b>\$0</b>	<b>\$1,682,524</b>	<b>\$0</b>

## 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 2023: 78001 DCA Human Resources

**Department:** County Assets                      **Program Contact:** Lisa Whedon  
**Program Offer Type:** Support                      **Program Offer Stage:** 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). The team develops the countywide cost allocations and recovery for DCA's internal services. Equity is incorporated throughout all phases of the budget process, from development and planning through implementation, measurement, and evaluation.

### Program Description

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, allocating costs equitably across the County and within DCA divisions, providing tools for budgeting and modeling scenarios, monitoring budget to actual spend to ensure funding decisions are meeting intended targets, aligning with DCA and County values around equity and inclusion to understand whether 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, monitoring and reporting 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. The program provides 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Conduct monthly and/or quarterly current year estimates meetings with management	9	9	9	9
Outcome	Expenditures are in alignment with approved budget as demonstrated through budget to actuals reporting	100%	100%	100%	100%

### Performance Measures Descriptions

PM #1 - Number of meetings designed to create awareness and inform decision makers  
 PM #2 - Monitor and communicate actual expenditures to budget to ensure funding decisions are followed.

## 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	2023	2023	2024	2024
Personnel	\$1,242,960	\$0	\$1,364,729	\$0
Materials & Supplies	\$36,124	\$0	\$37,215	\$0
Internal Services	\$113,861	\$0	\$85,802	\$0
<b>Total GF/non-GF</b>	<b>\$1,392,945</b>	<b>\$0</b>	<b>\$1,487,746</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,392,945</b>		<b>\$1,487,746</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,387,623	\$0	\$1,487,746	\$0
<b>Total Revenue</b>	<b>\$1,387,623</b>	<b>\$0</b>	<b>\$1,487,746</b>	<b>\$0</b>

## 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 2023: 78002 DCA Budget & Planning

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The County implemented a Workplace Security Program to provide a multi-disciplinary approach to safety and security for our employees across the County in FY 2023. The Workplace Security Team identified a set of security-focused building improvements as part of their facility assessment processes. This program offer supports the work necessary to address multiple projects approved to date.

**Program Description**

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 has assessed 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 for these locations:

- The Multnomah Building - A set of security upgrades for the boardroom have been identified.
- Juvenile Justice Center - Window security film will be installed to improve safety.
- Juvenile Justice Center - An assessment of the Lobby Security will be completed. This will inform potential future improvements.

Anticipate minimal operational ongoing costs in future years. Equipment requires very little maintenance.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete three identified projects	N/A	N/A	3	3
Outcome	The risk profile of prioritized buildings is reduced	N/A	100%	100%	100%

**Performance Measures Descriptions**

- PM#1 - Complete the work of three approved projects
- PM#2 - With these improvements in place, a re-evaluation of these buildings should show a reduced risk profile.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$1,000,000	\$0	\$500,000	\$0
<b>Total GF/non-GF</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$500,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was: FY 2023: 78003B Countywide Safety and Security Infrastructure

**Department:** County Assets**Program Contact:** Heidi Leibbrandt**Program Offer Type:** Support**Program Offer Stage:** Proposed**Related Programs:****Program Characteristics:****Executive Summary**

The Department of County Assets' (DCA) Procurement & Contracting team is one of three service teams with DCA's Business Services Division. This team is responsible for developing, negotiating, and managing the procurement and contracting functions in support of Fleet, Distribution, Facilities, IT, Records and DCA Administration as well as Non-Departmental Offices and elected officials.

**Program Description**

The Department of County Assets Procurement & Contracting Program is responsible for the procurement of goods and services in support of countywide operations. The program is responsible for large-scale procurements associated with our Facilities and Property Management Division and Information Technology Division. These procurements and resulting contracts have impact across the county with the residents of Multnomah County. The team provides consultation, risk assessment, procurement and contracting development, contract negotiation, acquisition services, supplier management and on-going contract administration. The program ensures compliance with applicable procurement and contracting rules and laws; collaborates with departmental partners in the review of administrative procedures, policies and the implementation of best practices; participates in countywide teams including Purchasing Advisory Council, Purchasing Leaders Group, and the Strategic Sourcing Council.

This program follows WESP and 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Number of procurements and contracts processed	2,636	2,400	3,331	3,664
Outcome	Percentage of contract processed following established processes	100%	100%	100%	100%

**Performance Measures Descriptions**

PM #1 - Measures the total volume of procurements, contracts, amendments, renewals, and purchase orders processed by the Procurement and Contracting staff.

PM #2 – 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	2023	2023	2024	2024
Personnel	\$2,757,318	\$0	\$3,069,383	\$0
Contractual Services	\$4,200	\$0	\$1,748	\$0
Materials & Supplies	\$63,040	\$0	\$43,766	\$0
Internal Services	\$353,066	\$0	\$309,699	\$0
<b>Total GF/non-GF</b>	<b>\$3,177,624</b>	<b>\$0</b>	<b>\$3,424,596</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,177,624</b>		<b>\$3,424,596</b>	
<b>Program FTE</b>	17.50	0.00	17.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,777,979	\$0	\$2,989,604	\$0
<b>Total Revenue</b>	<b>\$2,777,979</b>	<b>\$0</b>	<b>\$2,989,604</b>	<b>\$0</b>

## Explanation of Revenues

Costs are allocated proportionately among users: 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 2023: 78101A DCA Business Services Procurement & Contracting

**Department:** County Assets **Program Contact:** Tony Dornbusch

**Program Offer Type:** Support **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Department of County Assets' (DCA) Business Services Finance team is one of 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain quarterly aged receivable balance below \$100,000.	\$269,944	\$100,000	\$200,000	\$200,000
Outcome	Percent of invoices entered and paid within standard net 30	71%	90%	82%	82%

**Performance Measures Descriptions**

PM#1 - Demonstrates we are collecting from agencies in a timely manner and help improve the County's overall cash position.

PM#2 - Demonstrates we are entering in invoices and paying our vendors in a timely manner. Due to the increase in COVID/ARPA and other related grant funding, the receivables aging has increased due to slow payment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,322,016	\$0	\$1,443,350	\$0
Materials & Supplies	\$16,800	\$0	\$45,968	\$0
Internal Services	\$167,393	\$0	\$150,810	\$0
<b>Total GF/non-GF</b>	<b>\$1,506,209</b>	<b>\$0</b>	<b>\$1,640,128</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,506,209</b>		<b>\$1,640,128</b>	
<b>Program FTE</b>	9.00	0.00	9.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,226,449	\$0	\$1,261,524	\$0
<b>Total Revenue</b>	<b>\$1,226,449</b>	<b>\$0</b>	<b>\$1,261,524</b>	<b>\$0</b>

Explanation of Revenues

Costs are allocated proportionately among users: County 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 2023: 78102 DCA Business Services Finance

**Department:** County Assets **Program Contact:** Tony Dornbusch

**Program Offer Type:** Support **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Strategic Sourcing team is one of 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 Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of strategic sourcing contracts reviewed and amended for emergency operations priority.	10%	60%	50%	90%
Outcome	Dollars spent under managed contracts as a percentage of non-personnel dollars in the County.	1.68%	1.65%	1.59%	1.65%

**Performance Measures Descriptions**

PM#1 - Improves the County's ability to obtain goods and services in an emergency

PM#2 - 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. Increasing percentage demonstrates value for 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	2023	2023	2024	2024
Personnel	\$422,822	\$0	\$466,936	\$0
Materials & Supplies	\$4,033	\$0	\$4,668	\$0
Internal Services	\$45,854	\$0	\$42,064	\$0
<b>Total GF/non-GF</b>	<b>\$472,709</b>	<b>\$0</b>	<b>\$513,668</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$472,709</b>		<b>\$513,668</b>	
<b>Program FTE</b>	2.50	0.00	2.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program is funded with General Funds

## Significant Program Changes

Last Year this program was: FY 2023: 78104 DCA Business Services Countywide Strategic Sourcing

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Internal Service

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

DCA's Facilities and Property Management (FPM) Division Director's Office provides accountable leadership to connect, elevate, and be of service to the Division's work units, including client services, operations & maintenance, strategic planning, and project delivery. FPM administration includes ensuring that work to design, construct, renovate, operate, maintain, acquire and lease facilities is done with high quality, excellent service and equitable outcomes at the forefront of all decisions. As stewards of taxpayer dollars, making good financial decisions is a high priority while also prioritizing the environmental and social impact of decisions. The FPM team strives to ensure County facilities are welcoming, safe and accessible.

**Program Description**

The FPM Director's Office provides oversight and guidance on the acquisition, operation, and maintenance of County-owned and County-leased properties. The Director's Office oversees planning and construction projects. We ensure that thoughtful decisions are made to ensure that buildings are in good condition and are welcoming to all occupants and visitors. We ensure that design and construction projects are implemented and delivered with high quality, effective management and a collaborative approach.

The Director's Office leverages the County's Workforce Equity Strategic Plan and DCA's strategic plan to guide its efforts to create a work environment where everyone feels that they belong. Teams are supported to work respectfully and professionally with all County departments and programs. We use our core values of stewardship, equity, collaboration, innovation, and integrity when making recommendations on real estate and facilities issues. Our technology and systems analytics teams centralize and maintain all critical building information, coordinate technology systems, administer division-wide process improvement projects, and provide data and metrics so managers can measure success and see how the work they do matters.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average employee engagement score	10	25	25	30
Outcome	Number of active corrective tasks division-wide	N/A	N/A	3,800	3,000

**Performance Measures Descriptions**

PM #1 - Average employee engagement score compared to the previous year. Increasing score indicates improvement.  
 PM #2 - Number of active corrective tasks Division-wide. This is a new measure. Declining numbers indicate improvement.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$126,452	\$1,993,965	\$0	\$2,299,763
Contractual Services	\$0	\$11,570	\$0	\$12,162
Materials & Supplies	\$0	\$147,571	\$0	\$166,023
Internal Services	\$0	\$1,843,530	\$0	\$2,204,001
<b>Total GF/non-GF</b>	<b>\$126,452</b>	<b>\$3,996,636</b>	<b>\$0</b>	<b>\$4,681,949</b>
<b>Program Total:</b>	<b>\$4,123,088</b>		<b>\$4,681,949</b>	
<b>Program FTE</b>	1.00	11.95	0.00	12.75

<b>Program Revenues</b>				
Financing Sources	\$0	\$123,621	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$123,621</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78200A Facilities Director's Office

The FY 2024 budget replaces \$126K of one-time General Fund revenue for an Administrative Analyst Senior (1.00 FTE) with ongoing internal service revenue. Otherwise FTE changes reflect realignments within FPM to better reflect organizational structure.



**Program #78201 - Facilities Debt Service and Capital Fee Pass Through** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Cindy Forsythe  
**Program Offer Type:** Internal Service **Program Offer Stage:** Proposed  
**Related Programs:** 78205, 78206A, 10026  
**Program Characteristics:**

**Executive Summary**

Facilities and Property Management (FPM) manages the Countywide building portfolio allocations for debt and capital cash transfer expenses based on occupancy data. This program offer is an accounting pass-through for the County departments and external tenants' capital fees paid to the Facilities Capital Improvement (78205), Facilities Asset Preservation (78206) and County Debt Service (10026) programs.

**Program Description**

FPM collects payments from departments for Series 2017 debt. The outstanding debt issues have funded a number of capital improvements and acquisitions. All binding obligations were confirmed by the Chief Financial Officer and approved by the Board of County Commissioners. In FY 2024 debt payments support the new Central Courthouse, the Gladys McCoy Health Headquarters and Department of Community Justice (DCJ) East Campus.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of accurate and complete annual allocations to departments	100%	100%	100%	100%
Outcome	Percent accurate and complete building occupancy data for accurate allocations	100%	100%	100%	100%

**Performance Measures Descriptions**

- PM#1 - FPM provides accurate billing for debt service and capital fee pass through expenses
- PM#2 - FPM ensures accurate compilation and allocation of occupancy data for departmental reporting and response to internal and external information requests.



## Legal / Contractual Obligation

Principal and interest on the full faith and credit obligations, capital leases and intergovernmental agreements are a binding debt obligation of the County. All debt issues and refundings were approved by various resolutions adopted by the Board of County Commissioners.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Internal Services	\$0	\$5,980,481	\$0	\$5,974,731
Cash Transfers	\$0	\$365,182	\$0	\$374,403
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,345,663</b>	<b>\$0</b>	<b>\$6,349,134</b>
<b>Program Total:</b>	<b>\$6,345,663</b>		<b>\$6,349,134</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,948,436	\$0	\$5,942,679
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,948,436</b>	<b>\$0</b>	<b>\$5,942,679</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78201 Facilities Debt Service and Capital Fee Pass Through

**Department:** County Assets      **Program Contact:** Michael Smith  
**Program Offer Type:** Internal Service      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Facilities' Operations and Maintenance (O&M) Program includes the operation, maintenance, and repair of County properties, including mechanical, electrical and structural systems. The goal is to provide well maintained, sustainable and safe facilities, ensuring all regulatory codes and mandates are met, that meet the needs of all people who reside, work in or visit County facilities. To achieve this, the O&M teams include a diverse workforce and apply the lens of equity and inclusion to build collaborative teams, incorporate continuous review and improvement of policies, procedures and "Think Yes" problem solving methodology. Decisions are made to improve the quality of the County's building portfolio, extend the life of buildings, reduce the environmental footprint, and improve the safety and health of all facilities.

**Program Description**

The O&M Program consists of multiple trade groups who cover the 24/7 year round activities necessary to effectively maintain the County's diverse facility portfolio. Staff complete two types of maintenance activities: proactive and reactive. Examples of proactive activities include changing filters on HVAC units, generator tests, roof inspections, fire/life system testing, and video and building systems maintenance. These activities reduce the need for capital improvements, reduce the number of unscheduled shutdowns, and extend the life of equipment. Reactive work activities including making small repairs and addressing more significant issues such as a failed boilers, air handlers, power distribution systems, electronic systems, plumbing systems, building security, access, or other building structure or system components. The O&M teams help identify and prioritize short term and long term capital projects.

The O&M program goals are to properly and safely operate and maintain facilities, conserve energy and resources through the optimization of more efficient equipment and systems, provide welcoming, safe, and functional facilities to effectively serve County stakeholders and all populations that the County serves. Work prioritization is made based on safety, equity, staff availability and operational needs. Impacts to reducing services could result in the reduction of available County services to provide proactive work and could reduce response times for reactive work.

The O&M Program aligns with County department and stakeholder values to provide facilities that serve all populations served by County departments at all times, including during severe weather and disaster events, while applying a "Think Yes" approach.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Preventive maintenance work order costs as a percent of total maintenance work order costs	42%	45%	41%	45%
Outcome	Customer satisfaction surveys with a result of "very satisfied" out of 100%	82%	90%	85%	85%

**Performance Measures Descriptions**

PM #1 - The percentage of proactive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

PM #2 - Customer satisfaction surveys: Percentage of submitted customer reviews marked "very satisfied" out of 100%

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$11,698,109	\$0	\$12,763,922
Contractual Services	\$0	\$447,981	\$0	\$525,410
Materials & Supplies	\$0	\$13,193,367	\$0	\$13,817,609
Internal Services	\$0	\$2,109,160	\$0	\$2,370,651
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$27,448,617</b>	<b>\$0</b>	<b>\$29,477,592</b>
<b>Program Total:</b>	<b>\$27,448,617</b>		<b>\$29,477,592</b>	
<b>Program FTE</b>	0.00	77.50	0.00	78.50

Program Revenues				
Other / Miscellaneous	\$0	\$39,624,853	\$0	\$42,929,214
Beginning Working Capital	\$0	\$431,732	\$0	\$496,399
Service Charges	\$0	\$1,053,157	\$0	\$1,120,046
<b>Total Revenue</b>	<b>\$0</b>	<b>\$41,109,742</b>	<b>\$0</b>	<b>\$44,545,659</b>

Explanation of Revenues

Facilities Operating Fund programs such as this 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, \$390K of reserves revenue funds an OSHA mandated HVAC systems pipe-labeling project and \$105K of prior years' one-time-only funding for Security programming is carried over.

Significant Program Changes

Last Year this program was: FY 2023: 78202A Facilities Operations and Maintenance

The FY 2024 budget replaces \$124K of one-time General Fund revenue for a Facilities Specialist 2 (1.00 FTE) with ongoing internal service revenue. In addition, includes an additional \$300K in materials and supplies for contract HVAC rooftop unit maintenance and a supervisor position (1.00 FTE) reclassified down from a manager and reassigned from Client Services (78203) for more concentrated supervision in the Compliance work group.

**Department:** County Assets

**Program Contact:** Jon Ison

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer is for contracted work to purchase and install machine guarding for all antiquated equipment with moving parts. This will improve safety for our staff, and will ensure compliance with Occupational Safety and Health Administration (OSHA) standards.

**Program Description**

This program will add safety guards on antiquated equipment with moving parts that present a potential safety hazard to employees and contractors. This equipment is located in buildings across the County. Facilities and Property Management (FPM) will work with the contractor to determine the priority order of replacements. Because the contractor is specialized, the ability to complete all buildings across the County is unlikely within one fiscal year. These newly designed and installed guards will bring the County equipment in compliance with OSHA. This program is in alignment with the County's safety, trust and belonging values

This project will span FY 2024 through FY 2025 and costs are projected to be \$445,000. In FY 2024 forty-eight buildings will be upgraded at an approximate cost of \$5,000/building or \$240,000. The remaining forty-one buildings will be upgraded in FY 2025 using the remaining funds from project.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Install machine guards to equipment in identified buildings	N/A	N/A	N/A	48
Outcome	Compliance with OSHA standards on completed buildings	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

PM-1 - Install safety guards on equipment with moving parts in a minimum of 48 buildings.

PM-2 - Achieve compliance with OSHA standards on completed buildings in PM-1

## Legal / Contractual Obligation

OHSA Requirement 1910.212(a)(2) General requirements for machine guards.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Materials & Supplies	\$0	\$0	\$0	\$445,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$445,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$445,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$0	\$0	\$445,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$445,000</b>

## Explanation of Revenues

This program offer may be funded using one-time-only general funds

## Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Jeff Lewis  
**Program Offer Type:** Internal Service      **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The Facilities Client Services program provides property management services to more than 150 buildings and approximately 3.8 million square feet of County facility space. The program serves as 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.

### Program Description

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 \$14.5 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 Oregon Forward firms to provide janitorial and landscaping services. Oregon Forward firms hire individuals who may otherwise not have gainful employment.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of annual customer expectation surveys with "very satisfied" score.	42%	70%	65%	70%
Outcome	Average time in months to complete reactive work tasks	N/A	N/A	3.5	2.5

### Performance Measures Descriptions

PM#1 - 70% of surveys return as "very satisfied" from client contact.

PM#2 - Reduce the average length of time in months to complete reactive work tasks, improving efficiency. This is a new performance measure.

## Legal / Contractual Obligation

The Facilities Division contracts with Oregon Forward Firms to provide janitorial and landscaping services.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,693,068	\$0	\$1,630,993
Contractual Services	\$100,000	\$12,536,255	\$0	\$14,509,473
Materials & Supplies	\$0	\$678,061	\$0	\$803,177
Internal Services	\$0	\$355,489	\$0	\$415,069
<b>Total GF/non-GF</b>	<b>\$100,000</b>	<b>\$15,262,873</b>	<b>\$0</b>	<b>\$17,358,712</b>
<b>Program Total:</b>	<b>\$15,362,873</b>		<b>\$17,358,712</b>	
<b>Program FTE</b>	0.00	10.00	0.00	9.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$6,815,223	\$0	\$7,988,055
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,815,223</b>	<b>\$0</b>	<b>\$7,988,055</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this 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 2023: 78203A Facilities Client Services

The FY 2024 budget replaces \$100K of one-time General Fund revenue for the transition to electric leaf blowers with ongoing internal service revenue. In addition, increases in contractual services is in Enhanced Services (\$800K in security and \$390K in janitorial). Also, a manager position (1.00 FTE) is reclassified down to a supervisor and moved to Operations and Maintenance (78202) for more focused supervision in the Compliance work group.

**Department:** County Assets    **Program Contact:** Greg Hockert  
**Program Offer Type:** Internal Service    **Program Offer Stage:** Proposed  
**Related Programs:** 78205, 78206A, 78213  
**Program Characteristics:**

**Executive Summary**

The Facilities Capital Improvement section manages the County's long-term improvement and replacement plan for the major building systems in County-owned buildings. The program houses the personnel and operating costs associated with the Capital Improvement Program, prioritizes work with available resources and provides management and oversight of all the required improvements, construction, renovation, and capital maintenance work in buildings. Decisions are based on the priorities of life, safety, fire, and equity.

**Program Description**

This program provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements including Federal, State and local regulations, Green Building Initiatives, and Diversity and Equity goals. They incorporate sustainable practices in accordance with County policies, County Design Standards, and the Climate Action Plan. Project managers are also responsible for coordinating construction activities with building users (both internal and external users), consultants, and contractors, and are a resource for improving services to the community. The result is buildings that are functional, maintainable, and accessible to ensure continued operations.

Project Managers ensure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, and Library District) include coordinating service request work from departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

This program supports clients internal to Multnomah County to ensure the physical environment supports Multnomah County needs. This program strives to fund projects that are equitable across County departments and includes a strong allocation of project funds to diverse local vendors. The majority of the funding for this offer comes from the Capital Improvement Program (CIP), Asset Preservation (AP), and Library Construction Fund fees. However, this group also supports client-funded projects.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Number of new projects added to the capital projects portfolio.	19	40	52	32
Outcome	Percent of completed planned active projects.	62%	75%	55%	60%

**Performance Measures Descriptions**

PM #1 - Number of new capital projects added to the Capital 5-year plan portfolio in the fiscal year. Note a decline in projects for FY 2024 reflects a concerted effort to combine multiple requested projects that can be managed as one project within a building.

PM #2 - Percent of active projects scheduled to be completed during a fiscal year that are actually completed in that fiscal year.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Personnel	\$0	\$1,140,351	\$0	\$1,145,904
Materials & Supplies	\$0	\$88,800	\$0	\$123,541
Internal Services	\$0	\$1,304,042	\$0	\$1,348,425
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,533,193</b>	<b>\$0</b>	<b>\$2,617,870</b>
<b>Program Total:</b>	<b>\$2,533,193</b>		<b>\$2,617,870</b>	
<b>Program FTE</b>	0.00	11.90	0.00	12.30

Program Revenues				
Other / Miscellaneous	\$0	\$1,717,800	\$0	\$1,811,227
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,717,800</b>	<b>\$0</b>	<b>\$1,811,227</b>

## Explanation of Revenues

This program is primarily funded by the Asset Preservation (2509) funds.

AP Fees: \$1,811,227

## Significant Program Changes

**Last Year this program was:** FY 2023: 78204 Facilities Capital Operation Costs

FTE changes are reflection of reallocation of resources within FPM.



Program #78205 - Facilities Capital Improvement Program FY 2024 Proposed

Department: County Assets Program Contact: Greg Hockert  
Program Offer Type: Internal Service Program Offer Stage: Proposed  
Related Programs: 78204, 78206A, 78213  
Program Characteristics:

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II and III buildings. The program preserves the County's assets by investing in improvements that maintain building values and provide accessible, maintainable, functional, and energy efficient facilities for the operating programs. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the fees from Capital Improvement Program fees (CIP), but also from projects funded by one-time-only offers, grants, and client funded projects.

Program Description

The Capital Improvement Program (CIP) provides funding for the annual 5-year Capital Plan that focuses on the County's primary owned Tier II and III buildings. A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. A Tier III building is one that is not economical or is impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible.

The 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, maintainability, equipment life cycle, and equity. The program looks for project efficiencies that benefit the maintenance staff, building users, and extend the useful life of the building, plus a strong allocation of project funds to diverse local vendors.

The 5-year CIP Plan sets clear goals to distribute project funds equitably across County departments and buildings. The plan fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Capital Improvement Program projects portfolio	5	6	7	10
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	64%	75%	55%	60%

Performance Measures Descriptions

- PM #1 - Number of new capital projects added to the Capital Improvement Program (CIP) 5-year plan portfolio to be implemented and managed by FPM project managers in the fiscal year.
- PM #2 - Percent of projects scheduled to be completed during a fiscal year that are actually completed in that fiscal year.

## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Contractual Services	\$0	\$23,385,826	\$0	\$25,589,977
Materials & Supplies	\$0	\$116,400	\$0	\$0
Capital Outlay	\$0	\$521,843	\$0	\$535,219
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$24,024,069</b>	<b>\$0</b>	<b>\$26,125,196</b>
<b>Program Total:</b>	<b>\$24,024,069</b>		<b>\$26,125,196</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$12,425,892	\$0	\$13,257,964
Financing Sources	\$0	\$171,068	\$0	\$163,398
Interest	\$0	\$75,000	\$0	\$150,000
Beginning Working Capital	\$0	\$11,196,032	\$0	\$12,397,277
Service Charges	\$0	\$156,077	\$0	\$156,557
<b>Total Revenue</b>	<b>\$0</b>	<b>\$24,024,069</b>	<b>\$0</b>	<b>\$26,125,196</b>

## Explanation of Revenues

Fund 2507 Capital Improvement Program:  
 BWC \$11.9 million from project carryover; \$0.5 million from asset replacement program offer  
 IGA City of Portland share of Justice Center Projects \$0.1 million  
 Intl Svc Reimbursement CIP fee from County occupants \$5.3 million  
 Cash transfer revenue from external clients \$0.2 million  
 Other revenue \$8.0 million from client funded projects  
 Interest income \$0.1 million

## Significant Program Changes

Last Year this program was: FY 2023: 78205 Facilities Capital Improvement Program

**Program #78206A - Facilities Capital Asset Preservation Program**
**FY 2024 Proposed**

**Department:** County Assets      **Program Contact:** Greg Hockert  
**Program Offer Type:** Internal Service      **Program Offer Stage:** Proposed  
**Related Programs:** 78204, 78205, 78213  
**Program Characteristics:**

**Executive Summary**

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I buildings safe, reliable, maintainable, functional, and efficient for the operating programs. Decisions are based on these priorities: life, safety, fire, and equity. The majority of the funding for this offer comes from the Asset Preservation (AP) fees.

**Program Description**

The Asset Preservation Program (AP) provides funding for the annual 5-year Capital Plan that focuses on the County's primary owned Tier I buildings. A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning, and maintainable. The program prolongs building life and provides the County with assets that are worth their market value. It includes planned upgrades in equipment and systems intended to meet changing building needs.

The AP program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. The AP program is managed via the annual 5-year Capital Plan. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings. The 5-year CIP Plan sets clear goals to distribute project funds equitable across County departments and buildings. The plan fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Asset Preservation portfolio	9	22	30	14
Outcome	Percent of projects planned for completion during a fiscal year that are completed in that fiscal year.	51%	75%	50%	60%

**Performance Measures Descriptions**

PM #1 - Number of new capital projects added to the Asset Preservation (AP) portfolio to be implemented and managed by FPM project managers in the fiscal year. Note a decline in projects for FY 2024 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 2024 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$927,175
Contractual Services	\$0	\$27,456,075	\$0	\$34,538,247
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$27,456,075</b>	<b>\$0</b>	<b>\$35,465,422</b>
<b>Program Total:</b>	<b>\$27,456,075</b>		<b>\$35,465,422</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,314,398	\$0	\$7,197,693
Financing Sources	\$0	\$194,114	\$0	\$211,005
Interest	\$0	\$100,000	\$0	\$200,000
Beginning Working Capital	\$0	\$20,856,303	\$0	\$28,663,249
Service Charges	\$0	\$99	\$0	\$118
<b>Total Revenue</b>	<b>\$0</b>	<b>\$29,464,914</b>	<b>\$0</b>	<b>\$36,272,065</b>

## Explanation of Revenues

BWC from routine project carryover \$28.7 million  
 Intl Svc Reimbursement AP fee from County occupants \$7.2 million  
 Cash transfer revenue from external clients \$0.2 million  
 Interest income \$0.2 million

## Significant Program Changes

**Last Year this program was:** FY 2023: 78206 Facilities Capital Asset Preservation Program

Beginning working capital carryover increased year over year due to global material shortages which resulted in longer lead times for projects.

**Department:** County Assets **Program Contact:** Greg Hockert

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

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program offer continues the Department of Community Justice (DCJ) and Department of County Assets (DCA) Facilities and Property Management's (FPM) effort to improve conditions of confinement in the Juvenile Detention facility by investing in the physical building which is 28 years old and in need of capital improvements. The project includes continued work on a major renovation of two sleeping pods (four units) to create a safer and trauma informed environment.

**Program Description**

Juvenile Justice complex (JJC) was built in 1994 and current group pods located at JJC do not meet the current programmatic and safety needs for the DCJ. Facilities and Property Management collaborated with DCJ on a new design that fully renovated the entire pod spaces that advocates for priorities set forth by DCJ and align with a safe, accessibility, trauma informed design.

Facilities and Property Management collaborated with the Department of Community Justice to fully renovate the entire pod spaces to update the pod layouts, plumbing fixtures, lighting, doors, safety railing improvements, accessibility upgrades, kitchen/laundry, new cabinetry, detention electronics, all new finishes to be trauma informed. 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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete set of project plans/submittals for Pod B and permitting for Pod A	N/A	N/A	90%	100%
Outcome	The percentage of project work completed for both Pod A & B	N/A	N/A	20%	60%

**Performance Measures Descriptions**

PM -1 complete project submittals, ordering materials, begin construction of pod B, demolition and completion of the permitting for pod A.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,193,446	\$0	\$5,631,928
Internal Services	\$3,200,000	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$3,200,000</b>	<b>\$1,193,446</b>	<b>\$0</b>	<b>\$5,631,928</b>
<b>Program Total:</b>	<b>\$4,393,446</b>		<b>\$5,631,928</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,935,050
Beginning Working Capital	\$0	\$0	\$0	\$3,696,878
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,631,928</b>

Explanation of Revenues

BWC carryover from FY 2023 \$3.7 million  
 Intl Svc Reimbursement AP fee from County occupants \$1.9 million

Significant Program Changes

Last Year this program was: FY 2023: 50051B Juvenile Detention Building Improvements

In FY 2023, the estimated project budget was \$7.2M. This consisted of \$3.2M in program offer 50051B (Juvenile Detention Building Improvements) and \$1.3M in program offer 78206 (Facilities Capital Asset Preservation Program), with the remaining \$2.7M planned in future years of the capital improvement plan.

We now estimate the total project budget to be \$8.2M. The difference is due to inflation and a more trauma informed plan and design for the pods. In addition to the funds previously approved, \$1 million was added to the project by the Department of Community Justice using FY 2023 operating funds. With Board approval in FY 2023, all project funds will be transferred into this DCA program offer.

**Department:** County Assets

**Program Contact:** Greg Hockert

**Program Offer Type:** Internal Service

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Facilities Interiors Group provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed designs that are equitable, and which include a “Think Yes!” customer service approach to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety, accessibility, and belonging while providing continued improvement to operational needs. The bulk of the cost of the program is recovered through costs settling to the departments requesting the service on an as-needed basis.

**Program Description**

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

The team consists of project managers knowledgeable in systems furniture, space planning, interior design, and tenant improvements. The team was instrumental in developing the Workplace Modernization Initiative adopted by the Board of County Commissioners and coordinates the selection of interior finishes and furnishings for operational needs to ensure continued access to County services. This team conducted instrumental work in researching, developing and coordinating County standards during the COVID-19 interior space changes.

The team provides collaboratively planned interior spaces and furniture for County buildings, employees, and the public that promote County values with emphasis on trauma-informed design that are equitable, and bringing a “Think Yes!” customer service to each client interaction. The goal of this program is to create and manage interior standards consistently for physical environments that exemplify safety and belonging while aiding the work in the County.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customer Service Satisfaction survey average score	4.8	4.8	4.7	4.5
Outcome	Customer Journey Experience survey participation	22%	100%	20%	75%

**Performance Measures Descriptions**

PM#1 - Increase or maintain customer satisfaction as measured on a 1 - 5 scale.

PM#2 - Increase the participation rate of the customer survey so that future services are deployed with empathy and efficiency based on customer feedback.



## Legal / Contractual Obligation

There are a number of projects carrying over into FY 2024 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	2023	2023	2024	2024
Personnel	\$0	\$715,179	\$0	\$748,058
Contractual Services	\$0	\$10,560	\$0	\$11,102
Materials & Supplies	\$0	\$13,416	\$0	\$17,130
Internal Services	\$0	\$93,248	\$0	\$61,035
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$832,403</b>	<b>\$0</b>	<b>\$837,325</b>
<b>Program Total:</b>	<b>\$832,403</b>		<b>\$837,325</b>	
<b>Program FTE</b>	0.00	4.40	0.00	4.20

Program Revenues				
Other / Miscellaneous	\$0	\$404,855	\$0	\$881,032
<b>Total Revenue</b>	<b>\$0</b>	<b>\$404,855</b>	<b>\$0</b>	<b>\$881,032</b>

## Explanation of Revenues

Facilities Operating Fund programs such as this is 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 2023: 78207 Facilities Interiors Group

Slight increase of 0.20 FTE which reflect realignments within FPM to better reflect organizational structure.

**Department:** County Assets **Program Contact:** Cindy Forsythe

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

**Related Programs:**

**Program Characteristics:**

### Executive Summary

The Facilities Utility Program accounts for utility costs incurred at County facilities including electricity, natural gas, water, sewer and garbage/recycling. The program goal is to provide oversight and recommendations to reduce energy and water consumption by 3% per year. Our goal is aligned with County policies aimed at reducing carbon emissions in operations. Expenses are passed through to County departments as a building-specific utility charge based on occupancy. DCA recognizes that climate change can have a disproportionate impact on those who can least afford to prepare or react. Our efforts in this program to reduce carbon emissions reflect the County’s mission to serve vulnerable populations.

### Program Description

The purpose of this program is to provide utilities to County spaces as required to deliver public services. For example, it includes lighting at all libraries, heating and cooling at all health clinics, water for kitchens in detention facilities, and refuse services at homeless shelters. The program pays the invoices for electricity, natural gas, water/sewer and refuse/recycling services that are delivered by public utility companies to County facilities. These utilities are required for our departments to operate their programs, and the utility bills are passed through to them as a function of their occupancy at the site where utilities are provided. County clients and employees access these resources when they visit or work in any County facility.

Facilities and Property Management (FPM) provides oversight of the program to ensure utilities are delivered at an appropriate level to meet program needs. Utility rates fluctuate from year to year based on the availability of energy resources and the amount of resources needed to serve public functions. Utility rates increase at levels that have been similar to the cost of inflation over time. For this program, Facilities has implemented a goal to reduce electricity, natural gas, water and garbage consumption by 3% per year, which helps to mitigate utility rate increases and address equity and sustainability initiatives. There are multiple County policies that address carbon emissions and climate change:

- >Climate Action Plan
- >100 by 50 Resolution
- >Fossil Fuel Free Facilities
- >Green Building Policy
- >Energy Policy

FPM implements energy and water efficiency projects in collaboration with building occupants to reduce consumption and achieve Climate Action Plan goals. The Board of County Commissioners resolved to purchase 100% of electricity through renewable energy sources. The FY 2024 utility rates continue to include the cost of purchasing renewable energy credits.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Energy Use Intensity (kBtu/Sqft/year)	65	65	65	69
Outcome	Percent reduction in carbon emissions (metric tonnes CO2e)	3%	3%	3%	3%

### Performance Measures Descriptions

PM#1 - Energy Use Intensity reflects the energy consumption per square foot in County facilities. A declining rate demonstrates increased operating efficiency.

PM#2 - Reduction of greenhouse gas emissions by 3% annually.

## Legal / Contractual Obligation

Contractual obligations with Trash/Recycling companies.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Materials & Supplies	\$0	\$6,744,220	\$0	\$6,568,390
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,744,220</b>	<b>\$0</b>	<b>\$6,568,390</b>
<b>Program Total:</b>	<b>\$6,744,220</b>		<b>\$6,568,390</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,944,769	\$0	\$5,770,511
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,944,769</b>	<b>\$0</b>	<b>\$5,770,511</b>

## 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 2023: 78208 Facilities Utilities

**Department:** County Assets **Program Contact:** Cindy Forsythe

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

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

**Program Description**

The Lease Management program is responsible for approximately 600,000 square feet, or 15%, of the County's portfolio. Lease Management works strategically with departments to assess and identify future space needs based on existing and future program requirements, logistics, operating efficiencies, adjacency opportunities, schedules and County-owned space vs leasing options.

Lease Management negotiates lease terms, obtains pertinent public permits, manages landlord disputes and proactively coordinates lease renewals. The program also provides operational support including Board approvals, lease representation, documentation, administration, legal coordination and enforcement. Team members manage leases to the highest professional standards to ensure full compliance and protection of the County's interest.

To reduce vacancy rates and generate revenues that reduce overall rates, Lease Management also evaluates existing and potential vacant space to maximize space utilization. Excess space may be leased to external programs including community service organizations, government agencies and private entities. Various programs across the County are considering reducing their "Brick and Mortar" footprint in buildings and Lease Management and Strategic Planning will support this effort by studying sublease and space use reduction options.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Lease abstracts completed and shared with stakeholders	N/A	35%	90%	100%
Outcome	Lease renewal evaluations and negotiations to be done in-house	N/A	85%	85%	95%

**Performance Measures Descriptions**

PM #1 - Percentage of lease abstracts completed. Lease abstracts allow minority landlords to become more competitive, property managers and operations & maintenance staff to easily identify cost responsibilities.

PM #2 - Lease evaluations and negotiations done in house; doing renewals with County staff saves County funds.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$300,121	\$0	\$324,923
Contractual Services	\$0	\$57,273	\$0	\$60,205
Materials & Supplies	\$0	\$9,731,298	\$0	\$10,603,302
Internal Services	\$0	\$25,778	\$0	\$25,710
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$10,114,470</b>	<b>\$0</b>	<b>\$11,014,140</b>
<b>Program Total:</b>	<b>\$10,114,470</b>		<b>\$11,014,140</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$10,056,785	\$0	\$10,954,232
Service Charges	\$0	\$1,187,992	\$0	\$1,175,745
<b>Total Revenue</b>	<b>\$0</b>	<b>\$11,244,777</b>	<b>\$0</b>	<b>\$12,129,977</b>

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 2023: 78209 Facilities Lease Management

New leases in the FY 2024 budget include Market Street Shelter (\$460K), Macadam Building (\$423K), Rockwood Market Hall Building (\$280K), and Delta Park Warehouse (\$239K).

**Department:** County Assets                      **Program Contact:** Dan Zalkow  
**Program Offer Type:** Internal Service                      **Program Offer Stage:** Proposed  
**Related Programs:** 78210B, 78212, 78214, 78219, 78221, 78233A/B  
**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, and evaluates and recommends strategic portfolio opportunities, including acquisitions, dispositions, major project development, renovations, and strategic programming. This team ensures that the projects match current organizational priorities. Funding decisions for this group are made in cooperation with DCA, other County Departments, the Chair’s Office, and the Central Budget Office, using an equity lens to create high quality, inclusive and equitable projects.

**Program Description**

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 2024, the Strategic Planning team will support the Library Capital Bond Projects Team and the Joint Office of Homeless Services through providing major project expertise and real estate site analysis.

This team’s portfolio will include the renovation of Arbor Lodge and Willamette Center; the Justice Center electrical system bus duct replacement; preliminary planning for replacement of Animal Services facility, and long-term use evaluations, such as the Vance Properties, Hansen Complex and Walnut Park feasibility studies.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Major projects completed in current fiscal year	N/A	5	4	3
Outcome	Percentage of projects completed within or close to the desired scheduled date	N/A	100%	90%	100%

**Performance Measures Descriptions**

PM #1 - Completion of major projects in current fiscal year  
 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,117,035	\$0	\$1,289,367
Contractual Services	\$0	\$283,115	\$0	\$135,610
Materials & Supplies	\$0	\$6,313	\$0	\$11,179
Internal Services	\$0	\$116,872	\$0	\$107,959
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,523,335</b>	<b>\$0</b>	<b>\$1,544,115</b>
<b>Program Total:</b>	<b>\$1,523,335</b>		<b>\$1,544,115</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$676,794	\$0	\$573,444
<b>Total Revenue</b>	<b>\$0</b>	<b>\$676,794</b>	<b>\$0</b>	<b>\$573,444</b>

**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 2023: 78210A Facilities Strategic Planning and Projects

FY 2024 reduces the professional services budget (contractual services) to better align with recent years' spending.

**Department:** County Assets      **Program Contact:** Dan Zalkow  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 78210A, 90004  
**Program Characteristics:**

**Executive Summary**

In FY 2018, the County authorized one-time-only (OTO) funds to survey the Vance Property 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 in FY 2018 in order to build a roadmap of master planning efforts to date and outline next steps. The Vance Vision was presented in FY 2023. 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 FY 2024.

**Program Description**

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, wetland delineation, and the development of the Vance Vision. DCS program offer #90004 - Vance Vision Next Steps also supports this offer.

The goal of Vance Vision 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 Vision considers 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. Key stakeholders include members from the Governor's Regional Solutions team, County leadership, Community Leadership Team, City of Gresham, Metro, Port of Portland, DCS, MCHD, and FPM.

Through a formal solicitation, Cascadia Partners and their team was hired in 2019 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 was presented to the Board of County Commissioners in March 2022. Community engagement, exploration of development potential and site conditions continues through feasibility analysis and conceptual planning efforts for the areas defined in the Vision. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Issue Request for Information (RFI) for interest and development strategies for Vision areas	N/A	N/A	0	1
Outcome	Define the stabilization strategy to address the slope feature on the properties.	N/A	N/A	20%	100%

**Performance Measures Descriptions**

PM #1 - Issue a Request for Information (RFI) to determine interest and development strategies for Vision Areas  
 PM #2 - Define the stabilization strategy to address the slope feature on the properties.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$150,619	\$0	\$109,654
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$150,619</b>	<b>\$0</b>	<b>\$109,654</b>
<b>Program Total:</b>	<b>\$150,619</b>		<b>\$109,654</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$40,000	\$0	\$0
Beginning Working Capital	\$0	\$110,619	\$0	\$109,654
<b>Total Revenue</b>	<b>\$0</b>	<b>\$150,619</b>	<b>\$0</b>	<b>\$109,654</b>

Explanation of Revenues

This program is funded by \$110K of unspent prior years' one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 78210B Facilities Vance Property Master Plan

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The new Central Courthouse replaced the 100 year old historic courthouse. The new courthouse incorporates the current standards in courthouse design and construction, energy efficiency as well as operational and maintenance efficiency. The project is in mediation.

**Program Description**

Occupancy by the State Courts took place on October 6, 2020. The project was substantially complete on December 11, 2020. Operational workflow testing and final occupancy certification took place following substantial completion. The project has completed the warranty period and there are a few minor items left to close out with Hoffman. The County is currently in mediation and final expenses may carry over into FY 2024. A parking lot for the Sheriff's transport vehicles on an existing surface parking area near the courthouse will be complete in winter 2023.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete project closeout	95%	100%	100%	100%
Outcome	MCSO Transport Lot completed and operational	N/A	100%	50%	100%
Outcome	Project financial closeout	95%	100%	100%	100%

**Performance Measures Descriptions**

- PM #1 - Complete project closeout
- PM #2 - MCSO transport lot complete and operational
- PM #3 - 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	2023	2023	2024	2024
Contractual Services	\$0	\$6,053,978	\$0	\$5,485,461
Internal Services	\$0	\$60,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,113,978</b>	<b>\$0</b>	<b>\$5,485,461</b>
<b>Program Total:</b>	<b>\$6,113,978</b>		<b>\$5,485,461</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$6,113,978	\$0	\$5,485,461
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,113,978</b>	<b>\$0</b>	<b>\$5,485,461</b>

## Explanation of Revenues

• \$5.5 million working capital carryover from FY 2023.

## Significant Program Changes

Last Year this program was: FY 2023: 78212 Facilities Downtown Courthouse

**Department:** County Assets **Program Contact:** Greg Hockert  
**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Library District Construction (LIB) fees.

### Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new projects added to the Library Construction Fund portfolio.	5	12	15	8
Outcome	Percent of projects planned for completion in a fiscal year that are completed that fiscal year.	66%	75%	58%	50%

### 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 for FY 2024 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 2024 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	2023	2023	2024	2024
Contractual Services	\$0	\$9,420,382	\$0	\$9,767,727
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,420,382</b>	<b>\$0</b>	<b>\$9,767,727</b>
<b>Program Total:</b>	<b>\$9,420,382</b>		<b>\$9,767,727</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$3,217,864	\$0	\$3,214,918
Interest	\$0	\$50,000	\$0	\$100,000
Beginning Working Capital	\$0	\$6,152,518	\$0	\$6,452,809
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,420,382</b>	<b>\$0</b>	<b>\$9,767,727</b>

## Explanation of Revenues

BWC estimated carry forward \$6.5 million  
 Capital fee on owned Library buildings \$3.2 million  
 Interest income \$0.1 million

## Significant Program Changes

Last Year this program was: FY 2023: 78213 Library Construction Fund

**Department:** County Assets

**Program Contact:** Greg Hockert

**Program Offer Type:** Existing

**Program Offer Stage:** 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. The project to add additional negative pressure rooms on the 3rd floor will be starting in the winter of 2023 and be completed in the fall of 2023. The unspent funds will need to be carried over to FY 2024 to complete this work.

**Program Description**

Construction was completed in FY 2019. Project construction audit was completed in FY 2021. A follow-up project to add additional negative pressure rooms on the 3rd floor will be starting in the winter of 2023 and be completed in the fall of 2023 (FY 2024). The unspent funds will need to be carried over to FY 2024 to complete the negative pressure room services to the 3rd floor.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of negative pressure rooms complete	N/A	N/A	50%	100%
Outcome	Health Department can deliver negative pressure services to the 3rd floor	N/A	N/A	50%	100%

**Performance Measures Descriptions**

PM #1 - Construction of Gladys McCoy Negative Pressure Rooms to be completed. This is a new metric.

PM #2 - Health Department can deliver negative pressure room services to the 3rd floor. This is a new metric.

## 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	2023	2023	2024	2024
Contractual Services	\$0	\$260,000	\$0	\$528,366
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$528,366</b>
<b>Program Total:</b>	<b>\$260,000</b>		<b>\$528,366</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$240,351
Beginning Working Capital	\$0	\$260,000	\$0	\$288,015
<b>Total Revenue</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$528,366</b>

## Explanation of Revenues

\$288K working capital carryover from FY 2023  
\$240K Misc Revenue

## Significant Program Changes

Last Year this program was: FY 2023: 78214 Health Headquarters Construction

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Behavioral Health Resource Center (BHRC) addresses an on-going housing emergency. Thousands of people in Multnomah County and the Metro region are facing housing instability and homelessness. Those experiencing behavioral health issues often face additional barriers to accessing shelter, housing and participating in services. The renovation and build-out of the County-owned building at Southwest 333 Park Avenue and adjacent parcel of land greatly support the need for these services and programs. The building opened in December 2023.

**Program Description**

The Multnomah County Health Department, in collaboration with our community partners, identified the need in our community for a centrally located, dedicated behavioral health resource center to provide daytime services, overnight sheltering, and transitional housing to the growing number of people experiencing homelessness with disabling conditions, including behavioral health issues such as mental illness and substance use disorders. This project is the first of its kind and provides a dedicated facility to serve this population, which disproportionately affects populations of color.

An executive project team was assembled to review the feasibility of purchasing property at 333 SW Park Avenue and the adjacent parking lot on SW Oak Street. Through feasibility studies, the site was identified as an excellent location with a flexible interior and exterior space for this specific purpose. Additional analysis led to the path of renovating the current building for the new center. A Project Management Team (PMT) was formed with members from the Multnomah County Mental Health & Addiction Services (MHASD), Facilities & Property Management (FPM), The Klash Group, Carleton Hart Architecture (CHA), and Mortenson Construction.

After the PMT completed programming and design, the project received Portland Design Commission approval in December 2020 and construction documents were prepared. The FAC-1 Design and Construction Plan set the project budget at \$26M for the renovation of the building and construction of the plaza. The Board of County Commissioners approved the construction of BHRC in Resolution 2021-032. The BHRC facility opened for operations on 12/5/2022. A few items remain that are being completed by the project team. Additionally, restoration and improvements are being defined for the South parking lot. All work is scheduled to be completed in FY 2024

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Construction of Behavioral Health Resource Center complete	85%	100%	90%	100%
Outcome	Complete project closeout.	N/A	N/A	50%	100%

**Performance Measures Descriptions**

- PM-1 Construction of Behavioral Health Resource Center completed.
- PM-2 Complete project closeout (new measure).



## Legal / Contractual Obligation

Contractual obligations to vendors and/or service providers

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$14,574,521	\$0	\$1,200,000
Internal Services	\$0	\$21,750	\$0	\$0
Debt Service	\$0	\$7,097,729	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$21,694,000</b>	<b>\$0</b>	<b>\$1,200,000</b>
<b>Program Total:</b>	<b>\$21,694,000</b>		<b>\$1,200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$12,670,000	\$0	\$0
Interest	\$0	\$24,000	\$0	\$0
Beginning Working Capital	\$0	\$9,000,000	\$0	\$1,200,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$21,694,000</b>	<b>\$0</b>	<b>\$1,200,000</b>

## Explanation of Revenues

- \$1.2 million working capital carryover from FY 2023

## Significant Program Changes

Last Year this program was: FY 2023: 78219 Behavioral Health Resource Center Capital

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Multnomah County Justice Center, located in downtown Portland, is a 16-story building with 2 sublevels, of which 9 floors are operated as a jail. The security electronics were overhauled in 2006, when new PLC's (Programmable Logic Controllers) and touch panels (operator interfaces) were installed, along with a new fire alarm system and a small video system upgrade. Since then, due to changes in technology, the analog intercom and video systems became difficult to support. New technologies installed will lower cost while improving the operation, maintainability, and safety of the facility. Decisions were made on these priorities: fire, life, safety, and equity. Funds for this program have been supported primarily through OTO General funds with some support from Fund 2507.

### Program Description

This project work has been completed. Under this project, the intercom and video surveillance systems at MCDC at the Justice Center were 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 identified areas with inadequate video coverage and added 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 replaced 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 were 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 were 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 were 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.

This project will fully close out in FY 2024, if not sooner.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritized order for system implementation	1	1	1	1
Outcome	Percent of systems successfully implemented	98%	100%	100%	100%
Outcome	Complete project closeout.	N/A	N/A	75%	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 2023.

PM #3: Complete project closeout.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$730,674	\$0	\$516,125
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$730,674</b>	<b>\$0</b>	<b>\$516,125</b>
<b>Program Total:</b>	<b>\$730,674</b>		<b>\$516,125</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$570,674	\$0	\$0
Beginning Working Capital	\$0	\$160,000	\$0	\$516,125
<b>Total Revenue</b>	<b>\$0</b>	<b>\$730,674</b>	<b>\$0</b>	<b>\$516,125</b>

Explanation of Revenues

This program offer is funded by Beginning Working Capital.

Significant Program Changes

Last Year this program was: FY 2023: 78221 MCDC Detention Electronics

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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
- Increase 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 (BCC) for direction and accountability.

The program supports 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 building website: <https://multcolib.org/about/building-libraries-together>

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop and maintain a three-year project plan to achieve the bond sale requirements	1	1	1	1
Outcome	Provide regularly scheduled updates to the Board of County Commissioners	3	4	4	4
Output	Percentage of assigned dollars expended on efficiency and light touch projects	3%	20%	20%	50%

**Performance Measures Descriptions**

- PM#1 - Includes a baseline spend down plan and a quarterly updated spend down plan.  
 PM#2 - Demonstrates solid project management reporting methodology for the program.  
 PM#3 - Captures the percent 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 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$620,116	\$0	\$487,451
Contractual Services	\$0	\$26,703,865	\$0	\$28,379,759
Materials & Supplies	\$0	\$0	\$0	\$2,782,226
Internal Services	\$0	\$444,599	\$0	\$27,865
Unappropriated & Contingency	\$0	\$51,659,288	\$0	\$21,961,479
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$79,427,868</b>	<b>\$0</b>	<b>\$53,638,780</b>
<b>Program Total:</b>	<b>\$79,427,868</b>		<b>\$53,638,780</b>	
<b>Program FTE</b>	0.00	18.00	0.00	18.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,020,000
Financing Sources	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$2,611,218
Beginning Working Capital	\$0	\$79,427,868	\$0	\$50,007,562
<b>Total Revenue</b>	<b>\$0</b>	<b>\$79,427,868</b>	<b>\$0</b>	<b>\$53,638,780</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

\$28,046,083 Beginning Working Capital carry over from FY 2023

\$21,961,479 Bond Premium Reserve Funds

\$1,027,500 cash transfer revenue from The Library District

\$2,611,218 interest income

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228A Library Capital Bond Construction

Unappropriated & Contingency is reduced as \$28,777,157 in Bond Premium Reserve funding is being transferred to Library Capital Bond projects in related program offers 78228C-G.

Projects in related program offers 78228B-J will receive a larger share of personnel and internal service expenses, which reduces those budgets in this program offer. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E). The Library District is adding \$1,027,500 in cash transfer revenue to support scope enhancements in the light touch and efficiency (Refresh) projects.

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228C through 78228J  
**Program Characteristics:**

### Executive Summary

This program offer funds the purchase, renovation, and expansion of a 73,000 square foot building for the Library Operations Center, located in East Portland. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

### Program Description

This multi year project started construction in early FY 2023. The project completes an interior renovation, seismic upgrade, and exterior improvements. Construction is expected to be completed in FY 2024. 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 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 staff in location with more time to spend assisting patrons.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	20%	34%	34%
Outcome	Percent of construction successfully completed	N/A	75%	75%	100%
Outcome	Library can provide services from this location	N/A	N/A	N/A	100%

### Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars \$ committed  
PM#2 - Percent of project planned for completion during a fiscal year that is completed in that fiscal year  
PM#3 - Library is able to provide services from this location

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$654,150	\$0	\$602,399
Contractual Services	\$0	\$53,023,978	\$0	\$15,886,568
Materials & Supplies	\$0	\$0	\$0	\$2,505,258
Internal Services	\$0	\$0	\$0	\$470,830
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$53,678,128</b>	<b>\$0</b>	<b>\$19,465,055</b>
<b>Program Total:</b>	<b>\$53,678,128</b>		<b>\$19,465,055</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$29,664
Beginning Working Capital	\$0	\$53,678,128	\$0	\$19,435,391
<b>Total Revenue</b>	<b>\$0</b>	<b>\$53,678,128</b>	<b>\$0</b>	<b>\$19,465,055</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023 \$29,664 in rebates from Energy Trust of Oregon credits.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228B Library Capital Bond Construction: Operations Center

Beginning Working Capital and the Contractual Services budget are decreased in FY 2024 as construction progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



**Program #78228C - Library Capital Bond Construction: Midland Library** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228D through 78228J  
**Program Characteristics:**

**Executive Summary**

The Midland Library project renovates a 24,000 square foot existing library with a roughly 6,000 square foot addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

**Program Description**

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2024. The project will increase roughly 6,000 square feet 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 - a location 30,000 to 60,000 square feet, providing a rich variety of services, resources, and spaces to meet diverse community needs. 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 (CDAs), 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 building website: <https://multcolib.org/about/building-libraries-together>

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	25%	20%
Outcome	CDA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.4	4.0	4.0	4.0

**Performance Measures Descriptions**

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed  
PM#2 - This measure 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  
In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment



## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$383,999	\$0	\$433,399
Contractual Services	\$0	\$29,129,402	\$0	\$17,362,687
Materials & Supplies	\$0	\$0	\$0	\$2,002,629
Internal Services	\$0	\$0	\$0	\$236,288
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$29,513,401</b>	<b>\$0</b>	<b>\$20,035,003</b>
<b>Program Total:</b>	<b>\$29,513,401</b>		<b>\$20,035,003</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$29,513,401	\$0	\$20,035,003
<b>Total Revenue</b>	<b>\$0</b>	<b>\$29,513,401</b>	<b>\$0</b>	<b>\$20,035,003</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$19,307,846 in Beginning Working Capital carry over from FY 2023 and \$727,157 in Bond Premium Reserve funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228C Library Capital Bond Construction: Midland Library

\$727,157 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228C, 78228E through 78228J  
**Program Characteristics:**

**Executive Summary**

The Holgate Library project builds an approximately 21,000 square foot new library on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

**Program Description**

This multi-year project completed design, obtained permits, established the Guaranteed Maximum Price (GMP), and started construction in FY 2023. Construction is expected to be completed in FY 2024. A new 21,000 square foot 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 square feet 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 (CDAs), 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 building website: <https://multcolib.org/about/building-libraries-together>

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	28%	20%
Outcome	CDA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.4	4.0	4.0	4.0

**Performance Measures Descriptions**

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed

PM#2 - This measure 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  
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$354,846	\$0	\$402,293
Contractual Services	\$0	\$25,737,221	\$0	\$16,336,315
Materials & Supplies	\$0	\$0	\$0	\$1,402,318
Internal Services	\$0	\$0	\$0	\$216,050
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$26,092,067</b>	<b>\$0</b>	<b>\$18,356,976</b>
<b>Program Total:</b>	<b>\$26,092,067</b>		<b>\$18,356,976</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,092,067	\$0	\$18,356,976
<b>Total Revenue</b>	<b>\$0</b>	<b>\$26,092,067</b>	<b>\$0</b>	<b>\$18,356,976</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$17,506,976 in Beginning Working Capital carry over from FY 2023 and \$850,000 in Bond Premium Reserve funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228D Library Capital Bond Construction: Holgate Library

\$850,000 in Bond Premium Reserve funding is added for construction cost escalation. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).



**Program #78228E - Library Capital Bond Construction: North Portland Library** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228F through 78228J  
**Program Characteristics:**

**Executive Summary**

The North Portland Library project renovates roughly 8,700 square feet of the existing library, and builds an approximately 1,300 square foot addition. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

**Program Description**

This multi-year project completed design, obtained permits, and is scheduled to establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. Construction is expected to be completed in FY 2025. The current building will be renovated with a new 1,300 square foot 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 square feet that provides limited amenities and a community-driven collection. The historic North Portland Library sits on NE Killingsworth Avenue in 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 its schedule and goals.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for construction	N/A	N/A	N/A	20%
Outcome	YODA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.8	4.0	4.0	4.0

**Performance Measures Descriptions**

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed  
 PM#2 - This measure 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  
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$228,621	\$0	\$229,996
Contractual Services	\$0	\$10,842,690	\$0	\$9,804,404
Materials & Supplies	\$0	\$0	\$0	\$230,976
Internal Services	\$0	\$0	\$0	\$95,466
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$11,071,311</b>	<b>\$0</b>	<b>\$10,360,842</b>
<b>Program Total:</b>	<b>\$11,071,311</b>		<b>\$10,360,842</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$2,500
Beginning Working Capital	\$0	\$11,071,311	\$0	\$10,358,342
<b>Total Revenue</b>	<b>\$0</b>	<b>\$11,071,311</b>	<b>\$0</b>	<b>\$10,360,842</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$9,158,342 in Beginning Working Capital carry over from FY 2023 and \$1.2 million in Bond Premium Reserve funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228E Library Capital Bond Construction: North Portland Library

\$1.2 million in Bond Premium Reserve funding is added to support seismic retrofitting. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228G through 78228J  
**Program Characteristics:**

### Executive Summary

The Albina Library project builds an approximately 46,000 square feet of library space and administrative offices on the existing Knott Street/Isom site. Project decision considerations include Library pillars, priorities, environmental sustainability, and operational efficiencies.

### Program Description

This multi-year project completed design, obtained permits, and is scheduled to establish the Guaranteed Maximum Price (GMP), and start construction in FY 2023. Construction is expected to be completed in FY 2025. The project builds an approximately 46,000 square foot new library which includes ~31,000 square feet allocated to a new library space and ~15,000 square feet allocated to library executive administration space and storage on the existing Isom/Knott Street site. The Knott Street building will be renovated, the Isom building and the garage will be removed. 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 Albina Library will be a destination library - a location 30,000 to 60,000 sf, providing a rich variety of services, resources and spaces to meet diverse community needs. This will be the largest public library in northeast and north Portland, providing ample space for regional activities and is one project, among many in the area, that brings new opportunities to a historically marginalized community.

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 building website: <https://multcolib.org/about/building-libraries-together>

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of certified COBID firms contracted for Construction	N/A	N/A	N/A	20%
Outcome	YODA satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	4.8	4.0	4.0	4.0

### Performance Measures Descriptions

PM#1 - This measure addresses the percentage of COBID Certified firms contracts by dollars committed  
 PM#2 - This measure 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  
 In FY 2023 the project completed design development and construction documents and executed a Guaranteed Maximum Price (GMP) Amendment

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$517,667	\$0	\$613,448
Contractual Services	\$0	\$46,018,218	\$0	\$43,131,970
Materials & Supplies	\$0	\$0	\$0	\$704,050
Internal Services	\$0	\$0	\$0	\$381,336
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$46,535,885</b>	<b>\$0</b>	<b>\$44,830,804</b>
<b>Program Total:</b>	<b>\$46,535,885</b>		<b>\$44,830,804</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$46,535,885	\$0	\$44,830,804
<b>Total Revenue</b>	<b>\$0</b>	<b>\$46,535,885</b>	<b>\$0</b>	<b>\$44,830,804</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$39,380,804 in Beginning Working Capital carry over from FY 2023 and \$5.45 million in Bond Premium Reserve funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228F Library Capital Bond Construction: Albina Library

The house to the east of the Albina Library on Knott Street (236 NE Knott St, Portland, OR 97212) was purchased in August 2022. The Library identified the value of potential future expansion onto this adjacent property. Purchasing this property allows for flexibility and growth, aligning with Library priorities for the bond program. \$1 million in Bond Premium Reserve funding is transferred to the project for the property purchase and development of the site.

An additional \$4.45 million in Bond Premium Reserve funding is added to support historic seismic and program requirements. Beginning Working Capital and the Contractual Services budgets are decreased as the project progresses and funds are spent down. The Materials & Supplies budget is increased for Furniture, Fixtures and Equipment (FF&E).

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228H, 78228I, 78228J  
**Program Characteristics:**

### Executive Summary

The East County Library project builds an estimated 95,000 square foot new flagship library on a new site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

### Program Description

This multi-year project started community engagement and design in FY 2023. Construction is expected to start in FY 2024. The East County Library builds an estimated 95,000 square foot new flagship library on a new site adjacent to Gresham City Hall MAX stop. 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 square feet 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 full-service destination libraries.

The East County Library will provide unique, specialized and high-value programs and resource 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 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.

Community outreach and engagement will utilize diverse approaches including virtual, in-person and additional community meetings with translation and interpretation services. The building design will also receive community input through Community Library Champions (CLCs) from partner community organizations who will work with residents in East County to gather their feedback for this new library. Key activities include a series of public community events, focus groups, teen outreach, and surveys.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the East County Library project	N/A	50%	50%	100%
Outcome	CLC satisfaction rating (1 to 5) with their experience as paid grassroots community engagement members	N/A	4.0	4.0	4.0
Outcome	Use design plans to establish and execute a Guaranteed Maximum Price (GMP) Amendment	N/A	0	0	1

### Performance Measures Descriptions

- PM#1 - Percent complete of design development and construction documents for the East County Library project
- PM#2 - Issue annual Community Engagement Surveys to community engagement participants with overall minimum score of 4.0 on a 5-point scale
- PM#3 - Have an executed GMP amendment for the East County Library Project



## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,019,722	\$0	\$1,294,292
Contractual Services	\$0	\$123,476,417	\$0	\$134,817,825
Materials & Supplies	\$0	\$0	\$0	\$10,845
Internal Services	\$0	\$0	\$0	\$1,044,844
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$124,496,139</b>	<b>\$0</b>	<b>\$137,167,806</b>
<b>Program Total:</b>	<b>\$124,496,139</b>		<b>\$137,167,806</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$124,496,139	\$0	\$137,167,806
<b>Total Revenue</b>	<b>\$0</b>	<b>\$124,496,139</b>	<b>\$0</b>	<b>\$137,167,806</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by \$116,617,806 in Beginning Working Capital carry over from FY 2023 and \$20.55 million in Bond Premium Reserve funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228G Library Capital Bond Construction: East County Flagship Library

The original project budget was developed in preparation for Ballot Measure 26-211. A significant effort by the Real Estate team evaluated multiple sites for potential purchase and site acquisition for the East County Library. The County entered into an Letter of Intent with TriMet in June 2022 for the TriMet Gresham City Hall Park and Ride site. Extensive program analysis of the 2.5 acre site was completed.

\$20.55 in Bond Premium Reserve funding is added for higher escalation of construction costs, structured parking and service deliveries, outdoor plaza / civic space, auditorium space and program scope development, and unforeseen poor subsurface soil conditions.

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228I, 78228J  
**Program Characteristics:**

**Executive Summary**

The Belmont Library project renovates roughly 3,000 square feet of the existing library, removes approximately 3,000 square feet of the remaining portion, and builds an approximately 17,000 square foot addition. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

**Program Description**

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The 3,000 square foot 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 square foot addition to bring the total size to 20,000 square feet. 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. Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services.

The new Belmont Library will be a neighborhood library - a location smaller than 30,000 square feet 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 building website: <https://multcolib.org/about/building-libraries-together>

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Belmont Library project	N/A	N/A	N/A	75%
Outcome	Community advocate satisfaction rating (1 to 5)	N/A	N/A	N/A	4.0

**Performance Measures Descriptions**

PM#1 - Percent complete of design development and construction documents for the Belmont Library project  
 PM#2 - This measure reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience  
 In FY 2023, the project issued procurement solicitations and executed contracts for the design team and the construction team

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$215,854	\$0	\$286,529
Contractual Services	\$0	\$25,907,258	\$0	\$25,084,284
Materials & Supplies	\$0	\$0	\$0	\$2,294
Internal Services	\$0	\$0	\$0	\$28,720
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$26,123,112</b>	<b>\$0</b>	<b>\$25,401,827</b>
<b>Program Total:</b>	<b>\$26,123,112</b>		<b>\$25,401,827</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$26,123,112	\$0	\$25,401,827
<b>Total Revenue</b>	<b>\$0</b>	<b>\$26,123,112</b>	<b>\$0</b>	<b>\$25,401,827</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228H Library Capital Bond Construction: Belmont Library

**Program #78228I - Library Capital Bond Construction: Northwest Library** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 78228A, 78228B, 78228C, 78228D, 78228E, 78228F, 78228G, 78228H, 78228J  
**Program Characteristics:**

**Executive Summary**

The Northwest Library project builds out a roughly 10,000 square foot 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 Description**

This multi-year project purchased a building in FY 2022 and is currently being used as an interim space for the library system supporting other bond projects. The project completed procurement of the branch design and construction team, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. The new library will be roughly 10,000 square feet at a new building/site, 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 square feet 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 Northwest Library from a leased building to a purchased property.

Link to Library building website: <https://multcolib.org/about/building-libraries-together>

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the Northwest Library project	N/A	N/A	N/A	75%
Outcome	Have executed contracts for design team and construction team	N/A	2	1	1

**Performance Measures Descriptions**

PM#1 - Percent complete of design development and construction documents for the Northwest Library project  
 PM#2 - Number of contracts executed for design and construction team  
 In FY 2023, the project issued procurement solicitations for the design team and the construction team

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$153,206	\$0	\$163,328
Contractual Services	\$0	\$10,857,714	\$0	\$10,152,490
Materials & Supplies	\$0	\$0	\$0	\$1,629
Internal Services	\$0	\$0	\$0	\$20,407
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$11,010,920</b>	<b>\$0</b>	<b>\$10,337,854</b>
<b>Program Total:</b>	<b>\$11,010,920</b>		<b>\$10,337,854</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$11,010,920	\$0	\$10,337,854
<b>Total Revenue</b>	<b>\$0</b>	<b>\$11,010,920</b>	<b>\$0</b>	<b>\$10,337,854</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228I Library Capital Bond Construction: Northwest Library

**Department:** County Assets **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 78228A through 78228I  
**Program Characteristics:**

### Executive Summary

The St. Johns Library project renovates the roughly 5,600 square foot existing library with an approximately 1,500 square foot addition on the existing site. Project decision considerations include Library pillars, priorities, environmental sustainability and operational efficiencies.

### Program Description

This multi-year project completed procurement of the design and construction teams, started community engagement, and started design in FY 2023. Construction is expected to start in early FY 2025. Plans are to renovate roughly 5,600 square feet of existing library with an approximately 1,500 square foot 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. Community outreach and engagement will utilize diverse approaches through virtual, in-person and additional community meetings with translation and interpretation services.

The renovated St. John's Library will be a neighborhood library - a location smaller than 30,000 square feet 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 building website: <https://multcolib.org/about/building-libraries-together>

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete design development and construction documents for the St. Johns Library project	N/A	N/A	N/A	75%
Outcome	Community advocate satisfaction rating (1 to 5)	N/A	N/A	N/A	4.0

### Performance Measures Descriptions

PM#1 - Percent complete of design development and construction documents for the St Johns Library project  
 PM#2 - This measure reflects the commitment to include and amplify community voice throughout the bond projects, and is a measure of community advocates' satisfaction with their experience  
 In FY 2023, the project issued procurement solicitations for the design team and the construction team

## Legal / Contractual Obligation

There are contractual obligations to consultants/vendors carrying over into FY 2024.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$71,021	\$0	\$113,369
Contractual Services	\$0	\$8,537,612	\$0	\$7,863,809
Materials & Supplies	\$0	\$0	\$0	\$755
Internal Services	\$0	\$0	\$0	\$9,445
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,608,633</b>	<b>\$0</b>	<b>\$7,987,378</b>
<b>Program Total:</b>	<b>\$8,608,633</b>		<b>\$7,987,378</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$8,608,633	\$0	\$7,987,378
<b>Total Revenue</b>	<b>\$0</b>	<b>\$8,608,633</b>	<b>\$0</b>	<b>\$7,987,378</b>

## Explanation of Revenues

Revenue is from the sale of General Obligation Bonds 2021A (Tax-exempt) and 2021B (Federally Taxable).

Funds for this program are through Fund 2517 - Multnomah County Library Capital Construction Fund.

This program offer will be funded by Beginning Working Capital carry over from FY 2023.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78228J Library Capital Bond Construction: St. Johns Library

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**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 \$25.1 million as of March 2023.

**Program Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute IGA with the City of Portland	N/A	1	1	1
Outcome	Develop a project plan	N/A	100%	90%	100%

**Performance Measures Descriptions**

PM#1: Execute agreement with the City of Portland and develop a project plan. Starting project requires agreements with the City of Portland and a contractor.

PM#2: Develop a project plan.



## 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	2023	2023	2024	2024
Contractual Services	\$0	\$7,300,458	\$0	\$2,010,000
Cash Transfers	\$0	\$600,458	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,900,916</b>	<b>\$0</b>	<b>\$2,010,000</b>
<b>Program Total:</b>	<b>\$7,900,916</b>		<b>\$2,010,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,500,000	\$0	\$400,000
Financing Sources	\$0	\$1,800,458	\$0	\$0
Beginning Working Capital	\$0	\$600,458	\$0	\$1,610,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,900,916</b>	<b>\$0</b>	<b>\$2,010,000</b>

## Explanation of Revenues

BWC carryover \$1.61 million  
City of Portland IGA \$400,000

## Significant Program Changes

**Last Year this program was:** FY 2023: 78233B Justice Center Critical Electrical System Upgrade - Bus Duct

Intergovernmental Revenue decreases year over year due to funding change with the City of Portland. Funding will be via expense reimbursement rather than cash transfer; City of Portland pays 41% of the total incurred project costs.

**Department:** County Assets **Program Contact:** Dan Zalkow

**Program Offer Type:** New **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**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. Electrical system failure at the 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 \$25.1 million.

**Program Description**

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 costs are intended to be shared 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 2024, the County will execute a contract with a contractor in order to begin construction work. This work will include contractor mobilization, decommissioning one elevator and installing a wall to separate it from the other elevators. Work platforms will be fabricated and installed on all floors as well as purchasing of the main switchgear and thousands of feet electrical conduit and wire.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Execute a contract with a contractor and submit for permits	N/A	N/A	N/A	1
Outcome	Begin submittal process	N/A	N/A	N/A	75%
Outcome	Begin construction	N/A	N/A	N/A	10%

**Performance Measures Descriptions**

PM#1 - Execute a contract with a contractor in order to begin construction.

PM#2 - Begin submittal process

PM#3 - Begin construction process, including procuring equipment.

## Legal / Contractual Obligation

Intergovernmental agreement (IGA) with the City of Portland.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$0	\$0	\$2,390,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,390,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$2,390,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$880,000
Financing Sources	\$0	\$0	\$0	\$1,510,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,390,000</b>

## Explanation of Revenues

One-time-only General Fund request in the amount of \$1.51M and City of Portland IGA in the amount of \$880,000.

## Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**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 Description**

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. The Programming and Concept Plan will be completed in March 2023. The FAC-1 Preliminary Planning proposal will be brought to the Board of County Commissioners in the first half of FY 2024. This will authorize the next steps in the development of the New Animal Service Facility.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	BCC FAC-1 Presentations	N/A	1	0	1
Outcome	Conceptual Planning and Design Complete	N/A	100%	90%	100%

**Performance Measures Descriptions**

PM#1 Board of County Commissioners receive and approve preliminary planning proposal in accordance with FAC-1 Administrative Procedure.

PM#2 50% 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$500,000	\$0	\$491,011
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$491,011</b>
<b>Program Total:</b>	<b>\$500,000</b>		<b>\$491,011</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$500,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$491,011
<b>Total Revenue</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$491,011</b>

## 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 was 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, \$491,011 working capital carryover from FY 2023.

## Significant Program Changes

Last Year this program was: FY 2023: 78234 New Animal Services Facility

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program offer provides funding for consulting services to continue to develop property development options and ideas for the Walnut Park property.

**Program Description**

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 2021-22. 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. The work in FY 2023 and early FY 2024 will provide the County with needed information to determine the next steps in the redevelopment of the Walnut Park site.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project plan identifying the schedule for the project.	N/A	1	1	1
Outcome	Clear next steps for Walnut Park development will be approved, and a plan for the next phase identified.	N/A	100%	90%	100%

**Performance Measures Descriptions**

PM-1 - Project plan identifying the schedule

PM-2 - Next steps for Walnut Park development approved and a plan for next phase identified

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$200,000	\$0	\$170,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$170,000</b>
<b>Program Total:</b>	<b>\$200,000</b>		<b>\$170,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$200,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$170,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$170,000</b>

Explanation of Revenues

\$170K working capital carryover from FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78235 Walnut Park Redevelopment Planning



**Program #78237 - Rockwood Community Health Center - Priority 1** FY 2024 Proposed

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Dan Zalkow
<b>Program Offer Type:</b>	New	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	78238, 78239		
<b>Program Characteristics:</b>	One-Time-Only Request		

**Executive Summary**

Multnomah County purchased the Rockwood Community Health Center site from Care Oregon in FY 2023. This location is a key access point for comprehensive primary care, dental, and pharmacy services. To ensure that the space may continue to provide the highest quality experience for patients, this program offer supports repairs and building improvements identified as priority one for the facility.

**Program Description**

The Rockwood community 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.

This program offer addresses the priority one improvements which include replacing the roof and rooftop HVAC units, adding emergency lighting and replacing and adding cameras. These are the greatest needs of the facility in order to create a safe and comfortable facility for employees and clinic clients.

Priority one repairs are a multi-year project which spans FY 2024 through FY 2025.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop a phased design and specification	N/A	N/A	N/A	1
Outcome	Complete design documents, submit for permit and execute a contract to order products	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

- PM#1 - Contract Architectural and Engineering (A/E) services, work with stakeholders to approve a phased approach
- PM#2 - Develop design documents with costs estimates that address the level 1 priorities for procurement



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$740,535
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$740,535</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$740,535</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$740,535
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$740,535</b>

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

**Program #78238 - Rockwood Community Health Center - Priority 2** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Dan Zalkow  
**Program Offer Type:** New **Program Offer Stage:** Proposed  
**Related Programs:** 78237, 78239  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Multnomah County purchased the Rockwood Community Health Center site from Care Oregon in FY 2023. This location is a key access point for comprehensive primary care, dental, and pharmacy services. To assure that the space may continue to provide the highest quality experience for patients, this program offer supports repairs and building improvements identified as priority two for the facility.

**Program Description**

The Rockwood community 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.

This program offer addresses the priority two improvements which will upgrade the main entry, waiting area and reception area for security and energy efficiency. Following the priority one repairs outlined in Program Offer 78237 this set of improvements are the second highest needs of the facility in order to create a safe and comfortable facility for employees and clinic clients.

Priority two repairs are a multi-year project which spans FY 2024 through FY 2025.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Identify operational impacts and implement level 2 priorities	N/A	N/A	N/A	100%
Outcome	Contract and execute the level 2 priorities	N/A	N/A	N/A	1

**Performance Measures Descriptions**

PM#1 - Collaborate with stakeholders on how the level 2 improvements will impact operations and define the closure periods  
 PM#2 - Execute level 2 priorities building improvements in a phased approach to minimize the operational impacts and service disruption.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,210,250
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,210,250</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,210,250</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,210,250
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,210,250</b>

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

**Department:** County Assets                                      **Program Contact:** Dan Zalkow  
**Program Offer Type:** New    **Program Offer Stage:** Proposed  
**Related Programs:** 78237, 78238  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Multnomah County purchased the Rockwood Community Health Center site from Care Oregon in FY 2023. This location is a key access point for comprehensive primary care, dental, and pharmacy services. To assure that the space may continue to provide the highest quality experience for patients, this program offer supports repairs and building improvements identified as priority three for the facility.

**Program Description**

The Rockwood community 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.

This program offer addresses the priority three improvements which will upgrade the buildings electrical and plumbing and HVAC upgrades to airborne isolation and immunization rooms. In addition to the priority one and priority two repairs outlined in Program Offer 78237 and 78238, these are the third highest needs of the facility in order to create a safe and comfortable facility for employees and clinic clients.

Priority three repairs are a multi-year project which spans FY 2024 through FY 2025.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Identify operational impacts and implement level 3 priorities	N/A	N/A	N/A	100%
Outcome	Contract and execute the level 3 priorities	N/A	N/A	N/A	1

**Performance Measures Descriptions**

PM#1 - Collaborate with stakeholders on how the level 3 improvements will impact operations and define the closure periods

PM#2 - Execute level 3 priorities building improvements in a phased approach to minimize the operational impacts and service disruption.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,621,500
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,621,500</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,621,500</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,621,500
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,621,500</b>

Explanation of Revenues

This is a one-time-only General Fund request.

Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Dan Zalkow

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program offer allocates balances of one-time capital funding for use in developing the Arbor Lodge Shelter.

**Program Description**

In December of 2020, as part of its COVID-19 response and utilizing resources from the Coronavirus Aid, Relief, and Economic Security Act's Coronavirus Relief Fund, the County acquired what is now known as the future Arbor Lodge Shelter, a former commercial retail space in North Portland, for \$2.65 million, to expand emergency shelter capacity. Since that time, and while initial redevelopment planning was underway to retrofit the site for permanent use as a shelter, it has been used as a temporary shelter and vaccination clinic.

Originally built as a commercial pharmacy in 1998, the future Arbor Lodge Shelter is located at 1952 N. Lombard Street (at the intersection of N. Lombard St. and N. Denver Ave.). The current plan is to serve up to 106 people with a combination of 88 congregate beds and an additional 18 tiny shelters on the grounds outside of the main building. It will prioritize placements for individuals living in the adjacent neighborhood and will be a mixed-gender, adult-only facility. During the 2021 Legislative Session, the Legislature allocated \$5.0 million in House Bill 5006 to help fund this redevelopment project.

Construction is anticipated to begin in February 2023 and is expected to be completed in January 2024 with the facility opening in February 2024. The temporary shelter located at the Arbor Lodge site closed in mid-October of 2022 and all participants have been relocated to another shelter. The process of dismantling the existing temporary shelter and preparation for the renovation of the existing building and construction of the future plaza and Tiny Shelter Village has begun.

The Board of County Commissioners approved funding of \$9.4 million for this project with resolution 2022-108.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete renovation project	N/A	N/A	N/A	100%
Outcome	Joint Office of Homeless Services is able to provide services to intended population	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

The completion of the renovation of the project to provide necessary services.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$8,231,812
Materials & Supplies	\$0	\$4,750,000	\$0	\$0
Internal Services	\$0	\$0	\$0	\$68,188
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,750,000</b>	<b>\$0</b>	<b>\$8,300,000</b>
<b>Program Total:</b>	<b>\$4,750,000</b>		<b>\$8,300,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$4,750,000	\$0	\$8,300,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,750,000</b>	<b>\$0</b>	<b>\$8,300,000</b>

Explanation of Revenues

\$8.3 million working capital carryover from FY 2023

Significant Program Changes

Last Year this program was: FY 2023: 30208A Safety off the Streets - Emergency Shelter Strategic Investment

In FY 2023, the Board of County Commissioners is scheduled to approve a supplemental budget to move project funds from the Joint Office of Homeless Services (JOHS) Federal State Fund into the JOHS Capital Fund in the Department of County Assets.

**Department:** County Assets      **Program Contact:** Tracey Massey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### 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 Description

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 to be remediated due to outdated and obsolete technologies. The list is continually reevaluated and re-prioritized, and work is planned in alignment with resource availability within IT and the programmatic department. In FY 2023, the County invested \$2.0 million one-time-only as an initial investment to fund the TIP program in addressing capital reinvestment and lifecycle management. The 2023 Fitness Assessment is in progress in the winter/spring of 2023. The outcome of this assessment will identify systems need of lifecycle remediation.

Progress on these system replacements are posted to the County's intranet, Multco Commons.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - 100% of the funded projects will be monitored by the IT Senior Leadership.

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$486,148	\$0	\$220,838
Contractual Services	\$0	\$2,560,969	\$0	\$2,547,215
Materials & Supplies	\$0	\$246,000	\$0	\$135,661
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,293,117</b>	<b>\$0</b>	<b>\$2,903,714</b>
<b>Program Total:</b>	<b>\$3,293,117</b>		<b>\$2,903,714</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$2,580,000	\$0	\$0
Beginning Working Capital	\$0	\$713,117	\$0	\$2,903,714
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,293,117</b>	<b>\$0</b>	<b>\$2,903,714</b>

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301A IT Innovation & Investment Projects



**Program #78301G - Technology Improvement Program - Red Cap** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Sim Ogle  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program offer is for the replacement of the Red Cap system used by the Department of Community Justice. In FY 2023, this program offer included the Law Log system replacement, which was completed.

**Program Description**

Red Cap is a vendor solution that does not meet existing reporting requirements. As part of the Technology Improvement Program (TIP), a new solution for this system will be identified and implemented and the old system 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Project plan identifying the schedule for the project.	1	1	1	1
Outcome	A system that meets the requirements with modern technology standards.	1	1	1	1

**Performance Measures Descriptions**

PM#1 - A project plan is a key component of project success.  
 PM#2 - Operational system in place.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$250,000	\$0	\$186,640
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$186,640</b>
<b>Program Total:</b>	<b>\$250,000</b>		<b>\$186,640</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$250,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$186,640
<b>Total Revenue</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$186,640</b>

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78301G Technology Improvement Program - Red Cap and Lawlog

**Department:** County Assets      **Program Contact:** Vikki Scotti  
**Program Offer Type:** Internal Service      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain ratio of planned to unplanned work for actual time worked	75%	78%	76%	77%
Outcome	Number of strategic reports shared with leaders improving transparency.	22	12	24	30
Outcome	Percent of strategic projects completed on time per project schedules baseline.	50%	75%	44%	75%
Outcome	Incorporate the equity lens to determine if and how projects impact the community or end-users.	70%	100%	80%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$2,318,430	\$0	\$2,408,387
Contractual Services	\$0	\$786,346	\$0	\$107,260
Materials & Supplies	\$0	\$67,304	\$0	\$43,287
Internal Services	\$0	\$400	\$0	\$400
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,172,480</b>	<b>\$0</b>	<b>\$2,559,334</b>
<b>Program Total:</b>	<b>\$3,172,480</b>		<b>\$2,559,334</b>	
<b>Program FTE</b>	0.00	10.00	0.00	10.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$2,427,242	\$0	\$2,460,934
Beginning Working Capital	\$0	\$745,238	\$0	\$98,400
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,172,480</b>	<b>\$0</b>	<b>\$2,559,334</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. The remaining BWC is for the costs associated to close out the remainder of the Tyler Technologies contract.

Significant Program Changes

Last Year this program was: FY 2023: 78302 IT Planning, Projects & Portfolio Management

This program offer reflects the transfer of the Beginning Working Capital (BWC) related to the DART-Orion post go-live project that was completed in the prior year (FY 2023). The remaining BWC is for the costs associated to close out the remainder of the Tyler Technologies contract.

**Department:** County Assets

**Program Contact:** Shireen Khormooji

**Program Offer Type:** Internal Service

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The IT 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 Description**

The IT 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 troubleshooting and support of mobile phones 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of customer tickets processed	19,514	30,000	30,000	30,000
Outcome	90% of customers rate the IT Help Desk as a 4 or higher on surveys (5 being the highest score)	N/A	90%	90%	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	2023	2023	2024	2024
Personnel	\$0	\$1,160,529	\$0	\$1,276,337
Contractual Services	\$0	\$1,800	\$0	\$72,000
Materials & Supplies	\$0	\$13,480	\$0	\$9,607
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,175,809</b>	<b>\$0</b>	<b>\$1,357,944</b>
<b>Program Total:</b>	<b>\$1,175,809</b>		<b>\$1,357,944</b>	
<b>Program FTE</b>	0.00	7.75	0.00	7.75

Program Revenues				
Other / Miscellaneous	\$0	\$1,175,809	\$0	\$1,357,944
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,175,809</b>	<b>\$0</b>	<b>\$1,357,944</b>

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 2023: 78303 IT Help Desk Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Increase in contractor costs to support sustained increase in help desk calls.

**Department:** County Assets

**Program Contact:** Rodney Chin

**Program Offer Type:** Internal Service

**Program Offer Stage:** 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 Description**

Telecommunications Services manages all voice and video communication services for over 6,000 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 applies an equity lens to ensure equitable distribution of services, which provides communication needs to employees, programs and underserved communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	91%	95%	95%	75%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,365,682	\$0	\$1,426,431
Contractual Services	\$0	\$8,743	\$0	\$60,725
Materials & Supplies	\$0	\$1,737,078	\$0	\$1,679,095
Internal Services	\$0	\$16,200	\$0	\$6,266
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,127,703</b>	<b>\$0</b>	<b>\$3,172,517</b>
<b>Program Total:</b>	<b>\$3,127,703</b>		<b>\$3,172,517</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$2,882,308	\$0	\$3,157,615
Service Charges	\$0	\$14,408	\$0	\$14,902
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,896,716</b>	<b>\$0</b>	<b>\$3,172,517</b>

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 2023: 78304A IT Telecommunications Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

<b>Department:</b>	County Assets	<b>Program Contact:</b>	Rodney Chin
<b>Program Offer Type:</b>	Existing	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	78304A/C		
<b>Program Characteristics:</b>	One-Time-Only Request		

### Executive Summary

This program 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. This is a multi-year project that is planned to be completed by the end of FY2025.

### Program Description

This is a two-phase project. \$1,600,000 for phase one, and \$1,400,000 for phase 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.

The first phase of this project in FY2023 has been focused on establishing the team, researching contract requirements and lead times for equipment vendors, IGA's with other agencies, building the project tasks, and developing the installation and deployment schedule. Spending for equipment, labor and professional services will span multiple years and is expected to be completed by June 2025.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Tower and radio equipment purchased.	N/A	100%	20%	100%
Outcome	Tower and radio equipment installed and operational.	N/A	100%	20%	100%

### Performance Measures Descriptions

- PM#1 Percent of budget spent to purchase tower and radio equipment
- PM#2 Percent of new 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	2023	2023	2024	2024
Contractual Services	\$0	\$1,505,000	\$0	\$1,350,000
Capital Outlay	\$0	\$95,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$1,350,000</b>
<b>Program Total:</b>	<b>\$1,600,000</b>		<b>\$1,350,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$1,600,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$1,350,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$1,350,000</b>

Explanation of Revenues

Funded with Beginning Working Capital (BWC).

Significant Program Changes

Last Year this program was: FY 2023: 78304B Radio System Replacement

**Department:** County Assets **Program Contact:** Rodney Chin  
**Program Offer Type:** New **Program Offer Stage:** Proposed  
**Related Programs:** 78304A/B  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

This program offer is for funding phase two of the 25-year-old unsupported VHF radio system to replace the 200 radio subscriber units. Phase one was funded in FY 2023 to upgrade the tower/repeater sites, provide redundancy, eliminate the single point of failure and improve the coverage areas. This is a multi-year project that is planned to be completed by the end of FY2025.

### Program Description

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 program will provide the funds and resources to procure and implement a robust, reliable, redundant, secure backup radio system as recommended by the Federal Government Homeland Security Assessment for Multnomah County. The updated system will provide emergency communications during a disaster when internet and cell services are down.

Phase two will purchase, program and replace the existing 200 handheld radio subscriber units, including 10 for the District Attorney. In addition to the radio equipment much of the expenditures will be related to professional services, County staff time for configuring and deploying the radios and developing the radio support program.

Asset collection for equipment will begin in fiscal year 2026 and is estimated at \$287,000 annually. Equipment will be on a 7 year life cycle replacement plan. In addition, there will be approximately \$5,000 per month in lease costs for towers.

This program aligns with DCA and County values toward equity and inclusion. We have applied an equity and safety lens to ensure equitable radio coverage for our residents and communities. The funding decisions are made in cooperation with DCA, the Chair's Office, Central Budget and the Community Budget Advisory Board (CBAC).

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New radios purchased and operational	N/A	N/A	N/A	25%
Outcome	New radio system working with new radio subscriber units	N/A	N/A	N/A	25%

### Performance Measures Descriptions

PM#1 Radio's purchased, programmed, distributed and operational for customers.

PM#2 New radio system implemented into production, new radio subscriber units able to connect and function for daily and emergency use.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$0	\$1,400,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,400,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,400,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,400,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,400,000</b>

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

**Department:** County Assets      **Program Contact:** Shireen Khormooji  
**Program Offer Type:** Internal Service      **Program Offer Stage:** 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 Description

The County maintains over 2,800 wireless devices. This group works closely with departments, IT management, Desktop Support Staff, and IT Security, to identify wireless communication needs and 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;
- Provides 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. This includes procurement and delivery of mobile devices and ensuring accuracy of billing, vendor management, text message archiving and customer service management.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	1%	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	2023	2023	2024	2024
Personnel	\$0	\$152,258	\$0	\$157,432
Contractual Services	\$0	\$1,972,642	\$0	\$2,076,896
Materials & Supplies	\$0	\$166,087	\$0	\$227,448
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,290,987</b>	<b>\$0</b>	<b>\$2,461,776</b>
<b>Program Total:</b>	<b>\$2,290,987</b>		<b>\$2,461,776</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,176,112	\$0	\$2,237,996
Beginning Working Capital	\$0	\$114,875	\$0	\$223,780
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,290,987</b>	<b>\$0</b>	<b>\$2,461,776</b>

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 2023: 78305 IT Mobile Device Expense Management

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

**Department:** County Assets

**Program Contact:** Rodney Chin

**Program Offer Type:** Internal Service

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Network Services program provides stable and secure networks for data communications between county buildings, data centers, external networks and a disaster recovery site in Denver, CO. 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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.	95%	75%	75%	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	2023	2023	2024	2024
Personnel	\$0	\$1,345,822	\$0	\$1,452,355
Contractual Services	\$0	\$130,000	\$0	\$133,000
Materials & Supplies	\$0	\$3,147,780	\$0	\$3,196,115
Internal Services	\$0	\$1,000	\$0	\$1,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,624,602</b>	<b>\$0</b>	<b>\$4,782,470</b>
<b>Program Total:</b>	<b>\$4,624,602</b>		<b>\$4,782,470</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,832,558	\$0	\$4,782,470
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,832,558</b>	<b>\$0</b>	<b>\$4,782,470</b>

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 2023: 78306 IT Network Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

**Department:** County Assets

**Program Contact:** Kaleb Smith

**Program Offer Type:** Internal Service

**Program Offer Stage:** 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 Description**

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.

Desktop Services continues to see increased demand for laptops given given the County's mobile workforce. The program has been impacted by long supply chain shortages and delays. IT Desktop continues to mitigate this impact by anticipating demand, engaging vendors and reviewing alternatives.

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. As a result of the pandemic, we moved to contactless pickup for hardware within the Multnomah Building. This process is more convenient for staff to pick up equipment at their convenience.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Desktop device moves are completed 90% on time for requests received 5 days prior to move date	98%	90%	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	65%	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	2023	2023	2024	2024
Personnel	\$0	\$2,990,052	\$0	\$3,302,156
Contractual Services	\$0	\$266,071	\$0	\$174,568
Materials & Supplies	\$0	\$27,295	\$0	\$26,518
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,283,418</b>	<b>\$0</b>	<b>\$3,503,242</b>
<b>Program Total:</b>	<b>\$3,283,418</b>		<b>\$3,503,242</b>	
<b>Program FTE</b>	0.00	19.50	0.00	19.50

Program Revenues				
Other / Miscellaneous	\$0	\$3,283,418	\$0	\$3,503,242
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,283,418</b>	<b>\$0</b>	<b>\$3,503,242</b>

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 2023: 78307 IT Desktop Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.



**Program #78308 - IT Asset Replacement** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Gary Wohlers  
**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$116,421	\$0	\$0
Contractual Services	\$0	\$371,000	\$0	\$480,000
Materials & Supplies	\$0	\$3,531,650	\$0	\$5,444,394
Capital Outlay	\$0	\$3,746,361	\$0	\$4,361,680
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,765,432</b>	<b>\$0</b>	<b>\$10,286,074</b>
<b>Program Total:</b>	<b>\$7,765,432</b>		<b>\$10,286,074</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,975,212	\$0	\$5,274,116
Beginning Working Capital	\$0	\$4,390,220	\$0	\$5,011,958
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,365,432</b>	<b>\$0</b>	<b>\$10,286,074</b>

Explanation of Revenues

County IT service costs are allocated to departments based on usage, services received, and other metrics. Beginning Working Capital is mostly budgeted for IT related equipment.

Significant Program Changes

Last Year this program was: FY 2023: 78308 IT Asset Replacement

Year over year beginning working capital carryover increased due to supply chain constraints which have impacted our ability to procure hardware and supplies.

**Department:** County Assets **Program Contact:** Chris Clancy  
**Program Offer Type:** Internal Service **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

IT Portfolio Services teams provide reliable, effective software systems to solve departmental technology business problems. This IT Portfolio Services team covers the areas of the Health Department, Sheriff Office, District Attorney's Office, aspects of Enterprise around software used broadly across the County. 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 Description

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with department governance forums including consideration of workforce equity strategic plan (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.
- 4) Following Think Yes principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

These 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established within each department	N/A	N/A	N/A	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	N/A	60%

### Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Planned work on a roadmap provides better customer value, as work can be targeted toward high priority activities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,622,823	\$0	\$2,147,113
Contractual Services	\$0	\$500,000	\$0	\$500,000
Materials & Supplies	\$0	\$26,907	\$0	\$21,413
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,149,730</b>	<b>\$0</b>	<b>\$2,668,526</b>
<b>Program Total:</b>	<b>\$2,149,730</b>		<b>\$2,668,526</b>	
<b>Program FTE</b>	0.00	6.50	0.00	7.50

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$2,299,412	\$0	\$2,668,526
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,299,412</b>	<b>\$0</b>	<b>\$2,668,526</b>

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 2023: 78309 IT Health and Human Services Application Services

Year-over-year personnel cost increases due to cost of living adjustments, step increases and additional 1.00 FTE transferred from program offer 78312.

**Department:** County Assets **Program Contact:** Jason Heilbrun

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Information Technology (IT) Software Development and Application Integration provides reliable and effective custom software application development and support of department level business solutions and integrations with external partners and applications. In total, this program supports and maintains more than 75 custom software applications, services, and integrations.

**Program Description**

The program develops and supports custom software applications across the Enterprise, however a majority of the program's efforts are in support of the Health Department, Department of Community Justice, Department of County Human Services, and the Multnomah County Sheriff's Office.

The program is focused on development and support of reliable software applications and data integrations that are used for department operations to support accessible and equitable outcomes for members of the community.

This program partners with the IT portfolio teams and department business contacts to identify, prioritize, and to deliver innovative, high quality, secure, and scalable custom software solutions on the web, in the cloud, mobile, or on premises using .NET framework full stack development. This program improves the delivery of County services through automating business operations and integrating data within and between County departments, agencies, and community partners, as well as maintaining and enhancing existing and legacy applications to ensure reliability and to meet the needs of the County.

As part of its commitment to increasing diversity in ideas and abilities, this program regularly supports interns from Portland State University's Cooperative Education Program. This program brings four to six interns to the County each year, providing a wealth of benefits to both the County and students.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	All newly developed applications will meet Web Content Accessibility Guidelines 2.1 AA accessibility standards	N/A	N/A	N/A	15%
Outcome	Modernize our build and deployment infrastructure by migrating to Microsoft DevOps	N/A	N/A	N/A	95%

**Performance Measures Descriptions**

Output Measure - WCAG is a set of recommendations for making web content more accessible, primarily for people with disabilities, but also for all users, including highly limited devices, such as mobile phones.

Outcome Measure - modernizing our build and deploy infrastructure will result in consistent and rapid automation



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,674,279	\$0	\$2,847,410
Materials & Supplies	\$0	\$113,107	\$0	\$66,733
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,787,386</b>	<b>\$0</b>	<b>\$2,914,143</b>
<b>Program Total:</b>	<b>\$2,787,386</b>		<b>\$2,914,143</b>	
<b>Program FTE</b>	0.00	13.00	0.00	13.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,040,133	\$0	\$2,914,143
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,040,133</b>	<b>\$0</b>	<b>\$2,914,143</b>

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 2023: 78310 IT Public Safety Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

**Department:** County Assets **Program Contact:** Tony Chandler

**Program Offer Type:** Internal Service **Program Offer Stage:** 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), 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 Description

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 the workforce equity strategic plan (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.

These 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	85%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	70%	70%	70%	80%

### Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Measured by the assessment of hours spent by General Government 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	2023	2023	2024	2024
Personnel	\$0	\$1,831,517	\$0	\$2,052,613
Materials & Supplies	\$0	\$62,450	\$0	\$72,523
Cash Transfers	\$0	\$280,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,173,967</b>	<b>\$0</b>	<b>\$2,125,136</b>
<b>Program Total:</b>	<b>\$2,173,967</b>		<b>\$2,125,136</b>	
<b>Program FTE</b>	0.00	10.00	0.00	9.00

Program Revenues				
Other / Miscellaneous	\$0	\$1,991,960	\$0	\$2,125,136
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,991,960</b>	<b>\$0</b>	<b>\$2,125,136</b>

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 2023: 78311A IT General Government Application Services

The FY 2024 budget replaces \$271K of one-time General Fund revenue for an IT Manager 1 (1.00 FTE) with ongoing internal service revenue. In addition, transferring 1.00 FTE to program offer 78313.

**Department:** County Assets **Program Contact:** Michelle Smith  
**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Description

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 team focuses 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of time staff is working on planned projects	N/A	N/A	N/A	48%
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 staff is working on planned projects

PM #2 Outcome measure - measures the availability of production systems.

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	2023	2023	2024	2024
Personnel	\$0	\$6,591,065	\$0	\$7,255,266
Contractual Services	\$0	\$90,000	\$0	\$163,964
Materials & Supplies	\$0	\$1,515,536	\$0	\$1,470,501
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,196,601</b>	<b>\$0</b>	<b>\$8,889,731</b>
<b>Program Total:</b>	<b>\$8,196,601</b>		<b>\$8,889,731</b>	
<b>Program FTE</b>	0.00	32.00	0.00	32.00

Program Revenues				
Other / Miscellaneous	\$0	\$8,196,601	\$0	\$8,889,731
<b>Total Revenue</b>	<b>\$0</b>	<b>\$8,196,601</b>	<b>\$0</b>	<b>\$8,889,731</b>

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 2023: 78312A IT Data & Reporting Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Personnel cost increases also reflect a change in the composition of the workforce (ex. job class changes from Database Administrator to Database Administrator Senior, among other more senior roles). In addition, a limited duration staffing position was transferred from program offer 78314 to this offer in FY 2024.

**Department:** County Assets **Program Contact:** Tony Chandler  
**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums enabling the application of the strategies and equity lens defined in this program.	80%	100%	80%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	80%	70%	80%	80%

**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	2023	2023	2024	2024
Personnel	\$0	\$1,247,736	\$0	\$1,545,866
Contractual Services	\$0	\$185,000	\$0	\$0
Materials & Supplies	\$0	\$2,547,861	\$0	\$2,502,169
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,980,597</b>	<b>\$0</b>	<b>\$4,048,035</b>
<b>Program Total:</b>	<b>\$3,980,597</b>		<b>\$4,048,035</b>	
<b>Program FTE</b>	0.00	6.00	0.00	7.00

Program Revenues				
Other / Miscellaneous	\$0	\$4,162,604	\$0	\$4,048,035
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,162,604</b>	<b>\$0</b>	<b>\$4,048,035</b>

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 2023: 78313 IT ERP Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases offset by reduction in Contractual Services. Increase of 1.00 FTE, as a transfer from program offer 78311 to 78313.

**Department:** County Assets      **Program Contact:** `ilima kennedy  
**Program Offer Type:** Internal Service      **Program Offer Stage:** 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, mobile enterprise, digital accessibility, public websites (e.g., multco.us, multcopets.org and multcolib.org) and internal websites like commons.multco.us and ticketing and project planning tools like ServiceNow. In total, this program supports more than 30 applications used internally and by the public.

**Program Description**

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 and mobile 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 though 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on direct customer work versus IT Enterprise and administrative work	27%	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 - Measures the amount of time employees are working on direct customer tasks. Goal is to increase this output.

PM #2 - Measures the availability of production systems.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,268,674	\$0	\$3,298,303
Contractual Services	\$0	\$45,000	\$0	\$160,000
Materials & Supplies	\$0	\$2,441,974	\$0	\$2,774,039
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,755,648</b>	<b>\$0</b>	<b>\$6,232,342</b>
<b>Program Total:</b>	<b>\$5,755,648</b>		<b>\$6,232,342</b>	
<b>Program FTE</b>	0.00	15.00	0.00	14.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,755,648	\$0	\$6,232,342
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,755,648</b>	<b>\$0</b>	<b>\$6,232,342</b>

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 2023: 78314 IT Enterprise and Web Application Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. One position (1.00 FTE) was transferred to program offer 78312 (IT Data & Reporting Services), to better align with team reporting.

**Department:** County Assets **Program Contact:** Dave Halbeck  
**Program Offer Type:** Internal Service **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Library IT Portfolio Services team provides staff dedicated to coordinating the Library's technology environment between County IT, Library Capital Bond, and Library stakeholders. The team provides strategic technology guidance, IT project coordination, facilitates solution development and service delivery, and meets weekly with IT leads, project managers, and Library leadership to prioritize and coordinate efforts.

**Program Description**

The Library IT Portfolio Services team provides direction to County IT staff for Library support, service delivery, change and development initiatives, and offers customer consulting through a variety of channels. The Library IT Portfolio Services team works directly with Library leadership and a broad range of IT and Library managers to prioritize, plan, coordinate, and deliver solutions that meet the quickly changing needs of Library patrons and staff. The team assists with IT process changes, support plans, vendor coordination, and to act as customer advocates to help ensure ever-changing Library IT needs are being met. Team members meet weekly with Library executive leadership, are members and co-chairs of multiple library committees, and participate in Library Capital Bond initiatives such as equity reviews and library group engagements.

Operational services include escalating Library requests for IT services and ensuring they are well-defined, prioritized, and scheduled in alignment with Library and County needs. They also include defining operational needs, coordinating the processing of security and contract reviews, and facilitating enterprise IT initiatives with Library stakeholders. The program also coordinates Library desktop, network, and telecom operations within IT, including life-cycle planning, usage reporting, mobile device management, development of library patron accessed systems, and ensuring resource accountability.

Operational Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with Department governance forums including consideration of the workforce equity strategic plan (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.
- 4) Following 'Think Yes' principles to ensure creativity and partnerships that provide for clear, sustainable and equitable solutions.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of employee hours spent on planned work versus unplanned work	N/A	50%	N/A	60%
Outcome	Percentage point increase in employee hours spent on planned versus unplanned work	N/A	12%	N/A	40%

**Performance Measures Descriptions**

PM #1 - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. This includes available work time. Planned work provides better customer value, as work can be targeted toward high priority activities.

PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$651,733	\$0	\$705,365
Materials & Supplies	\$0	\$11,176	\$0	\$1,648
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$662,909</b>	<b>\$0</b>	<b>\$707,013</b>
<b>Program Total:</b>	<b>\$662,909</b>		<b>\$707,013</b>	
<b>Program FTE</b>	0.00	2.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$662,909	\$0	\$707,013
<b>Total Revenue</b>	<b>\$0</b>	<b>\$662,909</b>	<b>\$0</b>	<b>\$707,013</b>

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 2023: 78315 IT Library Application Services

This program offer reflects the addition of 1.00 FTE due to the conversion of an IT Manager 1 Limit Duration appointment position to a permanent FTE.

**Department:** County Assets **Program Contact:** Tracey Massey**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - 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 - 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	2023	2023	2024	2024
Personnel	\$0	\$1,138,408	\$0	\$1,056,736
Contractual Services	\$0	\$765,932	\$0	\$130,896
Materials & Supplies	\$0	\$235,272	\$0	\$271,190
Internal Services	\$0	\$11,664,753	\$0	\$4,958,050
Capital Outlay	\$0	\$2,128,644	\$0	\$2,150,904
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$15,933,009</b>	<b>\$0</b>	<b>\$8,567,776</b>
<b>Program Total:</b>	<b>\$15,933,009</b>		<b>\$8,567,776</b>	
<b>Program FTE</b>	0.00	4.00	0.00	4.00

Program Revenues				
Other / Miscellaneous	\$0	\$13,775,608	\$0	\$6,416,872
Beginning Working Capital	\$0	\$2,180,432	\$0	\$2,150,904
<b>Total Revenue</b>	<b>\$0</b>	<b>\$15,956,040</b>	<b>\$0</b>	<b>\$8,567,776</b>

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 2023: 78316 IT Shared Operating Expenses

A reduction of \$6.8M in Internal Services related to ERP Debt paid in FY 2023. The final year of debt service paid for with one-time-only General Fund resources in program offer 10026.



**Program #78317 - IT Data Center & Technical Services** FY 2024 Proposed

**Department:** County Assets **Program Contact:** Gary Wohlers  
**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Description**

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 located in a leased facility in Denver Colorado and provides the capacity and capability for 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 - Production systems and data backup sets are created and sent to an offsite facility via disk replication or magnetic tape.
- PM #2 - 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	2023	2023	2024	2024
Personnel	\$0	\$4,889,614	\$0	\$5,337,400
Contractual Services	\$0	\$46,500	\$0	\$143,800
Materials & Supplies	\$0	\$1,434,084	\$0	\$1,833,796
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,370,198</b>	<b>\$0</b>	<b>\$7,314,996</b>
<b>Program Total:</b>	<b>\$6,370,198</b>		<b>\$7,314,996</b>	
<b>Program FTE</b>	0.00	24.75	0.00	24.75

Program Revenues				
Other / Miscellaneous	\$0	\$6,370,198	\$0	\$7,314,996
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,370,198</b>	<b>\$0</b>	<b>\$7,314,996</b>

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 2023: 78317 IT Data Center & Technical Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases. Software related expenses previously funded with American Rescue Program offer 78901 in FY 2023 are included in this program offer and funded via internal service charges.

**Department:** County Assets

**Program Contact:** Dennis Tomlin

**Program Offer Type:** Internal Service

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average time 4 hours to respond to high priority incidents.	80%	80%	80%	80%
Outcome	High priority incidents resolved within 36 hours.	80%	80%	80%	80%

### Performance Measures Descriptions

PM #1- 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 - 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.



## Legal / Contractual Obligation

Compliance Obligations  
 HIPAA - Protected Health Information  
 CJIS - Criminal Justice Information  
 OCITPA \_ Oregon Consumer Protection Act

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,288,316	\$0	\$1,372,356
Contractual Services	\$0	\$136,000	\$0	\$143,711
Materials & Supplies	\$0	\$1,311,788	\$0	\$1,429,746
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,736,104</b>	<b>\$0</b>	<b>\$2,945,813</b>
<b>Program Total:</b>	<b>\$2,736,104</b>		<b>\$2,945,813</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,736,104	\$0	\$2,945,813
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,736,104</b>	<b>\$0</b>	<b>\$2,945,813</b>

## 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 2023: 78327 IT Cybersecurity and Data Compliance Services

Year-over-year personnel cost increases due to cost of living adjustments and step increases.

**Department:** County Assets    **Program Contact:** Michelle Smith

**Program Offer Type:** New    **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

County IT in partnership with DCM and the Health Department launched a project to build an enterprise Financial Data Mart (FDM) that would enable departments to build financial dashboards. This project enables 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 (e.g. Workday, Questica, Jaggaer, Tririga). The project team will extract, transform, and load County data from a variety of source systems allowing County Departments to create Dashboards and reports to make decisions and manage their programs. This request funds project specific resources within IT and builds on the project from FY 2023.

**Program Description**

The project establishes a Financial Data Mart (FDM) from which critical information can be mined. This financial data enables County departments to make informed funding decisions to meet intended targets, align with DCA and County values around equity and inclusion, and to determine if underserved populations are impacted by funding decisions. The FDM project enables the County to build an Enterprise Data and Analytics platform that supports decisions for many years to come.

Key deliverables of this project include:

- An enterprise financial data model that is agreed to by all stakeholders
- A repeatable model for cataloging and defining single-sources of data, ‘truth’, used by all analysts
- Identification of gold source owners and data stewards
- Security/access policies, data classification
- Address effective-dating issues
- Automate the processes to integrate this financial data in order to eliminate the manual effort done today. This also ensures a consistent process.
- FY 2023 Established an Enterprise Data and Analytics platform and associated analytical/report/dashboard tools
- FY 2024 Enable budget-to-actual reporting capability
- FY 2025 Enable integrating financial and work data with operational/programmatic data. Example: labor expenses and grant data tied to number of patients seen

This is a two year project FY 2024 - FY 2025. In FY 2026, two positions will be needed to support the Financial Data Mart. The program is also anticipating growth of the data lake, as well as, ongoing maintenance to support system updates and source system changes.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Publish an accessible Multco Site for the Financial Data Mart with a status page to enable project transparency	N/A	N/A	N/A	1
Outcome	Finance and Budget Offices are able to produce Budget to Actual reporting from the Financial Data Mart	N/A	N/A	N/A	100%
Outcome	Countywide training and support for Financial Data Mart Budget to Actual reporting is rolled out by IT. Finance an	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

- #1 - An accessible website is published that provides Financial Data Mart information
- #2 - Timely, relevant information is available for Budget to Actuals
- #3 - Appropriate staff across the County have been trained to use the Financial Data Mart

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,200,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$1,200,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,200,000</b>

Explanation of Revenues

This program is funded with one-time-only General Funds

Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Chris Clancy

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**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 who are impacted by the work that we do. This effort is expected to be multi-year. We are currently in Year 1 and an analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway. We will transition to investigating solution options later this FY. This program offer will fund a set of project team members within Information Technology and the Health Department.

**Program Description**

CEDARS (Clarity Extract Database and Reporting System) is a set of databases currently used for reports that are critical for strategic and operational functioning of programs at the Health Department. Multnomah County IT developed CEDARS in early 2000s, and has since only maintained it in its current form without any significant updates to the databases or to meet evolved business needs. CEDARS currently contains a database that is a weekly extract of patients' electronic health record (EHR) information from EPIC, a data warehouse that was built by IT, a database that houses stored procedures built by IT and now maintained by department developers and other databases that are used by data analysts and decision-makers. The Finance Business Management Division, Integrated Clinical Services (Community Health Center) Division, some Public Health Division Programs, Corrections Health Division, and Health Officer rely in part on CEDARS to provide analytics and make business decisions as part of service to the under-represented communities.

CEDARS is a legacy system that is expensive to support and maintain, poses compliance risks, and doesn't meet the needs of Health Department's divisions.

This project is expected to be multi-year (2-4) as a result of both the complexity and scope. It will involve stakeholders from across the Health Department and will require an analysis of complex data transformation and business rules embedded in the current system as well as considering out of box data warehouse solutions or other capabilities built by EPIC or OCHIN and learning from best practices of other entities using OCHIN EPIC. FY 2024 of this initiative involves analysis of stakeholder needs and a recommended future technology solution.

An analysis of the needs of the key stakeholders and a recommendation about the future technology solution is underway, once that is complete we will begin investigating solution options. This program offer will fund a project team to address the identified needs.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Requirements will be gathered and agreed upon by stakeholders.	N/A	100%	98%	98%
Outcome	Solutions outlined to meet prioritized requirements	N/A	N/A	95%	95%

**Performance Measures Descriptions**

PM#1 - Key requirements to inform the solution are the key deliverable for this phase

PM#2 - A thorough set of options presented to stakeholders for consideration

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$5,000,000	\$0	\$4,895,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$4,895,000</b>
<b>Program Total:</b>	<b>\$5,000,000</b>		<b>\$4,895,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Financing Sources	\$0	\$5,000,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$4,895,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$4,895,000</b>

Explanation of Revenues

This program will carryover unspent one-time-only revenues from the FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 78330 CEDARS Replacement

**Department:** County Assets

**Program Contact:** Daniel Cole

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

IT Portfolio Management Services provides effective alignment of IT services and software systems for the Department of County Human Services (over 50 systems), the Department of County Justice (60 systems), the Joint Office of Homeless Services, and Local Public Safety Coordinating Council. Portfolio Management focuses on delivering high business value technology to departments and constituents, maintaining existing systems through application life-cycle management, implementing and supporting vendor systems, and project governance. Portfolio Management works collaboratively across the IT enterprise to ensure that the technology solutions provided align with business partner needs, in support of the business' priorities and strategies, while remaining fiscally prudent within budget limits.

### Program Description

Program services include managing requests for IT services and ensuring they are well-defined, prioritized and scheduled in alignment with departmental and County needs. They also include understanding and defining operational needs, recommending effective innovative solutions and designing, building, testing, and implementing the selected solutions. The program continues maintaining, supporting and sustaining existing systems through improved life-cycle planning, project governance and resource accountability.

Strategies include:

- 1) Applying IT resources focused on new project requests in accordance with department governance forums including consideration of the workforce equity strategic plan (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.

This program also manages and supports the Homeless Management Information System (HMIS) for the Tri-County region including Multnomah, Clackamas, and Washington Counties.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Governance forums established enabling the application of the strategies and equity lens defined in this program.	N/A	N/A	25%	100%
Outcome	Projects and tickets vetted through governance forums aligning technical strategies and equity lens.	N/A	N/A	25%	50%

### Performance Measures Descriptions

Output - Governance forums, for all business channels, that enable the application of the strategies and equity lens defined in this program.

Outcome - Measured by the assessment of hours spent by resources working on vetted/documented workload versus ad hoc requests that may arise outside of governance structures.

**Legal / Contractual Obligation**

None

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,688,429	\$0	\$1,796,530
Contractual Services	\$0	\$456,200	\$0	\$456,200
Materials & Supplies	\$0	\$0	\$0	\$10,453
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,144,629</b>	<b>\$0</b>	<b>\$2,263,183</b>
<b>Program Total:</b>	<b>\$2,144,629</b>		<b>\$2,263,183</b>	
<b>Program FTE</b>	0.00	8.00	0.00	8.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$667,200	\$0	\$2,263,183
Financing Sources	\$0	\$75,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$742,200</b>	<b>\$0</b>	<b>\$2,263,183</b>

**Explanation of Revenues**

This program offer is new in FY 2024 and is designed to reflect the ongoing support for its designated portfolio of County departments. As a result, all of the staffing (and dollars) associated with this offer are coming from already established program offers. The program offers affected are: 78309, 78310, and 78311B (8.00 FTE combined, \$2.1M transferred). County IT service costs are allocated to departments based on usage, services received, and other metrics.

**Significant Program Changes**

Last Year this program was:

**Department:** County Assets      **Program Contact:** Ilima Kennedy  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The County’s internal and external websites are digital assets that provide the community with direct access to services, information, business workflows, and other applications. The technology upon which they are built is aging and becoming a security risk. The current websites lack a service-orientation where audiences of all abilities can quickly access digital services, conduct business and easily find information. This program establishes the strategy and approach to transform the websites and seeks input from the community, County leadership, departments, and staff to design an equitable website that is accessible and available to all.

### Program Description

The program’s goal is to lay the groundwork to transform the County’s existing information-focused, internal and external websites. This program will focus on community and internal stakeholder engagement and will support the County’s focus on revised mission, vision and values. The design and development process will use human-centered design principles and target both the internal (employee experience) and external websites (community experience), as well as the editor experiences for both.

The output of this program will include summary information from key County stakeholders, the community, and the County’s design team. The output will include a detailed project plan that outlines the scope, resources, design review process, and timeline to complete the transformation. The plan will include expectations and responsibilities of departments across the County, and will provide the time necessary for internal and external stakeholders to identify, archive and remove obsolete information and validate the usability of our websites.

Per the County’s Language, Communication and Cultural Access Policy, this program meets the objective to advance equity and reduce disparities by providing a welcoming web presence that functions as a virtual front door to the County’s service offerings.

The program will fund the resources necessary to develop the website digital transformation strategy. The program will be led by the expertise and knowledge of the IT Enterprise Web team. A follow-on program offer will be prepared for FY 2025 and FY 2026 to complete the work outlined in the transformation strategy.

The County’s Executive Rule 273 makes a reference that websites and other digital assets should meet County web standards. These standards will be developed by the Enterprise Web team and will meet industry best practices as well as Federal and State website and accessibility standards.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Digital Transformation Strategy is developed	N/A	N/A	N/A	100%
Outcome	A detailed project plan that outlines the scope, resources, design review process, and timeline to complete the tran	N/A	N/A	N/A	100%

### Performance Measures Descriptions

PM1 - An overall strategy will be developed during this program offer.  
 PM2 - The outcome of the strategy will provide the ability to develop a full project plan to be executed in FY 2025 and FY 2026.



## Legal / Contractual Obligation

The County's Executive Rule 273 makes a reference that websites and other digital assets should meet County web standards. These standards need to be developed to current industry best practices.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$300,000
Materials & Supplies	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$300,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$0	\$300,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,000</b>

## Explanation of Revenues

This program is funded with one-time-only General Funds

## Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Chris Clancy

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The Health Department seeks to better leverage data to improve business decisions. Much of the data needed to improve internal processes and make strategic business decisions is not in a format that is accessible or ready for automation. If approved, this program will fund four Limited Duration IT staff who bring in and improve the key data sets required to strategically improve Health Department's operations and decision making. The goal is to increase the number of projects and requests IT will complete in FY 2024 related to these data sets. This is a refined continuation of FY 2023: 40108-23

### Program Description

This program offer will add an IT Business Systems Analyst and three Developer positions, all on a limited duration basis. These positions will address Health Department Projects around data, automation of reporting, and metrics. Their work will support the key business goals of the divisions and also maximizes the automation of data sets and data analysis.

There is a backlog of priority data related projects. These projects were scored and ranked using criteria that cover racial equality, COVID-19 response, access to data, staff efficiencies, client/patient outcomes and fiduciary risk.

The following examples cover Public Health and Integrated Clinical Services:

Public Health requires access to data currently not available for automated reporting. This will support their business goal of creating automated public dashboards. This work involves multiple data sets and any necessary architecture changes to scale including OHA, ORPHEUS, CareWare, and may include morbidity and mortality data.

Integrated Clinical Services (ICS) requires data to support their Value Based Care transformation and Shared Accountability Model implementation with CCOs and OHA. The division requires several new datasets created and faster turnaround times. These data sets are separate from what will be covered with the CEDARS Project. This ultimately translates to faster delivery of analytics to end users who need the data to make clinical, operational, and financial decisions. ICS relies heavily on the EDAT team to create these data sets to meet those reporting needs. Example projects include Pharmacy dataset and Shared Accountability Model dataset.

Finally there are deferred maintenance projects which are required in order for the Health Department to have continued access to critical data sets. Example projects here include SQL Server Upgrades and the ORPHEUS Re-Architecture.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Health Department prioritized requests completed within 3 months	N/A	N/A	N/A	90%
Outcome	Percent of Project Time on these supplemental datasets for these staff members	N/A	N/A	N/A	75%

### Performance Measures Descriptions

PM#1 - The progress made on rapidly addressing the Health Department's prioritized requests.

PM#2 - Measures the focused time for the resources on the priority requests.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$690,852	\$0	\$0	\$790,062
Materials & Supplies	\$0	\$0	\$0	\$9,938
<b>Total GF/non-GF</b>	<b>\$690,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>
<b>Program Total:</b>	<b>\$690,852</b>		<b>\$800,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$400,000
Financing Sources	\$0	\$0	\$0	\$400,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>

Explanation of Revenues

This program is funded with one-time-only General Funds in the amount of \$400,000 and \$400,000 from the Health Department Integrated Clinical Services via internal service billing.

Significant Program Changes

Last Year this program was: FY 2023: 40108 IT: IT Business System Analyst



## 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$225,013
Contractual Services	\$0	\$0	\$0	\$100,000
Materials & Supplies	\$0	\$0	\$0	\$86,373
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$411,386</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$411,386</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$411,386
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$411,386</b>

## Explanation of Revenues

This program is funded through a voter-approved tax revenue source and costs will be recovered via Internal Service Reimbursements.

## Significant Program Changes

Last Year this program was:

**Department:** County Assets

**Program Contact:** Kerensa Mauck

**Program Offer Type:** Internal Service

**Program Offer Stage:** 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 Description**

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 Portland 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Percent of billable hours	69%	70%	77%	70%
Outcome	Percent of vehicles out of service less than 48 hours	54%	50%	55%	50%

**Performance Measures Descriptions**

PM #1 - A measure of productivity that evaluates Fleet Technician's time spent working on vehicles/equipment

PM #2 - A measure that looks at the percentage of vehicles and equipment returned to programs in 48 hours 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	2023	2023	2024	2024
Personnel	\$0	\$1,515,129	\$0	\$1,689,142
Contractual Services	\$0	\$29,213	\$0	\$49,178
Materials & Supplies	\$0	\$2,207,257	\$0	\$2,344,054
Internal Services	\$0	\$1,596,504	\$0	\$1,745,413
Capital Outlay	\$0	\$781,392	\$0	\$967,159
Cash Transfers	\$0	\$378,800	\$0	\$54,870
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,508,295</b>	<b>\$0</b>	<b>\$6,849,816</b>
<b>Program Total:</b>	<b>\$6,508,295</b>		<b>\$6,849,816</b>	
<b>Program FTE</b>	0.00	11.00	0.00	12.00

Program Revenues				
Other / Miscellaneous	\$0	\$5,750,427	\$0	\$6,065,896
Beginning Working Capital	\$0	\$711,622	\$0	\$680,252
Service Charges	\$0	\$46,246	\$0	\$103,668
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,508,295</b>	<b>\$0</b>	<b>\$6,849,816</b>

## Explanation of Revenues

The program is funded by internal service charges.

## Significant Program Changes

**Last Year this program was:** FY 2023: 78400 Fleet Services

Fleet operations non-personnel expenditures increase due to supply chain, fuel costs and inflationary pressures. In addition, FTE increases by 1.00 FTE due to a Limited Duration Appointment position conversion to permanent FTE.

**Department:** County Assets

**Program Contact:** Kerensa Mauck

**Program Offer Type:** Internal Service

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program administers replacement schedules and the collection of funds on assigned vehicles and equipment. The goal of the program is to support County agencies by supplying vehicle and equipment options that support their core missions. To achieve this, we collaborate with County agencies to ensure successful vehicle deployments.

### Program Description

Fleet's Vehicle Replacement program goal is to support County agencies' Fleet purchasing needs. Fleet provides the following services to achieve that goal:

- Collects and manages the funding for future replacements;
- Specifies, bids, awards, receives, inspects, prepares for service, and assigns replacement vehicles;
- Manages the vehicle resale program (surplus disposal), using revenue received to offset future vehicle purchases;
- Establishes and manages the replacement schedules used to determine collection of replacement funds. Fleet uses the collected funds to buy new vehicles after the predetermined years of life;
- Reviews the following elements when considering a new or replacement vehicle: 1) Vehicle use (miles driven/time of operation); 2) Agency operational needs; 3) Emission footprint; 4) Current working condition of vehicle; 5) Vehicle downtime and predicted future repair costs; 6) Safety;
- Identification of opportunities for electric and hybrid vehicles when purchasing.

County agencies interact with Fleet in meetings with Fleet to review current and upcoming purchasing needs. Current and future options emerging for vehicle purchasing are reviewed. Review is also done of any supply chain or other scheduling impacts. County agencies interact with Fleet in person and electronically when updates are required for purchasing activities. The program works with County departments to conduct both funding and functional assessments. A recent example is the conversion of a mid-size sedan to a compact hatchback sedan to ensure ease of transport for both a client demographic and their mobility equipment such as a wheelchair. This collaboration led to both a reduction in the purchase and ongoing maintenance cost of the vehicle, and a safer way to transport the mobility equipment. It also reduced the emission footprint of the vehicle. These types of outcomes ensure resources are directed toward an agency's critical service delivery needs. It also supports emission reduction goals which positively impact the community.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of vehicles and equipment replaced within two (2) years of planned retirement date	N/A	N/A	N/A	30%
Outcome	Percent of vehicles deployed with carbon emission reductions	11%	10%	10%	10%

### Performance Measures Descriptions

PM #1 - Percent of vehicles and equipment replaced within two (2) years of their planned retirement date. Shortages caused by supply chain disruptions impact vehicle availability.

PM #2 - Percent of vehicles replaced that decreased carbon emissions through change in model, or change in fuel type from traditional (i.e. gas) to alternative (i.e. hybrid, EV).



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Capital Outlay	\$0	\$10,921,339	\$0	\$11,508,887
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$10,921,339</b>	<b>\$0</b>	<b>\$11,508,887</b>
<b>Program Total:</b>	<b>\$10,921,339</b>		<b>\$11,508,887</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$2,629,586	\$0	\$2,954,347
Financing Sources	\$0	\$378,800	\$0	\$54,870
Beginning Working Capital	\$0	\$7,912,953	\$0	\$8,499,670
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,921,339</b>	<b>\$0</b>	<b>\$11,508,887</b>

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; thus, the source of these proceeds is Local. 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 2023: 78401 Fleet Vehicle Replacement



**Program #78402 - Motor Pool**

FY 2024 Proposed

**Department:** County Assets                                      **Program Contact:** Edward Reed  
**Program Offer Type:** Internal Service                                      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Motor Pool, CarShare and Enterprise rental annual hours of usage.	56,158	50,728	50,728	44,704
Outcome	Vehicle availability. Provide the optimal blend of transportation options to support County program needs.	99%	99%	99%	99%

**Performance Measures Descriptions**

PM#1- Tracking the number of hours of usage provides meaningful data for planning future needs.  
 PM#2- 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	2023	2023	2024	2024
Personnel	\$0	\$238,645	\$0	\$269,152
Contractual Services	\$0	\$658,648	\$0	\$631,772
Materials & Supplies	\$0	\$3,892	\$0	\$4,101
Internal Services	\$0	\$342,454	\$0	\$352,602
Capital Outlay	\$0	\$405,525	\$0	\$194,332
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,649,164</b>	<b>\$0</b>	<b>\$1,451,959</b>
<b>Program Total:</b>	<b>\$1,649,164</b>		<b>\$1,451,959</b>	
<b>Program FTE</b>	0.00	2.25	0.00	2.25

Program Revenues				
Other / Miscellaneous	\$0	\$1,258,966	\$0	\$1,257,627
Beginning Working Capital	\$0	\$389,313	\$0	\$194,332
Service Charges	\$0	\$885	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,649,164</b>	<b>\$0</b>	<b>\$1,451,959</b>

## 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 2023: 78402 Motor Pool

**Department:** County Assets **Program Contact:** Edward Reed

**Program Offer Type:** Internal Service **Program Offer Stage:** 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 Description

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. Distribution Services 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Customers have access to information and needed supplies.	99%	99%	99%	99%
Outcome	Complaints against distribution drivers is five or fewer annually.	2	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	2023	2023	2024	2024
Personnel	\$0	\$644,084	\$0	\$722,774
Contractual Services	\$0	\$695,946	\$0	\$698,584
Materials & Supplies	\$0	\$25,529	\$0	\$26,597
Internal Services	\$0	\$525,458	\$0	\$557,226
Capital Outlay	\$0	\$199,511	\$0	\$232,135
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,090,528</b>	<b>\$0</b>	<b>\$2,237,316</b>
<b>Program Total:</b>	<b>\$2,090,528</b>		<b>\$2,237,316</b>	
<b>Program FTE</b>	0.00	6.50	0.00	6.50

Program Revenues				
Other / Miscellaneous	\$0	\$1,876,102	\$0	\$1,988,697
Beginning Working Capital	\$0	\$199,511	\$0	\$232,135
Service Charges	\$0	\$14,915	\$0	\$16,484
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,090,528</b>	<b>\$0</b>	<b>\$2,237,316</b>

Explanation of Revenues

Distribution Services is funded via internal service charges.

Significant Program Changes

Last Year this program was: FY 2023: 78403 Distribution Services

**Department:** County Assets

**Program Contact:** Lisa Whedon

**Program Offer Type:** Internal Service

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of records retrievals and interfiles (record actions) performed on behalf of customers	1,779	1,300	2,272	2,500
Outcome	Percentage increase of reference requests compared to previous fiscal year	56%	30%	-20%	25%
Output	Number of new EDRMS users onboarded	46	100	64	100
Outcome	Number of public sessions initiated in the digital archives	2,307	2,250	2,600	2,750

**Performance Measures Descriptions**

PM #1 - Record actions indirectly impacted by departments directly impacted by changing Oregon legislation.

PM #2 - Based on number of discrete requests. Anticipated to increase to or exceed pre-COVID levels.

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	2023	2023	2024	2024
Personnel	\$0	\$832,188	\$0	\$904,936
Contractual Services	\$0	\$326,859	\$0	\$342,620
Materials & Supplies	\$0	\$155,749	\$0	\$153,919
Internal Services	\$0	\$883,263	\$0	\$969,753
Capital Outlay	\$0	\$140,003	\$0	\$182,501
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,338,062</b>	<b>\$0</b>	<b>\$2,553,729</b>
<b>Program Total:</b>	<b>\$2,338,062</b>		<b>\$2,553,729</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Other / Miscellaneous	\$0	\$2,097,593	\$0	\$2,406,945
Beginning Working Capital	\$0	\$240,167	\$0	\$291,372
Service Charges	\$0	\$302	\$0	\$454
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,338,062</b>	<b>\$0</b>	<b>\$2,698,771</b>

## Explanation of Revenues

Records Management is funded via internal service charges.

## Significant Program Changes

Last Year this program was: FY 2023: 78404 Records Management

**Department:** County Assets

**Program Contact:** Lauren Kelly

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program supports Department of County Asset's stewardship of public records by funding a Data Analyst position to continue the successful expansion of electronic document records management system, Content Manager, an enterprise tool to manage electronic records compliance with County regulations, the Health Insurance Portability and Accountability Act, Criminal Justice Information Services Security Policy, state, and federal laws and regulations.

### Program Description

This program adds a full time Content Manager (CM) Analyst position. The CM Analyst will assist with the short term goals of on-boarding four Human Resources programs (Central HR, Health Department HR, Department of Community Justice HR and Labor Relations) into Content Manager and responding to Content Manager tickets and service issues. This includes: conducting basic testing of functionality, Access Controls, and system Functions Permissions in the test environment; transferring approved builds from Test into Training (as needed) and Production environments; adapting end-user quick reference guides (QRGs) to new custom builds; serving as a resource for basic troubleshooting and end-user training; updating onboarding project documentation and entry into Content Manager; updating End-User and Records Management & Archives Content Manager manuals; conducting initial bulk uploads via Dataport; assisting with new customer consultations and onboarding project initiations and resolving simple tickets. The Analyst will assist with longer term projects by conducting organizational structure field mapping between Workday and Content Manager systems, common records category identification/mapping to retention schedules, and implementation of functional classification for all County records.

Aside from DCA's legal and stewardship obligations, the innovations produced by this program (person) in conjunction with the existing team members will provide resources, efficiencies, and more effective leveraging of existing county systems and resources to elevate the County's compliance with records management obligations.

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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Register all onboarding project documentation & updated RMA manual in Content Manager.	N/A	N/A	N/A	100%
Outcome	Successful completion of four In Process/Proposed on-boarding.	N/A	N/A	N/A	75%
Output	Timely ticket resolution & better absence coverage.	N/A	N/A	N/A	90%

### Performance Measures Descriptions

PM #1 - Register all on-boarding project documentation & updated RMA manual in Content Manager.

PM #2 - Successful completion of four In Process/Proposed on-boarding.

PM#3 - Timely ticket resolution & better absence coverage.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$0	\$0	\$145,042
Materials & Supplies	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,042</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$145,042</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program offer is funded via Beginning Working Capital and a reduction in Information Technology fund for ongoing FY 2024 costs. Ongoing costs for FY 2025 and beyond will be incorporated into and recovered via the County's internal services.

## Significant Program Changes

Last Year this program was:

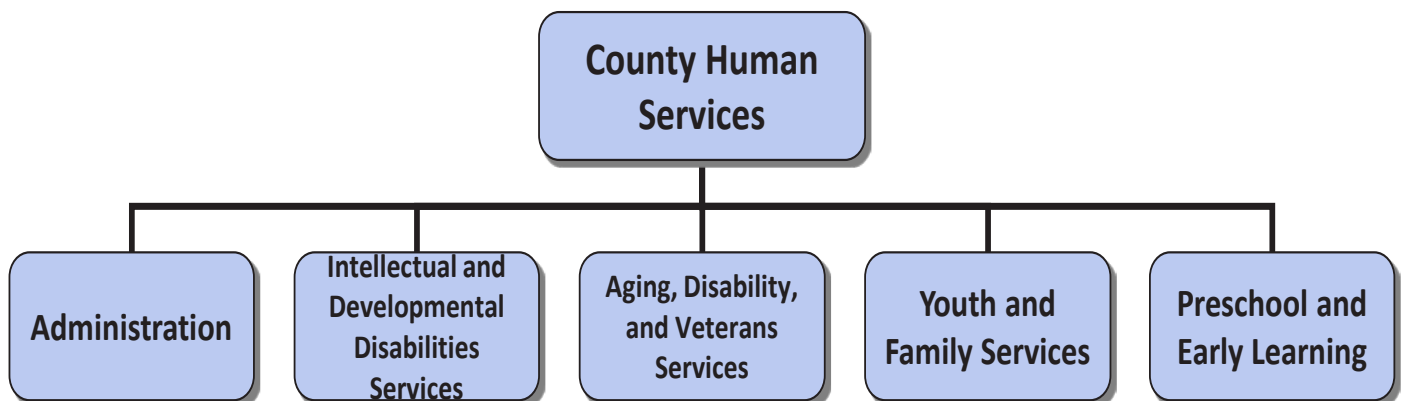
### Department Overview

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 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 children and young people** by promoting positive parenting, improving educational access and support, and making sure that BIPOC children and other children facing barriers have access to quality education, 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 and quality of life. 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 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 2024 Department of County Human Services (DCHS) Proposed budget is \$332.2 million and 994.72 FTE. The County General Fund accounts for \$67.8 million or 20.4% of the total. Other Funds include Federal/State at \$170.7 million (51.4%), Preschool for All at \$79.0 million (23.8%) and COVID-19 Response at \$14.7 million (4.4%).

Most of the DCHS budget comes from nearly 100 Federal, State and local sources. This includes \$170.7 million in the Federal/State Fund, which increased by \$16.8 million (10.9%) from the FY 2023 Adopted budget. The bulk of this increase came from the State of Oregon and increased the Aging, Disability, and Veterans Services Division (ADVSD) by \$6.5 million and 19.52 FTE in Medicaid funding (multiple program offers) and the Youth and Family Services Division (YFS) by \$5.1 million and 1.60 FTE in energy assistance funding for income-eligible households (25119).

Additionally, the Federal/State Fund includes \$1.3 million and 12.50 FTE in one-time-only funding for the Regional Health and Human Services Contact Center (HHSCC) (25032B). The funding comes from CareOregon in partnership with the Health Department. The Contact Center began during the COVID-19 pandemic and has evolved to become the HHSCC. It connects community members with culturally-responsive emergency and public health information and service connections.

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 2024 will be the second year of preschool spots, estimated at 1,400 spots. The budget totals \$354.3 million and 37.00 FTE in the PEL Division. Of this amount, \$260.0 million is unappropriated balance and \$15.3 million is contingency, leaving a balance of \$79.0 million for direct programming in DCHS's budget. The direct programming amount increased by \$28.8 million (57.4%) and 14.00 FTE, compared to the FY 2023 budget at \$50.2 million and 23.00 FTE.

The COVID-19 & American Rescue Plan (ARP) Division decreases by \$50.8 million and 22.50 FTE from FY 2023 as the funding is sunsetting. Although the ARP funding is limited, some of the positions existed more than two years and had to be converted from limited duration assignment to FTE in FY 2023 based on labor agreements and personnel rules. 13.50 of these FTE moved to the ADVSD and YFS Divisions in FY 2024 and are budgeted in the Federal/State Fund (25032B, 25119 and 25121A).

### Budget Overview (continued)

The FY 2024 DCHS General Fund allocation includes \$813,668 in ongoing funding for the following new programs:

- YFS - Infrastructure - Expand Staff Capacity (25118B) \$287,244
- YFS - Housing Stability Team: 1.00 FTE Eviction Prevention Specialist (25133B) \$151,437
- YFS - Maintain 4 Existing SUN Community School Sites (25145B) \$267,987
- YFS - Summer Meal Expansion (25147B) \$29,000
- YFS - SUN Database Cost Increase (25160B) \$78,000

Additionally, the FY 2024 DCHS General Fund includes \$506,783 in one-time-only funding for the following programs:

- YFS - Woodstove Replacement (25121B) \$244,283
- YFS - Expungement and Legal Services Days (25131D) \$262,500

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

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	865.59	961.90	961.90	994.72	32.82
Personnel Services	\$94,049,434	\$105,085,038	\$118,507,350	\$127,269,378	\$8,762,028
Contractual Services	120,862,739	164,588,584	184,455,204	170,414,567	(14,040,637)
Materials & Supplies	2,457,715	2,653,535	2,529,123	3,306,411	777,288
Internal Services	27,005,510	29,377,553	32,028,805	31,259,156	(769,649)
Debt Service	<u>8,078,727</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$252,454,125</b>	<b>\$301,704,710</b>	<b>\$337,520,482</b>	<b>\$332,249,512</b>	<b>(\$5,270,970)</b>

\*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 justice 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 is focused on the following key priorities:

**I. Equity and Racial Justice.** DCHS strives to incorporate Racial Justice & Equity into all of our work.

**II. Consumer Health and Safety.** This is a core function of DCHS, and includes the Adult Protective Services team, Public Guardian program, IDD Abuse Investigations, and more.

**III. Early learning and educational success.** This is a core function of DCHS, and includes the work of the department's Preschool & Early Learning Division, the SUN Service System, and the Intellectual & Developmental Disabilities Division's work with youth who experience I/DD.

**IV. COVID-19 response and recovery:** for example, the Regional Health and Human Services Contact Center.

**V. Economic impact & recovery for BIPOC Communities:** This includes emergency rent assistance & eviction prevention, Unconditional Cash Transfer (UCT), the Economic Justice Efforts, and the Immigrant & Refugee Project (a new position focused on advancing equity and improving quality of life for immigrant and refugee communities living in Multnomah County).

**VI. Making data-driven decisions that reflect the DCHS North Star and four pillars (Quality of Life, Economic Stability, Educational Success and Diverse and Inclusive Systems):** This includes the development of a DCHS Dashboard, and department-wide mapping of all current programs to our four pillars in order to better understand the overall investment and identify patterns (for instance, the majority of investment under the Economic Stability pillar is from the American Rescue Plan (ARP), which is sunsetting and therefore will also impact BIPOC staff whose positions are tied to that funding and temporary or limited duration).

**VII. Innovation and sustainable business strategies:** This includes future-focused space planning, implementation of DCHS Sustainable Business Plan strategies, and creating a new working group through reassignment of existing capacity to focus on department-wide Strategy & Innovation (The Multnomah Idea Lab, Quality Improvement & Systems Change, New Project Development/Incubation, and Research).

**VIII. Contracting process improvements (in collaboration with the Chief Operating Officer):** This includes improving the RFPQ process for large RFPs by using dedicated project managers, and coordinating department-wide Quality Assurance within DCHS contracts.

**IX. Cross Departmental Collaboration:** This includes collaboration with Public Health to address the Social Determinants of Health, and collaboration with the Joint Office of Homeless Services to address housing and shelter needs.

**X. Emergency Management:** Responding to climate crises and coordinating mass shelter during emergencies.

### 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 socio-economic conditions, and supporting the region's overall Public Health response. Below is a summary of DCHS COVID-19 pandemic response funding in FY 2024:

- **25399B - ARP - Multnomah Mothers' Trust Project (MMTP):** Continuation of existing Project to ensure a second full year of support to the current cohort of Trust Members - 100 African American female-headed households and their children.
- **25399C - ARP - Domestic Violence Services:** Continue funding for culturally specific domestic violence providers and the Domestic Violence Enhanced Response Team (DVERT).
- **25399S - ARP - YFS Food Security / Pantry Enhancement:** These funds will support the added costs of staffing, food and supplies at sites with large numbers of households accessing pantries in East County.
- **25490B - ARP - Emergency Rent Assistance:** Continue delivering emergency rent assistance in the community, at reduced funding levels.
- **25490C - ARP - YFS Rent Assistance Team Staffing Capacity:** For FY 2024 this represents the FTE necessary to administer Emergency Rent Assistance (25490B).
- **25491 - COVID-19 Energy & Housing Services:** Program continues in FY 2024 at a reduced funding level.
- **25492A - COVID-19 ADVSD OAA ARP:** Older Americans Act (OAA) ARP funding is available until September 2024. For FY 2024, the program is planning on allocating funds to provide services in the same areas of support.

### 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 FY 2023 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 are eligible to apply and families who currently have the least access to preschool are prioritized, including Black, Indigenous, and Children of Color. In FY 2024, the Preschool & Early Learning Division will invest additional dollars to grow the child care workforce, strengthen preschool programs, provide access to early childhood mental health, stabilize infant and toddler care, create more inclusive preschool environments, and increase the number of early childhood facilities.

#### **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:

- **Uplifting the DESJC:** The Department recalibrated the DCHS Diversity, Equity, and Social Justice Committee (DESJC) and developed a Two (2) Year Strategic Plan. The DESJC also serves as the WESP Committee for DCHS and continues to promote Safety, Trust, & and Belonging within the department.
- **Division-level collaboration:** The Equity team works in partnership with each division initiative for the WESP. For 2024, each division will once again select a theme from the WESP to enhance and augment diversity, equity, and inclusion, as well as safety, trust, and belonging in each division. The Equity Team also continues to engage with each division by providing training, technical assistance, and consultations.
- **Restorative healing initiative:** The Equity team is in the process of developing an informal tool that will encourage healing through a restorative healing initiative aimed at resolving issues pertaining to micro-aggressions. We are extremely appreciative of the recent work (Putting it Together: A

### Diversity, Equity, and Inclusion (continued)

### Budget by Division

Countywide Solution to Bridge the Needs for Conflict Resolution and Acts of Inclusion) on micro-aggressions by the Complaints Investigation Unit (CIU) and Central HR. We believe this work of addressing microaggressions is critical for safety, trust, and belonging as well as healing and relationships for all employees. We thank Central HR and CIU for recognizing the current work we are doing in DCHS to mitigate micro-aggressions.

- **Equity Cohort for managers and supervisors:** starting 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.

**Equity in the DCHS budget process:**

DCHS centered racial justice and equity in the FY 2024 budgetary decision-making process by asking staff and leadership to consider systemic racial disparities when developing program offers.

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 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$11,070,062	\$0	\$11,070,062	58.00
Intellectual and Developmental Disabilities	4,343,363	33,501,531	37,844,894	225.00
Aging, Disability, and Veterans Services	13,644,474	101,310,137	114,954,611	554.90
Youth and Family Services	38,771,331	35,933,168	74,704,499	99.82
Preschool and Early Learning	0	354,279,231	354,279,231	37.00
COVID-19 & American Rescue Plan	0	14,683,162	14,683,162	20.00
<b>Total County Human Services</b>	<b>\$67,829,230</b>	<b>\$539,707,229</b>	<b>\$607,536,459</b>	<b>994.72</b>

*\*Does include contingencies and unappropriated balances.*



### Administration

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 is continuing to think collectively and creatively about big-picture strategies that can bring DCHS closer to our North Star. We are rethinking the Five Oak Administrative space to become an inclusive and equity informed space. We hosted a Design Justice workshop in March 2023 to start the project. We held a budget strategy session as a team to explore funding and program offers by impact and applying the North Star goal of becoming 10x better and empowering our consumers to create the lives they want for themselves.

**Legislative Advocacy:** The DCHS Leadership Team is continuing to strengthen our department's relationships with local, state and federal legislators – focusing on critical funding and policy changes. We hired a Project Manager who is our legislative lead and our focus is on housing and homelessness prevention, caseload reductions, supports for older adults and basic income legislation.

**Business Services:** Improvement to the large request for proposals (RFPs) for YFS and ADVSD to ensure a timely and complete process that centers equity. Went through a process improvement around contract exemption requests to ensure this only happens when necessary and created a communication plan to ensure that executive leaders are aware of these requests well in advance.

**Employer of Choice:** The DCHS Leadership Team has taken the employee survey feedback and pulled out themes that will be shared with the entire Department and we are working on improvement strategies and goals. We kicked this off with an All Staff meeting in March 2023 to share the feedback and first stage goals with the entire DCHS team.

## Intellectual and Developmental Disabilities Services

The Intellectual and Developmental Disabilities Services Division (IDDSD) serves over 6,850 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. IDDSD provides case management services supporting these domains and directly links 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. Despite the social, health, and housing impacts of the COVID pandemic, the division has maintained a high (80%) overall service satisfaction rating among clients, and a high (91%) overall job satisfaction rating among division staff. Staff are actively working on the objectives identified in the 2022-2025 strategic plan and State service equity requirements. These efforts will continue to improve equitable service delivery, workforce development, and resource management as the division also prepares for the 2023 State audit.

## Significant Changes

The FY 2024 budget expands services in response to increased client and provider needs and a growing client base. The division grew by 47.20 FTE during FY 2023, and this increase led to service stabilization and innovation. Service stabilization efforts include the expansion of the Abuse Investigation team and significant reduction of the abuse investigation backlog. Stabilization efforts also include the expansion of the Plan of Care team, who achieved 100% adherence to state billing system timelines, and expansion of Service Coordination teams, with a special focus on hiring staff with the knowledge, skills, and abilities (KSAs) to serve our diverse population and reduce caseloads. Innovations include continued use of telework, technology training for personal support workers, and increased distribution of supplemental housing assistance. The division has also launched Project SEARCH, a full immersion job internship for people with I/DD. The goal of Project SEARCH is competitive employment that pays a living wage and reduces economic disparity. Advocacy for new and more equitable practices has resulted in the adoption of a statewide rule change that grants I/DD services to all individuals, regardless of citizenship status, and an ARPA CME Innovation Grant for two positions to expand and train the child foster care, child residential, and adult residential provider network. These positions will help to sustain the gains that have been made to increase the number of qualified residential providers in the County and decrease the need for temporary lodging or placements far from a client's community, family and support network. Finally, the division will move from the West Gresham Plaza to the Multnomah County East Building. This move will reduce the division's carbon footprint and expenses, and increase office accessibility for clients and staff.

### Aging, Disability and Veterans Services

Multnomah County has about 810,011 residents – nearly a fifth of the state population. Over 155,170 (19.2%) of residents are 60 and older. There are over 93,564 people 18 and older with disabilities, and about 35,054 Veterans living in the county. These populations are served by the Aging, Disability and Veterans Services Division (ADVSD). The ADVSD service system helps people 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 the central downtown Portland location. The division serves five main areas: Community Services (includes a Veterans Services unit), Adult Care Homes, Long Term Services and Supports, Adult Protective Services, and Public Guardian and Conservator.

A 24-hour call center is a part of the division’s seamless entry to services. Twenty-nine programs help over 50,000 receiving Medicaid long-term services and supports, and over 7,300 receiving community social support. ADVSD is a leader in the work toward racial justice both in the county and in our systems. The division strives to weave Multnomah County’s Leading with Race pledge and the Equity and Empowerment Lens tools into its work. The analysis and goals give focus to people who have been marginalized based on their race, gender, sexual orientation, ability, age, and other forms of oppression.

### Significant Changes

**Medicaid funding - Oregon Project Independence and Family Caregiver Assistance Program (1115 Waiver)** - Will focus on two initiatives:

- Expand Oregon Project Independence (OPI) to serve more older adults and people with physical disabilities who require assistance with Activities of Daily Living, but who are not accessing Medicaid long-term services and supports.
- Create a Family Caregiver Assistance Program (FCAP), offering a limited, monthly benefit to older adults and people with physical disabilities who receive support for Activities of Daily Living from family or other unpaid caregivers.

**Mobile Outreach Team and Housing Navigator** - The Homeless Mobile Intake Team has been serving consumers since November 1st, 2022 and consists of 5 positions within the Transition and Diversion Program:

- 4 Case Managers (3 KSA positions: Hispanic / Latino language KSA position, a Black / African American KSA culturally specific KSA position and a Alaska Native / American Indian cultural KSA position) and 1 Case Manager Assistant.
- ADVSD is receiving Medicaid funding for a housing navigator to provide support to Long-Term Services and Supports consumers.

**Community Services RFPQ Process**

ADVSD will be opening up a procurement process to contract with community organizations that provide case management and other services to older adults, family caregivers and adults with disabilities. ADVSD has hired a project manager to assist with the implementation of an RFPQ for Community Services to renew \$7.2 million in annual contract funding.

### Youth and Family Services

The Youth & Family Services (YFS) Division manages over 40 programs and initiatives that focus on two major impact areas: educational success and 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. 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 2022: 175 sexual assault survivors received specialized support; 3,219,624 meals were provided to children and families through SUN distribution sites; 15,590 youth engaged in services through SUN Community Schools; 25,513 households received energy bill payment support; 509 people received culturally specific mental health or addiction services through Bienestar de la Familia; and 96% of youth exiting a housing stabilization program were able to identify having at least one stable adult in their lives.

Over 83% of YFS funding is contracted out to partner agencies who work in the community, including a wide network of culturally specific organizations. Ensuring we provide quality support to the contractors and their direct service staff is a high priority for the Division. YFS also actively partners with local jurisdictions, such as city governments, Home Forward, the Joint Office for Homeless Services, school districts, and other departments within the County.

### Significant Changes

In FY 2024, YFS will continue to support the community with flexible and meaningful services – both our core functions and our continued response work related to the economic and social impacts of the pandemic in our community.

Supporting BIPOC community members to remain stably housed continues to be a priority for YFS. The overall reduction in rent assistance resources will require a shifting focus from an emergency based system to one that provides more ongoing longer term support for tenants struggling to pay rent. We will do this with eviction prevention/rent assistance programs, continue working with partners to deepen our alignment, and maintain the strong programs we support with community non-profit organizations and those internal to YFS.

Strengthening the YFS infrastructure will be an area of focus in FY 2024; new administrative positions allow the Division to more deeply support the organization as a whole, and our partners. YFS serves as a pilot division for innovative programming, and we often manage new procurements and support contractors new to the County. These positions build our Division capacity to respond to these needs and create more balance in existing workloads.

## Preschool and Early Learning

## Significant Changes

Voters in Multnomah County overwhelmingly supported “Preschool for All” on November 3rd, 2020, with 64 percent of voters approving the measure to extend early education to children across the County. Measure 26-214 directed the Department of County Human Services to administer the program and DCHS established the Preschool & Early Learning Division in January 2021.

Multnomah County’s Preschool for All connects 3 and 4 year olds with free, inclusive, culturally affirming preschool experiences. All families in Multnomah County are eligible to apply and families who currently have the least access to preschool are prioritized. The program will grow over time, increasing the number of children and families that it serves each year until there is access to publicly-funded preschool available to all interested families in 2030. Preschool for All exceeded the first year goal of 500 slots in FY 2023 by offering over 700 slots at 47 different locations.

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 quality, inclusive, and culturally affirming preschool slots in Multnomah County.

Multnomah County’s Preschool for All faces major challenges as it grows the number of preschool slots in the community. This budget includes investments to grow the child care workforce, strengthen preschool programs, provide access to early childhood mental health, stabilize infant and toddler care, create more inclusive preschool environments, and increase the number of early childhood facilities. These investments are essential to achieve the initiative’s long-term goals. Preschool for All (PFA) anticipated tax revenue for FY 2024 is \$152.6 million dollars. Significant changes in FY 2024 include:

- Increased funding for slots at PFA Pilot Sites in order to offer over 1,400 slots in FY 2024. This exceeds the year 2 goal of 1,100 slots. Pilot Sites are partnering with the Preschool and Early Learning Division to refine and strengthen the program model, including support to stabilize infant and toddler care and include children with disabilities (25205).
- The addition of 14.00 FTE (this includes 6.00 FTE that were added mid FY 2023). The new team members will include staff working on the family application system, contracting, inclusion supports, data and evaluation, and communications (25200A, 25201).
- Continued investment in fiscal stability strategies that will protect the program from the volatility of personal income tax as a revenue source and allow the Preschool & Early Learning Division to maintain consistent services for Multnomah County children and families in the future. This includes dollars that will be added to Preschool for All contingency and reserve funds (25200B) as well as dollars for revenue smoothing (25200C).
- A decrease in tax collection costs. The City of Portland collects the Preschool for All tax. FY 2024 includes a planned decrease in expenses, because the start-up costs for implementing the new tax collection ended in FY 2023 (72052B - Dept. of County Management).

### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Administration</b>					
25000	DCHS Director's Office	\$4,398,166	\$0	\$4,398,166	22.00
25001	DCHS Human Resources	1,940,321	0	1,940,321	10.00
25002	DCHS Business Services	4,731,575	0	4,731,575	26.00
<b>Intellectual and Developmental Disabilities Services</b>					
25010	IDDS Administration & Support	1,028,812	3,214,835	4,243,647	24.00
25011	IDDS Budget and Operations	387,159	6,793,112	7,180,271	38.00
25012	IDDS Services for Adults	1,514,019	8,253,541	9,767,560	61.00
25013	IDDS Services for Children and Young Adults	1,393,247	8,395,170	9,788,417	62.00
25014	IDDS Abuse Investigations	4,290	4,400,053	4,404,343	26.00
25016	IDDS Eligibility & Intake Services	15,836	2,444,820	2,460,656	14.00
<b>Aging, Disability and Veterans Services</b>					
25022	ADVSD Adult Care Home Program	93,645	5,958,703	6,052,348	32.00
25023	ADVSD Long Term Services & Supports (Medicaid)	2,664,911	47,353,272	50,018,183	313.00
25024	ADVSD Adult Protective Services	525,222	9,780,860	10,306,082	57.35
25025	ADVSD Veterans Services	760,367	458,590	1,218,957	8.00
25026	ADVSD Public Guardian/Conservator	1,928,137	0	1,928,137	11.00
25027	ADVSD Administration	888,725	4,527,330	5,416,055	15.00
25028	ADVSD Multi-Disciplinary Team	864,781	878,639	1,743,420	5.65
25029	ADVSD Transition & Diversion (Medicaid)	336,352	5,852,152	6,188,504	40.00
25032	ADVSD Outreach, Information & Referral	1,392,104	3,194,492	4,586,596	22.40
25032B	Regional Health and Human Services Contact Center	0	1,300,000	1,300,000	12.50
25033	ADVSD Nutrition Program	708,257	1,686,948	2,395,205	0.50
25034	ADVSD Health Promotion	102,283	482,818	585,101	3.00
25035	ADVSD Case Management & In-Home Services (non-Medicaid)	1,683,357	12,162,120	13,845,477	10.69
25036	ADVSD Safety Net Program	701,509	159,150	860,659	2.00
25037	ADVSD Transportation Services	149,122	2,085,990	2,235,112	1.38

# County Human Services

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Ageing, Disability and Veterans Services (cont.)</b>					
25038	ADVSD Advocacy & Community Program Operations	655,362	5,041,936	5,697,298	19.43
25039	ADVSD Family Caregiver Program	190,340	387,137	577,477	1.00
<b>Youth and Family Services</b>					
25041	YFS - Domestic Violence Crisis Services	440,277	0	440,277	0.00
25044	YFS - Domestic and Sexual Violence Coordination	780,966	120,188	901,154	4.23
25046	YFS - Domestic Violence Legal Services	210,390	35,000	245,390	0.00
25047	YFS - Domestic Violence Crisis Response Unit	1,278,982	348,827	1,627,809	11.00
25048	YFS - Culturally Specific and Underserved Domestic & Sexual Violence Services	813,941	0	813,941	0.00
25049	YFS - Sexual Assault Services	844,405	0	844,405	1.00
25050	YFS - Gateway Center	712,128	1,128,048	1,840,176	7.00
25118A	YFS - Youth & Family Services Administration	2,541,664	0	2,541,664	14.00
25118B	YFS - Infrastructure - Expand Staff Capacity	287,244	0	287,244	2.00
25119	YFS - Energy Assistance	0	16,917,369	16,917,369	10.00
25121A	YFS - Weatherization	0	7,531,039	7,531,039	12.00
25121B	YFS - Woodstove Replacement	244,283	0	244,283	0.00
25130	YFS - Family Unification Program	610,289	0	610,289	0.00
25131A	YFS - Legal Services & Supports	462,342	0	462,342	0.00
25131B	YFS - Peer Navigators	535,225	0	535,225	0.00
25131C	YFS - Eviction Prevention Support	400,000	0	400,000	0.00
25131D	YFS - Expungement and Legal Services Days	262,500	0	262,500	0.00
25133A	YFS - Housing Stabilization for Vulnerable Populations (HSVP)	1,359,070	2,986,607	4,345,677	1.00
25133B	YFS - Housing Stability Team: 1.00 FTE Eviction Prevention Specialist	151,437	0	151,437	1.00
25134	YFS - Fair Housing Testing	117,749	0	117,749	0.00
25135	YFS - Sex Trafficked Youth Services	654,968	0	654,968	0.00
25136	YFS - Culturally Specific Navigation Services for Immigrant Families	283,605	0	283,605	0.00
25137	YFS - Successful Families	2,675,524	0	2,675,524	1.00
25138	YFS - Youth Stability & Homelessness Prevention Services	1,369,709	46,651	1,416,360	0.00
25139	YFS - Multnomah Stability Initiative (MSI)	2,934,139	1,167,557	4,101,696	2.00

# County Human Services

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Youth and Family Services (cont.)</b>					
25140	YFS - Community Development	146,553	457,620	604,173	1.00
25141	YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach	169,096	149,425	318,521	2.00
25145A	YFS - SUN Community Schools	8,110,841	2,816,335	10,927,176	4.00
25145B	YFS - Maintain 4 Existing SUN Community School Sites	267,987	0	267,987	0.00
25147A	YFS - Child & Family Hunger Relief	468,616	0	468,616	1.00
25147B	YFS - Summer Meal Expansion	29,000	0	29,000	0.00
25149	YFS - SUN Youth Advocacy Program	2,839,383	200,000	3,039,383	0.00
25151	YFS - SUN Parent & Child Development Services	1,789,261	454,923	2,244,184	0.50
25152	YFS - Early Learning Family Engagement and Kindergarten Transition	418,807	1,047,800	1,466,607	1.00
25155	YFS - Sexual & Gender Minority Youth Services	353,427	0	353,427	0.00
25156A	YFS - Bienestar Social Services	2,111,951	525,779	2,637,730	12.60
25156B	YFS - Bienestar Case Manager Restoration	129,037	0	129,037	1.00
25160A	YFS - Data and Evaluation Services	1,888,535	0	1,888,535	10.50
25160B	YFS - SUN Database Cost Increase	78,000	0	78,000	0.00
<b>Preschool and Early Learning</b>					
25200A	PEL - Administration & System Support	0	1,414,409	1,414,409	5.00
25200B	PEL - Contingency and Reserves	0	38,148,000	38,148,000	0.00
25200C	PEL - Revenue Smoothing	0	237,138,947	237,138,947	0.00
25201	PEL - Program Development & System Support	0	6,061,815	6,061,815	32.00
25202	PEL - Preschool Access: Family & Provider Navigation	0	1,460,000	1,460,000	0.00
25203	PEL - Preschool Infrastructure Capacity Building	0	17,800,000	17,800,000	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	36,592,060	36,592,060	0.00
25206	PEL - Early Educator Workforce Development	0	5,000,000	5,000,000	0.00



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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>COVID-19 &amp; American Rescue Plan</b>					
25399B	ARP - Multnomah Mothers' Trust Project (MMTP)	0	1,350,000	1,350,000	1.00
25399C	ARP - Domestic Violence Services	0	813,784	813,784	2.00
25399S	ARP - YFS Food Security / Pantry Enhancement	0	179,235	179,235	0.00
25490B	ARP - Emergency Rent Assistance	0	8,078,059	8,078,059	0.00
25490C	ARP - YFS Rent Assistance Team Staffing Capacity	0	1,921,941	1,921,941	17.00
25491	COVID-19 Energy & Housing Services	0	1,762,843	1,762,843	0.00
25492A	COVID-19 ADVSD OAA ARP	0	577,300	577,300	0.00
<b>Total County Human Services</b>		<b>\$67,829,230</b>	<b>\$539,707,229</b>	<b>\$607,536,459</b>	<b>994.72</b>

\*The table above includes contingencies and unappropriated balances.

**Department:** County Human Services

**Program Contact:** Mohammad Bader

**Program Offer Type:** Administration

**Program Offer Stage:** 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 Description**

**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 consistent 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 (DESJC). 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$3,435,128	\$0	\$3,649,844	\$0
Contractual Services	\$181,948	\$0	\$187,045	\$0
Materials & Supplies	\$82,566	\$0	\$100,614	\$0
Internal Services	\$573,739	\$0	\$460,663	\$0
<b>Total GF/non-GF</b>	<b>\$4,273,381</b>	<b>\$0</b>	<b>\$4,398,166</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,273,381</b>		<b>\$4,398,166</b>	
<b>Program FTE</b>	21.00	1.00	21.00	1.00

Program Revenues				
Other / Miscellaneous	\$3,252,702	\$0	\$2,036,605	\$0
<b>Total Revenue</b>	<b>\$3,252,702</b>	<b>\$0</b>	<b>\$2,036,605</b>	<b>\$0</b>

Explanation of Revenues

\$2,036,605 - County General Fund Department Indirect: Based on FY 2024 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2023: 25000A DCHS Director's Office

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 30407A for the associated costs and program information.

**Department:** County Human Services

**Program Contact:** Mohammad Bader

**Program Offer Type:** Support

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

DCHS Human Resources supports the quality of life, professional development, and education of employees, for 960 budgeted positions in FY 2024. 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 incorporating equity and inclusion best practices for hiring, training and supporting staff, and performance management.

**Program Description**

**ISSUE:** There are 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:** 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 staffing needs.

**ACTIVITIES:** Consultation to managers, supervisors, and employees while working with union representation and Central/County HR and County counsel when necessary. Efforts in FY 2024 will support the workforce in a hybrid environment, equity (including supporting the department's Workforce Equity Strategic Plan), professional development, education, trauma informed practices, and compliance, while supporting Department-wide goals. Be a resource and support for using the ERP while maintaining service levels. HR continues to support department process improvement projects related to equity: 1) Creating a comprehensive onboarding and training practice throughout DCHS that supports staff to build skills by centering a relational approach. This project is designed to support a welcoming and comprehensive onboarding experience and support and retain current employees by focusing on employee and manager training and development; 2) Interview panel selection and preparation. Seeks to ensure diversity and training of panel members to ensure equitable assessment of candidates; 3) Workforce Equity - Recruiting and Retention. HR supports this project led by the Director's Office, addressing identified disparities in the first year of employment, and identifying the sources of perceived disparities in access to positions and promotions. Improvements of processes for selection/hiring and support during the initial trial service period. HR will pilot a stay interview process and Peer Partner program. Provide in-person and virtual New Employee Orientations for support on questions employees may have regarding time entry, recruitment, general Workday support, clarification on rules, and general information sharing.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Recruitments	342	400	437	400
Outcome	Placement/reassignment of employees impacted by reduced staffing	0%	3%	4%	3%
Outcome	Percent of DCHS employees who identify as a person of color	45.6%	44.0%	44.0%	44.0%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,649,617	\$0	\$1,709,921	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$9,906	\$0	\$23,760	\$0
Internal Services	\$222,707	\$0	\$203,640	\$0
<b>Total GF/non-GF</b>	<b>\$1,885,230</b>	<b>\$0</b>	<b>\$1,940,321</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,885,230</b>		<b>\$1,940,321</b>	
<b>Program FTE</b>	10.00	0.00	10.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,641,893	\$0	\$1,709,921	\$0
<b>Total Revenue</b>	<b>\$1,641,893</b>	<b>\$0</b>	<b>\$1,709,921</b>	<b>\$0</b>

Explanation of Revenues

\$1,709,921 - County General Fund Department Indirect: Based on FY 2024 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2023: 25001 DCHS Human Resources

**Department:** County Human Services

**Program Contact:** Robert Stoll

**Program Offer Type:** Support

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of invoices paid in 30 days or less (*estimated based on FY2021 actual)	92%	90%	93%	93%
Outcome	*Percent of annual contracts executed prior to start date	95%	93%	95%	94%
Output	Number of anticipated contract actions including new contracts, amendments and purchase orders	350	350	365	365

**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	2023	2023	2024	2024
Personnel	\$3,803,781	\$0	\$4,117,366	\$0
Contractual Services	\$40,000	\$0	\$40,000	\$0
Materials & Supplies	\$31,776	\$0	\$52,684	\$0
Internal Services	\$577,847	\$0	\$521,525	\$0
<b>Total GF/non-GF</b>	<b>\$4,453,404</b>	<b>\$0</b>	<b>\$4,731,575</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,453,404</b>		<b>\$4,731,575</b>	
<b>Program FTE</b>	26.00	0.00	26.00	0.00

Program Revenues				
Other / Miscellaneous	\$3,822,421	\$0	\$4,117,366	\$0
<b>Total Revenue</b>	<b>\$3,822,421</b>	<b>\$0</b>	<b>\$4,117,366</b>	<b>\$0</b>

Explanation of Revenues

\$4,117,366 - County General Fund Department Indirect: Based on FY 2024 Department Indirect Rates published by Central Finance.

Significant Program Changes

Last Year this program was: FY 2023: 25002 DCHS Business Services

**Department:** County Human Services

**Program Contact:** Alexis Alberti

**Program Offer Type:** Administration

**Program Offer Stage:** 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 such as cerebral palsy, autism, and intellectual disability. These are disabilities that a person is born with, or that develop during childhood. The Administration team focuses on the accurate and timely delivery of services, and generates revenue for the division through billable reviews and submissions to the State. It trains and retains case managers who provide culturally and linguistically specific service coordination in support of independent living. The Administration team leads the division in continuous quality improvement, advocacy at the local and state levels, collaborations with partner agencies, and examination of service equity data.

### Program Description

**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, revenue generation, data validity and access, and system improvement. These functions are necessary to maintain Medicaid authority status. This team maximizes client services, maintains service and staffing levels, and provides 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 services that improve 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 training and development, staff retention, data accuracy and data access. 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 training and development, office management, service database updates, data quality checks, data access tool development, and workflow innovations. Quality efforts include the creation of a strategic plan, metrics, dashboards, and quality improvement cycles. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of client records audited annually for Medicaid compliance. <sup>1</sup>	360	360	360	N/A
Outcome	Percent of federally-funded plan waivers in compliance for re-authorization. <sup>2</sup>	57%	75%	50%	75%
Outcome	Percent of survey respondents satisfied with the services they receive.	80%	90%	80%	90%
Output	Number of indirect monitoring reviews to confirm delivered services and generate division revenue. <sup>3</sup>	6,559	N/A	6,480	6,480

### Performance Measures Descriptions

<sup>1</sup>This measure will be retired in FY24. The target has been consistently reached with adequate staffing.

<sup>2</sup>Staff turnover, delays in hiring, and the long training timeline for new staff led to a lower percentage of waiver compliance in FY22 and FY23. The new trainer position will address the need to achieve compliance in this area.

<sup>3</sup>New Metric for FY24. Two Quality Assurance Case Managers are each required to complete at least 270 indirect reviews per month at a reimbursement rate of \$412.20 per review. Reviews generated \$2,703,619.80 in revenue for FY22.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$898,117	\$2,026,272	\$625,081	\$2,559,307
Contractual Services	\$282,592	\$0	\$282,592	\$0
Materials & Supplies	\$152,723	\$22,577	\$27,955	\$76,025
Internal Services	\$85,091	\$572,508	\$93,184	\$579,503
<b>Total GF/non-GF</b>	<b>\$1,418,523</b>	<b>\$2,621,357</b>	<b>\$1,028,812</b>	<b>\$3,214,835</b>
<b>Program Total:</b>	<b>\$4,039,880</b>		<b>\$4,243,647</b>	
<b>Program FTE</b>	7.50	16.50	4.50	19.50

Program Revenues				
Intergovernmental	\$0	\$2,621,357	\$0	\$2,778,695
Beginning Working Capital	\$0	\$0	\$0	\$436,140
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,621,357</b>	<b>\$0</b>	<b>\$3,214,835</b>

Explanation of Revenues

This program generates \$315,307 in indirect revenues.  
 \$2,778,695- State Mental Health Grant Case Management (Federal)  
 \$436,140 - Beginning Working Capital from State Mental Health Grant Case Management (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25010 IDDSD Administration & Support

IDDSD will use \$436,140 in one-time-only State funding from the 21-23 biennium to backfill reductions to the General Fund and 23-25 State biennium funding to maintain current service levels for one year. This includes moving 3.00 FTE from the General Fund to Beginning Working Capital.

**Department:** County Human Services

**Program Contact:** Alexis Alberti

**Program Offer Type:** Support

**Program Offer Stage:** 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, and help clients live independent and healthy lives in the community. This team facilitates the delivery and payment of client-chosen services, ensuring the services meet compliance rules and regulations. This includes assistance with crisis housing services, such as rent assistance. This team also responds to changes in State service requirements to maximize revenue. This team uses targeted universalism to equitably support service providers from historically underserved communities. For example, prioritizing technical support to providers who speak a primary language other than English.

**Program Description**

**ISSUE:** IDSD Budget and Operations must meet the increasing demand for services. The team ensures that quality business and staffing practices adapt to change, while focusing on the need for timely service payments to ensure client health and safety.

**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 by processing service requests based on client choice and needs. This also includes financial support for emergency and long term housing, with a focus on ensuring BIPOC clients have equitable access to housing funds. Third, implement policies, procedures, and training to maintain regulatory compliance at the County, State and Federal level. Finally, ensure 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, employment, transportation, and in-home support. Compliance efforts include the determination and administration of regulatory requirements. Administration of these requirements requires provider service agreements, public procurement, authorization of provider services, ensuring compliance of changes to provider payment amounts and service types, 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, and ensures all program services are in place each biennium.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of direct service provider timesheets processed annually for clients receiving in-home services. <sup>1</sup>	25,775	35,000	25,850	26,000
Outcome	Percent of clients referred who are accepted into an employment setting. <sup>2</sup>	76%	90%	80%	90%
Outcome	Percent of provider payment lines authorized and built in state billing system within 10 business days.	100%	70%	100%	100%
Outcome	Percent of clients who are stably housed 12 months after receiving housing funds.	91%	90%	90%	90%

**Performance Measures Descriptions**

<sup>1</sup>The FY23 budgeted amount of 35,000 reflects an old model of gathering timesheet data. New innovation and technology has adapted the workflow, leading to more accurate estimates. For example, the old model included questions or issues in addition to timesheets, and the new workflow filters those out.

<sup>2</sup>Although the percentage decreased, more clients were referred and accepted to employment settings in FY22 than the previous year.

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$274,915	\$4,276,654	\$154,403	\$4,703,722
Contractual Services	\$162,621	\$731,543	\$162,621	\$727,508
Materials & Supplies	\$3,149	\$47,876	\$12,380	\$47,880
Internal Services	\$27,722	\$1,241,387	\$57,755	\$1,314,002
<b>Total GF/non-GF</b>	<b>\$468,407</b>	<b>\$6,297,460</b>	<b>\$387,159</b>	<b>\$6,793,112</b>
<b>Program Total:</b>	<b>\$6,765,867</b>		<b>\$7,180,271</b>	
<b>Program FTE</b>	2.00	36.00	1.00	37.00

Program Revenues				
Intergovernmental	\$0	\$6,297,460	\$0	\$6,077,319
Beginning Working Capital	\$0	\$0	\$0	\$715,793
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,297,460</b>	<b>\$0</b>	<b>\$6,793,112</b>

**Explanation of Revenues**

- This program generates \$640,196 in indirect revenues.
- \$4,313,926 - State Mental Health Grant Case Management (Federal)
  - \$715,793 - Beginning Working Capital from State Mental Health Grant Case Management (Federal)
  - \$1,035,885 - State Mental Health Grant Local Admin (Federal)
  - \$202,500 - State Mental Health Grant Self Directed Individual/Family (Federal)
  - \$180,000 - State Mental Health Grant Long Term Support for Children (Federal)
  - \$100,000 - State Mental Health Grant Family Support Services (Federal)
  - \$82,508 - Partners for Hunger-Free Oregon (Local)
  - \$57,500 - HAP Housing Program (Local)
  - \$50,000 - State Mental Health Grant Special Projects (Federal)
  - \$45,000 - State Mental Health Grant Ancillary Service (Federal)
  - \$10,000 - State Mental Health Grant Room and Board State General Fund (Federal)

**Significant Program Changes**

**Last Year this program was:** FY 2023: 25011 IDSD Budget and Operations

IDSD will use \$715,793 in one-time-only State funding from the 21-23 biennium to backfill reductions to the General Fund and 23-25 State biennium funding to maintain current service levels for one year. This includes moving 1.00 FTE from the General Fund as well as 5.00 FTE from State funding to Beginning Working Capital.

1.00 FTE in Other Funds 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

**Program Offer Stage:** 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 Description

**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 35% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adults served each month. <sup>1</sup>	2,314	2,250	2,400	2,500
Outcome	Number of monitoring contacts for adults.	33,027	36,000	36,000	38,000
Outcome	Percent of adult survey respondents who report that they like where they live.	89%	90%	89%	90%
Outcome	Percent of Service Coordinators with KSA designation to support language or cultural needs. <sup>2</sup>	7%	N/A	7%	10%

### Performance Measures Descriptions

<sup>1</sup> 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.

<sup>2</sup> Existing KSA Service Coordinators serve over one third of clients with a language need. Ongoing data analysis will illuminate the need for additional KSA positions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,316,936	\$5,849,694	\$1,247,783	\$6,400,159
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$31,647	\$83,599	\$28,093	\$80,247
Internal Services	\$77,469	\$1,740,068	\$228,143	\$1,773,135
<b>Total GF/non-GF</b>	<b>\$1,436,052</b>	<b>\$7,673,361</b>	<b>\$1,514,019</b>	<b>\$8,253,541</b>
<b>Program Total:</b>	<b>\$9,109,413</b>		<b>\$9,767,560</b>	
<b>Program FTE</b>	12.00	49.00	10.50	50.50

<b>Program Revenues</b>				
Intergovernmental	\$0	\$7,673,361	\$0	\$7,686,005
Beginning Working Capital	\$0	\$0	\$0	\$567,536
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,673,361</b>	<b>\$0</b>	<b>\$8,253,541</b>

Explanation of Revenues

This program generates \$829,809 in indirect revenues.  
 \$7,669,437 - State Mental Health Grant Case Management (Federal)  
 \$567,536 - Beginning Working Capital from State Mental Health Grant Case Management (Federal)  
 \$16,568 - State Mental Health Grant Psychiatric Treatment and Supervision (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25012 IDDSD Services for Adults

IDDSD will use \$567,536 in one-time-only State funding from the 21-23 biennium to backfill reductions to the General Fund and 23-25 State biennium funding to maintain current service levels for one year. This includes moving 1.50 FTE from the General Fund, as well as 2.50 FTE from State funding to Beginning Working Capital.

**Department:** County Human Services

**Program Contact:** Alexis Alberti

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**ISSUE:** Child and Young Adult Services address the need for home and community based long-term support. Services are provided in the family home, foster homes, and group homes. These services help children and youth develop secure caregiver attachments. They help families maintain independence, health, and safety within the community.

**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, provide appropriate supports for children living in foster homes, group homes, or their family homes. 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.

**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 32% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of children (birth - 17) served each month.	1,986	2,300	2,150	2,200
Outcome	Percent of children retained in the family home.	94%	90%	92%	90%
Output	Number of young adults (aged 18-21) served each month.	620	600	650	680
Outcome	Number of monitoring contacts for children and young adults.	26,163	25,000	25,000	27,000

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,126,431	\$6,067,072	\$1,148,762	\$6,477,332
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$28,091	\$71,133	\$26,970	\$71,135
Internal Services	\$69,557	\$1,822,954	\$192,515	\$1,846,703
<b>Total GF/non-GF</b>	<b>\$1,249,079</b>	<b>\$7,961,159</b>	<b>\$1,393,247</b>	<b>\$8,395,170</b>
<b>Program Total:</b>	<b>\$9,210,238</b>		<b>\$9,788,417</b>	
<b>Program FTE</b>	10.00	52.00	10.00	52.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$7,961,159	\$0	\$7,961,065
Beginning Working Capital	\$0	\$0	\$0	\$434,105
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,961,159</b>	<b>\$0</b>	<b>\$8,395,170</b>

Explanation of Revenues

This program generates \$845,622 in indirect revenues.  
 \$7,961,065 - State Mental Health Grant Case Management (Federal)  
 \$434,105 - Beginning Working Capital from State Mental Health Grant Case Management (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25013 IDDSD Services for Children and Young Adults

IDDSD will use \$434,105 in one-time-only State funding from the 21-23 biennium to backfill reductions to the 23-25 State biennium funding to maintain current service levels for one year.

**Department:** County Human Services

**Program Contact:** Alexis Alberti

**Program Offer Type:** Existing

**Program Offer Stage:** 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. The services provided by the Abuse Investigation team ensure compliance with Oregon Administrative Rules and statutes and reduce the risk of abuse, neglect, and exploitation of clients. Abuse reporting decreased during the beginning of the COVID pandemic, but has now returned to pre-pandemic levels.

### Program Description

**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. The team does 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, and use a trauma informed practice framework when determining appropriate follow up in each case. These services are conducted under the oversight of the Office of Training, Investigation, and Safety, which is a joint effort between DHS and OHA. 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 Incident Management 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of investigations and death reviews closed. <sup>1</sup>	200	190	350	350
Outcome	Percent of abuse referrals screened within 3 working days. <sup>2</sup>	40%	90%	65%	90%
Outcome	Percent of new investigations and death reviews closed within 55 days. <sup>3</sup>	27%	N/A	50%	90%

### Performance Measures Descriptions

<sup>1</sup> This measure was updated to recognize the work that is done to close all investigation types.

<sup>2</sup> This percentage dropped in FY22 due to increased data entry and documentation requirements by the State, as well as staff turnover.

<sup>3</sup> This is a new measure that reflects the team's efforts to prevent a backlog of investigations.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$3,143,626	\$0	\$3,405,304
Contractual Services	\$0	\$1,000	\$0	\$1,000
Materials & Supplies	\$2,058	\$34,421	\$3,571	\$51,383
Internal Services	\$719	\$985,613	\$719	\$942,366
<b>Total GF/non-GF</b>	<b>\$2,777</b>	<b>\$4,164,660</b>	<b>\$4,290</b>	<b>\$4,400,053</b>
<b>Program Total:</b>	<b>\$4,167,437</b>		<b>\$4,404,343</b>	
<b>Program FTE</b>	0.00	26.00	0.00	26.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$4,164,660	\$0	\$4,196,805
Beginning Working Capital	\$0	\$0	\$0	\$203,248
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,164,660</b>	<b>\$0</b>	<b>\$4,400,053</b>

Explanation of Revenues

This program generates \$441,825 in indirect revenues.  
 \$3,663,982 - State Mental Health Grant Abuse Investigation Services (Federal)  
 \$532,823 - State Mental Health Grant Case Management (Federal)  
 \$203,248 - Beginning Working Capital from State Mental Health Grant Abuse Investigation Services (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25014 IDDSD Abuse Investigations

IDDSD will use \$203,248 in one-time-only State funding from the 21-23 biennium to backfill reductions to the 23-25 State biennium funding to maintain current service levels for one year.

**Department:** County Human Services

**Program Contact:** Alexis Alberti

**Program Offer Type:** Existing

**Program Offer Stage:** 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 and provide 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.

### Program Description

**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.

**PROGRAM GOALS:** The Eligibility and Intake Services team increases service access and supports quality of life. 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 with KSA designation support Spanish speaking applicants and provide referrals to other social supports, such as housing, social security, energy assistance, and links to community agencies. Additionally, a Clinical Services Specialist with KSA designation provides outreach to the African American community and culturally responsive intake supports. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of intake eligibility referrals.	1,069	1,100	1,100	1,100
Outcome	Percent of applicants found eligible for DD services. <sup>1</sup>	82%	80%	80%	80%
Outcome	Percent of intake appointments conducted in the primary language of the applicant. <sup>2</sup>	100%	100%	100%	N/A
Outcome	Percent of newly eligible clients who identify as Black, Indigenous, or People of Color. <sup>3</sup>	34%	N/A	34%	34%

### Performance Measures Descriptions

<sup>1</sup>The wording of this measure was updated to more accurately reflect current practices.

<sup>2</sup>Removing this measure for FY24, as 100% is consistently achieved.

<sup>3</sup>New measure that reflects the work of KSA positions focused on eligibility supports for BIPOC communities. Team strives to maintain at least the same proportion as the general population, as reported in the census.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,768,444	\$0	\$1,890,634
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$7,000	\$19,155	\$2,960	\$39,524
Internal Services	\$2,876	\$531,790	\$2,876	\$514,662
<b>Total GF/non-GF</b>	<b>\$19,876</b>	<b>\$2,319,389</b>	<b>\$15,836</b>	<b>\$2,444,820</b>
<b>Program Total:</b>	<b>\$2,339,265</b>		<b>\$2,460,656</b>	
<b>Program FTE</b>	0.00	14.00	0.00	14.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$2,319,389	\$0	\$2,333,462
Beginning Working Capital	\$0	\$0	\$0	\$111,358
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,319,389</b>	<b>\$0</b>	<b>\$2,444,820</b>

Explanation of Revenues

This program generates \$245,139 in indirect revenues.  
 \$1,603,491 - State Mental Health Grant Local Admin (Federal)  
 \$729,971 - State Mental Health Grant Case Management (Federal)  
 \$111,358 - Beginning Working Capital for State Mental Health Grant Case Management (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25016 IDDSD Eligibility & Intake Services

IDDSD will use \$111,358 in one-time-only State funding from the 21-23 biennium to backfill reductions to the 23-25 State biennium funding to maintain current service levels for one year.

**Department:** County Human Services

**Program Contact:** Steven Esser

**Program Offer Type:** Existing

**Program Offer Stage:** 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 behavioral health populations.

### Program Description

**ISSUE:** The State values the goal of reducing Medicaid costs 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 vital 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 check resident personal care, socialization, and nutrition. Inspections check physical safety, nursing care, and medication management. At the start of FY22, the program reduced in-person licensing visits due to COVID-19 related restrictions. Essential visits to address health and safety concerns were still conducted. Full inspections were able to resume mid year. The program has been able to make up inspections for 97% of the homes delayed due to COVID. 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. The ACHP has a Registered Nurse (RN) who offers equity based outreach and education. The RN focuses on topics disproportionately affecting the underserved and disadvantaged within our care homes.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of licensed homes in operation throughout the fiscal year <sup>1</sup>	685	640	675	655
Outcome	Percent of adult care homes that were licensed accurately and timely based on ACHP audit findings	87%	85%	85%	85%
Outcome	Percent of adult care home residents satisfied with services received in adult care homes	93%	90%	93%	93%
Outcome	Average Medicaid cost savings for adult care home residents compared to nursing facility placement <sup>2</sup>	58%	50%	58%	50%

### Performance Measures Descriptions

<sup>1</sup>Reworded for clarity. Former wording: "Number of licensed homes."

<sup>2</sup>Average monthly Medicaid cost of services for the program population in an adult care home is \$5,322. This is 58% less than the \$12,791 basic monthly rate for a nursing facility placement.

## 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	2023	2023	2024	2024
Personnel	\$81,396	\$3,984,462	\$86,337	\$4,230,840
Contractual Services	\$391,694	\$443,935	\$0	\$525,000
Materials & Supplies	\$13,059	\$22,458	\$0	\$35,516
Internal Services	\$10,969	\$1,321,425	\$7,308	\$1,167,347
<b>Total GF/non-GF</b>	<b>\$497,118</b>	<b>\$5,772,280</b>	<b>\$93,645</b>	<b>\$5,958,703</b>
<b>Program Total:</b>	<b>\$6,269,398</b>		<b>\$6,052,348</b>	
<b>Program FTE</b>	0.64	31.36	0.64	31.36

Program Revenues				
Fees, Permits & Charges	\$0	\$268,935	\$0	\$350,000
Intergovernmental	\$0	\$5,503,345	\$0	\$5,608,703
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,772,280</b>	<b>\$0</b>	<b>\$5,958,703</b>

## Explanation of Revenues

This program generates \$521,239 in indirect revenues.  
 \$5,608,703 - Title XIX (Federal)  
 \$305,960 - Adult Care Home Program License Fees (Local)  
 \$31,590 - Adult Care Home Program Other Fees (Local)  
 \$12,450 - Adult Care Home Program Fines (Local)

## Significant Program Changes

Last Year this program was: FY 2023: 25022 ADVSD Adult Care Home Program

**Department:** County Human Services

**Program Contact:** Joe Valtierra

**Program Offer Type:** Existing

**Program Offer Stage:** 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 that are in line with consumer choice, culture and individual needs. The program supports living in the community and avoiding nursing facility care.

### Program Description

**ISSUE:** Older adults living below the poverty level and those with a 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 that considers individual needs and preferences along with quality of life. 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. The staff consists of diverse staff who speak multiple languages. They are culturally knowledgeable and trained in diversity, equity, and inclusion principles.

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 include the Oregon Health Plan, Medicaid, and the Supplemental Nutrition Assistance Program (SNAP). They may also receive counseling to help them choose managed care and Medicare Part D plans. Counseling and service is provided with consideration of each person’s individual and cultural background needs; this is essential to service equity.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants served in LTSS programs <sup>1</sup>	48,800	50,000	48,800	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	11,248	11,300	11,487	11,500

### Performance Measures Descriptions

<sup>1</sup>Estimated 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.

## 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	2023	2023	2024	2024
Personnel	\$0	\$34,448,328	\$0	\$36,183,018
Contractual Services	\$3,203,964	\$256,423	\$2,664,911	\$80,900
Materials & Supplies	\$0	\$477,897	\$0	\$475,406
Internal Services	\$0	\$10,867,165	\$0	\$10,613,948
<b>Total GF/non-GF</b>	<b>\$3,203,964</b>	<b>\$46,049,813</b>	<b>\$2,664,911</b>	<b>\$47,353,272</b>
<b>Program Total:</b>	<b>\$49,253,777</b>		<b>\$50,018,183</b>	
<b>Program FTE</b>	0.00	312.80	0.00	313.00

Program Revenues				
Intergovernmental	\$0	\$45,175,421	\$0	\$46,710,050
Other / Miscellaneous	\$0	\$874,392	\$0	\$643,222
<b>Total Revenue</b>	<b>\$0</b>	<b>\$46,049,813</b>	<b>\$0</b>	<b>\$47,353,272</b>

## Explanation of Revenues

This program generates \$4,457,747 in indirect revenues.

\$46,528,627 - Title XIX (Federal)

\$181,423 - State of OR Change Leader (Federal)

\$170,400 - Kaiser Foundation Hospitals (Local)

\$165,904 - Case Management Assessments for Medicaid Patients (Local)

\$160,172 - Providence Medical Center (Local)

\$146,746 - OHSU (Local)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25023 ADVSD Long Term Services & Supports (Medicaid)

Removed vacant 0.80 FTE Case Manager Senior due to reduction in Providence contract. Increase of 1.00 FTE Case Manager 2 that moved from ADVSD Transition & Diversion (25029) program offer.

**Department:** County Human Services

**Program Contact:** Brian Hughes

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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 holds 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. Risk case managers reduce risk by connecting people to the right agencies and setting up needed services.

The Training and Outreach Coordinator for APS provides education and training about the program to community partners and culturally specific organizations. The coordinator builds relationships and gives presentations to connect APS and our services with diverse communities.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Adult Protective Service intakes	9,128	9,000	9,300	9,300
Outcome	Percent of investigations with timely response	98%	98%	98%	98%
Output	Number of Adult Protective Service investigations completed	2,844	2,800	3,000	3,000
Outcome	Re-abuse rate for individuals involved with APS	4%	3%	3%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$51,708	\$7,248,244	\$55,643	\$7,684,656
Contractual Services	\$666,805	\$5,000	\$465,582	\$5,000
Materials & Supplies	\$32	\$68,228	\$0	\$68,260
Internal Services	\$4,278	\$2,047,233	\$3,997	\$2,022,944
<b>Total GF/non-GF</b>	<b>\$722,823</b>	<b>\$9,368,705</b>	<b>\$525,222</b>	<b>\$9,780,860</b>
<b>Program Total:</b>	<b>\$10,091,528</b>		<b>\$10,306,082</b>	
<b>Program FTE</b>	0.35	57.00	0.35	57.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$9,368,705	\$0	\$9,780,860
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,368,705</b>	<b>\$0</b>	<b>\$9,780,860</b>

## Explanation of Revenues

This program generates \$946,750 in indirect revenues.  
\$9,780,860 - Title XIX (Federal)

## Significant Program Changes

Last Year this program was: FY 2023: 25024 ADVSD Adult Protective Services

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The County Veterans Services Office (VSO) ensures equitable and efficient access to services and programs. VSO also provides case management support to Veterans who are nursing facility eligible and receive their care in their home. 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 and supports Veterans enrolled in the home and community based support program called Veterans Directed Care (VDC).

**Program Description**

**PROGRAM GOAL:** The VSO goals are to provide information, help, and advocacy to improve Veteran access to a pension, disability, and health benefits. The VSO leverages strong community partnerships to increase community referrals for underrepresented Veterans. Veterans eligible for VDC are supported to direct their care and remain in their home.

**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. VSOs help Veterans to navigate the claims process. ADVSD leads the County's Veterans Services Task Force to strengthen the network of community partners. This program promotes fair access to underrepresented communities. The VSO uses intentional and targeted outreach to aging, LGBTQ, women, justice involved, houseless, and BIPOC Veterans. At any given moment, the VSO serves over 10,000 Veterans in the county. In FY 2022, the VSO provided over 4,600 telephone and email screenings. These screenings provided information and referral, and scheduled appointments.

Veteran Directed Care gives Veterans of all ages the opportunity to receive the Home and Community Based Services they need in a consumer-directed way. This program is for Veterans who need personal care services and help with activities of daily living. (e.g., help with bathing, dressing, fixing meals), and for Veterans who are isolated or their caregiver is experiencing burden. Veterans in this program are given a budget for services that is managed by the Veteran or the Veteran's representative. With the help of a case manager/service coordinator, Veterans hire their own workers to meet their daily needs to help them live at home.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of service contacts held by Veterans Services Officers	3,579	3,500	3,750	3,800
Outcome	New monthly compensation or pension awarded for ongoing benefit to Veterans due to VSO representation	\$568,228	\$980,000	\$980,000	\$980,000
Output	Number of claims filed for Veterans or eligible family members	582	800	800	850
Outcome	New retroactive benefits awarded to Veterans because of VSO representation in the last fiscal year	\$2,113,626	\$4,000,000	\$4,500,000	\$4,500,000

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$560,197	\$324,346	\$579,327	\$386,220
Contractual Services	\$10,000	\$21,560	\$10,500	\$21,560
Materials & Supplies	\$30,859	\$271	\$30,859	\$271
Internal Services	\$129,195	\$39,104	\$139,681	\$50,539
<b>Total GF/non-GF</b>	<b>\$730,251</b>	<b>\$385,281</b>	<b>\$760,367</b>	<b>\$458,590</b>
<b>Program Total:</b>	<b>\$1,115,532</b>		<b>\$1,218,957</b>	
<b>Program FTE</b>	5.06	2.94	4.80	3.20

Program Revenues				
Intergovernmental	\$0	\$385,281	\$0	\$458,590
<b>Total Revenue</b>	<b>\$0</b>	<b>\$385,281</b>	<b>\$0</b>	<b>\$458,590</b>

Explanation of Revenues

\$458,290 - Oregon Department of Veteran Affairs (Federal)  
 \$300 - Veteran's Directed Home & Community Services (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25025 ADVSD Veterans Services

Moved 0.26 FTE from General Fund to Other Funds (slightly changed the distribution for 8 positions)

**Department:** County Human Services

**Program Contact:** Mark Sanford

**Program Offer Type:** Existing

**Program Offer Stage:** 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) participants receive culturally specific services. The program plans to add a KSA position to further enhance culturally responsive service in the coming year. Guardians create person-centered care plans. PGC diverts those at risk or underserved to less restrictive and costly alternatives to public guardianship.

### Program Description

**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 growing due to an increasing aging population and the rising incidence of abuse and neglect. The growing number of people experiencing houselessness and the need for long term care adds to the need for this program. The COVID-19 pandemic (and other infectious respiratory diseases) has driven up referrals as hospital bed utilization 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 while enhancing quality of life.

**PROGRAM ACTIVITY:** Public guardians are court-appointed representatives. Clients have mental incapability, behavioral health needs, developmental disabilities, dementias or brain injury. They are dependent on others to meet their basic needs. The program seeks to balance the need for protection with the right to autonomy. PGC uses a culturally specific approach to 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. The program works with adult protective services, families, law enforcement, hospitals, multidisciplinary teams, and the court to intervene early to resolve fraud, abuse, and neglect of vulnerable adults.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of County residents with a Public Guardian/Conservator	159	185	160	170
Outcome	Percent of new high-risk PGC participants with a reduction in hospital visits within a year <sup>1</sup>	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	32%	40%	35%	40%

### Performance Measures Descriptions

<sup>1</sup>Because this measure requires a 12-month service window, data for individuals newly appointed with a Guardian during FY 2022 is not yet available. The figure reported for FY 2022 Actual represents all high-risk PGC participants with a petition date during FY 2021.

## 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	2023	2023	2024	2024
Personnel	\$1,462,223	\$0	\$1,520,082	\$0
Contractual Services	\$27,439	\$0	\$28,811	\$0
Materials & Supplies	\$31,428	\$0	\$31,428	\$0
Internal Services	\$285,730	\$0	\$347,816	\$0
<b>Total GF/non-GF</b>	<b>\$1,806,820</b>	<b>\$0</b>	<b>\$1,928,137</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,806,820</b>		<b>\$1,928,137</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 25026A ADVSD Public Guardian/Conservator

**Department:** County Human Services

**Program Contact:** Irma Jimenez

**Program Offer Type:** Administration

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The ADVSD Administration provides division-wide support to ensure high quality services and advance County and Department initiatives. ADVSD Administration helps the division build racial equity and quality improvement. It ensures program and fiscal integrity and accountability. It does this through planning, community engagement, analysis, and evaluation.

### Program Description

**ISSUE:** Aging, Disability, and Veterans Services Division (ADVSD) serves older adults, people with disabilities, and Veterans focusing on communities that have been harmed by systemic racism and other forms of discrimination. There are 29 unique programs in ADVSD. Some are managed by ADVSD employees. Others are provided by contracted staff in community-based organizations. The ADVSD Administration supports the coordination between programs to provide equitable, high quality service and public accountability.

**PROGRAM GOAL:** The ADVSD Administration helps to ensure alignment with County and Department values. It plays a lead role in developing the ADVSD Service Equity Plan, and the Older Americans Act Area Plan. It also supports the goals of the County Workforce Equity Strategic Plan, and the ADVSD Strategic Work Portfolio. The ADVSD Administration team engages with division staff, community partners, public advisory councils and consumers to help achieve these goals. This team values transparency, efficiency, and collaboration.

**PROGRAM ACTIVITY:** ADVSD is committed to promoting racial equity. The ADVSD Administration supports this commitment in many ways. Team members engage with the community to seek input on program decisions. They identify gaps in service delivery and consumer outcomes. They also provide insights on program budgets to help Division leaders make strategic investments in diverse communities.

There are many teams in ADVSD who lead complex projects. The ADVSD Administration supports by providing project management and data solutions. The team also provides administrative support and quality improvement coaching. When programs want to measure the effectiveness of their services, the Administration team helps them gather and analyze information to make improvements. Programs collect large amounts of data. The Administration team helps organize and analyze that data so that it can be used to make informed decisions and support quality of life for consumers.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of opportunities for participants and community members to give feedback to ADVSD <sup>1</sup>	27	65	49	37
Outcome	Percent of diverse <sup>2</sup> representation on ADVSD Advisory Councils <sup>1</sup>	67%	65%	65%	65%
Outcome	Percent of ADVSD employees who identify as Black, Indigenous, and/or People of Color (BIPOC)	42%	41%	42%	43%
Outcome	Percent of ADVSD promotions that went to BIPOC employees	47%	60%	50%	50%

### Performance Measures Descriptions

<sup>1</sup>New measure. Formerly, this measure was on Program Offer ADVSD-25038. <sup>2</sup>Those who identify as Black, Indigenous, and/or People of Color, a person with a disability, an immigrant or refugee, non-English speaking, LGBTQ+. Former measure: Number of ADVSD quality improvement, program evaluation or data analytics projects completed. FY22 Actual: 22. FY23 Estimate: 36.

## 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	2023	2023	2024	2024
Personnel	\$286,947	\$1,621,489	\$394,525	\$2,235,630
Contractual Services	\$363,654	\$2,082,018	\$250,895	\$1,599,620
Materials & Supplies	\$146,665	\$71,948	\$96,103	\$71,949
Internal Services	\$113,816	\$432,341	\$147,202	\$620,131
<b>Total GF/non-GF</b>	<b>\$911,082</b>	<b>\$4,207,796</b>	<b>\$888,725</b>	<b>\$4,527,330</b>
<b>Program Total:</b>	<b>\$5,118,878</b>		<b>\$5,416,055</b>	
<b>Program FTE</b>	1.80	10.20	2.25	12.75

Program Revenues				
Intergovernmental	\$0	\$4,205,796	\$0	\$4,525,330
Other / Miscellaneous	\$0	\$2,000	\$0	\$2,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,207,796</b>	<b>\$0</b>	<b>\$4,527,330</b>

## Explanation of Revenues

This program generates \$275,430 in indirect revenues.  
 \$4,525,330 - Title XIX (Federal)  
 \$2,000 - Special Risk Fund (Local)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25027 ADVSD Quality and Business Services

Added 1.00 FTE Program Specialist Senior, 1.00 FTE Office Assistant 2, and 1.00 FTE Program Specialist to support advisory council work, Division projects, and communications.

**Department:** County Human Services

**Program Contact:** Brian Hughes

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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 individuals rely on are often uncoordinated.

**PROGRAM GOAL:** The goal of the MDT is to help stabilize participants and support them in living in the community. The MDT supports and encourages participation in 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.

The Training and Outreach Coordinator for Adult Protective Services (APS) provides education and training about the program to case managers and district center staff, encouraging the use of MDT to help get services for their clients. The MDT may provide short-term help after an APS investigation for people with complex care plans. MDT services provide equitable access to in-home nursing and mental health support that otherwise would not be available. MDT works to connect participants to permanent mental and physical health providers and culturally specific services.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants served by the Multi-Disciplinary Team (MDT)	437	600	435	435
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	163	150	150	150

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$411,009	\$530,033	\$458,774	\$588,909
Contractual Services	\$325,482	\$160,687	\$375,482	\$160,687
Materials & Supplies	\$224	\$11,317	\$224	\$11,318
Internal Services	\$32,822	\$117,203	\$30,301	\$117,725
<b>Total GF/non-GF</b>	<b>\$769,537</b>	<b>\$819,240</b>	<b>\$864,781</b>	<b>\$878,639</b>
<b>Program Total:</b>	<b>\$1,588,777</b>		<b>\$1,743,420</b>	
<b>Program FTE</b>	2.45	3.20	2.45	3.20

Program Revenues				
Intergovernmental	\$0	\$819,240	\$0	\$878,639
<b>Total Revenue</b>	<b>\$0</b>	<b>\$819,240</b>	<b>\$0</b>	<b>\$878,639</b>

Explanation of Revenues

This program generates \$72,554 in indirect revenues.  
 \$717,952 - Title XIX (Federal)  
 \$160,687 - Older/Disabled Mental Health (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25028 ADVSD Multi-Disciplinary Team

**Department:** County Human Services      **Program Contact:** Joe Valtierra  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30407A  
**Program Characteristics:**

**Executive Summary**

The Transition and Diversion program helps people access home and community living options. Benefit recipients would otherwise live in a nursing facility if not provided with alternatives. Living in the setting of choice improves the quality of life of benefit recipients. The program provides equitable and culturally appropriate access. The program offers consumers choices that reflect cultural, and individual needs. Available staff speak multiple languages, are culturally knowledgeable, and train in diversity, equity, and inclusion.

**Program Description**

**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. To the fullest extent, services are provided by culturally knowledgeable providers. 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. The Transition team works closely with the Houseless Mobile Intake Team (HMIT) funded by the Joint Office of Homeless Services. Transition coordinators will leverage the culturally specific resources developed and fostered by the 3 culturally specific positions on the HMIT.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Annual number of transitions from a nursing facility <sup>1</sup>	395	400 <sup>2</sup>	438	400
Outcome	Percent of transitions where participants returned home	40%	50%	48%	40%
Outcome	Percent of transitions where participants returned to a community-based facility	60%	50%	51%	60%

**Performance Measures Descriptions**

<sup>1</sup>This measure and all following measures include both transitions and diversions. <sup>2</sup>The 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	2023	2023	2024	2024
Personnel	\$0	\$4,152,745	\$0	\$4,415,427
Contractual Services	\$388,046	\$5,000	\$336,352	\$5,000
Materials & Supplies	\$0	\$67,443	\$0	\$89,610
Internal Services	\$0	\$1,383,882	\$0	\$1,342,115
<b>Total GF/non-GF</b>	<b>\$388,046</b>	<b>\$5,609,070</b>	<b>\$336,352</b>	<b>\$5,852,152</b>
<b>Program Total:</b>	<b>\$5,997,116</b>		<b>\$6,188,504</b>	
<b>Program FTE</b>	0.00	40.00	0.00	40.00

Program Revenues				
Intergovernmental	\$0	\$5,452,106	\$0	\$5,686,250
Other / Miscellaneous	\$0	\$156,964	\$0	\$165,902
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,609,070</b>	<b>\$0</b>	<b>\$5,852,152</b>

## Explanation of Revenues

This program generates \$527,655 in indirect revenues.  
 \$5,686,250 - Title XIX (Fed thru State); \$165,902 - Case Management Assessments for Medicaid Patients (Local)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25029 ADVSD Transition & Diversion (Medicaid)

5.00 FTE in Other Funds is funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services (4.00 FTE Case Manager Senior and 1.00 FTE Case Manager Assistant). See program 30407A for the associated costs and program information.

Added 1.00 FTE Program Specialist (State housing navigator) in Federal/State Fund (1505). (FY23 Budget modification DCHS-009-23)

Moved 1.00 FTE Case Manager 2 to ADVSD Long Term Services & Supports (25023) program offer

**Department:** County Human Services      **Program Contact:** Marina Khalina  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 needs of the participant.

**Program Description**

**ISSUE:** The network of public and private services and resources is complex and difficult to navigate. Barriers are greater for BIPOC communities (Black, Indigenous, and/or People of Color). Certified specialists help consumers to 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 equitable 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, and public benefits. The ADRC also screens for intensive services. These services include Oregon Project Independence, and Medicaid in-home services. The ADRC refers to 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. Contracted district senior centers and enhancing equity partners provide 29% of all I&R/A client contacts. Community partners are culturally responsive and use person-centered intergenerational services.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of contacts to the Aging and Disability Resource Connection Helpline	35,002	43,000 <sup>1</sup>	35,800	37,500
Outcome	Percent of participants with a new ADVSD service after an ADVSD referral from the ADRC <sup>2</sup>	46%	30%	46%	30%
Output	Number of referrals to County and community partner agencies from the ADRC	55,688	62,000	57,230	60,000

**Performance Measures Descriptions**

<sup>1</sup>Call volume did not increase as expected, potentially due to staff shortages at contracted partners.

<sup>2</sup>Due to lack of data availability, Adult Protective Services referrals are not included.

## 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	2023	2023	2024	2024
Personnel	\$356,361	\$1,808,705	\$398,792	\$2,313,116
Contractual Services	\$926,932	\$323,731	\$927,771	\$302,925
Materials & Supplies	\$280	\$51,875	\$280	\$91,146
Internal Services	\$60,383	\$445,278	\$65,261	\$487,305
<b>Total GF/non-GF</b>	<b>\$1,343,956</b>	<b>\$2,629,589</b>	<b>\$1,392,104</b>	<b>\$3,194,492</b>
<b>Program Total:</b>	<b>\$3,973,545</b>		<b>\$4,586,596</b>	
<b>Program FTE</b>	3.05	15.35	3.28	19.12

Program Revenues				
Intergovernmental	\$0	\$2,629,589	\$0	\$3,194,492
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,629,589</b>	<b>\$0</b>	<b>\$3,194,492</b>

## Explanation of Revenues

This program generates \$282,285 in indirect revenues.  
 \$2,439,663 - Title XIX (Federal)  
 \$404,430 - Outreach & Enrollment – MIPPA (Federal)  
 \$207,063 - ADRC – System-Wide Technical Assistance (State)  
 \$35,833 - Senior Health Insurance (SHIBA) (Federal)  
 \$19,800 - Title IIIB (OAA – Supportive Services) (Federal)  
 \$15,800 - Senior Medicare Patrol Grant (Federal)  
 \$13,053 - Title VIIB (OAA – Elder Abuse) (Federal)  
 \$3,000 - City of Troutdale (Local)  
 \$1,850 - City of Fairview (Local)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25032 ADVSD Outreach, Information & Referral

Added 4.00 FTE to support OPIM/FCAP – 2.00 FTE Community Information Specialist, 1.00 FTE Office Assistant Senior, and 1.00 FTE Program Supervisor. (FY23 Budget modification DCHS-009-23)

**Department:** County Human Services

**Program Contact:** Irma Jimenez

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The Regional Health and Human Services Contact Center (HHSCC) will connect community members with culturally-responsive emergency and public health information and service connections. Building on emergency response goals as the Multnomah County COVID Contact Center, the new regional HHSCC is prepared for the next emergency. This program will continue and grow existing relationships with regional partners. Key partners include Tri-County public health leadership, public information officers, community-based organizations, healthcare systems, and others.

Regular hours for the HHSCC are Monday through Friday, 8am - 5pm, with after hour voicemails returned the next day. Extended hours are activated for heightened or emergency response as needed.

### Program Description

**ISSUE:** Social determinants of health contribute to wide health disparities and inequities. These disparities are greater for BIPOC, LGBTQ+, and other marginalized communities. The network of public and private organizations that provide services, supports and resources is complex and difficult to navigate.

**PROGRAM GOAL:** The HHSCC goal is to increase awareness of and equitable access to services, supports, and resources. The HHSCC provides a streamlined connection to information and referral/assistance (I&R/A), and helps address community needs across multiple social determinants of health. This program also helps to meet a department-wide goal to increase ease of resource navigation and equity in access for the community.

**PROGRAM ACTIVITY:** The Health and Human Services Contact Center serves as an information hub for public health, emergent issues, and crisis and emergency resources. This involves communicating up-to-date guidance and messaging provided by Regional Public Health Leadership Group to the public, in multiple languages, including Public Health Emergency Preparedness (PHEP) operations according to established plans.

The HHSCC provides access to county services and connection to community partners, including access to care (vaccination clinics, primary care, etc.) and Public Health wraparound services when available. HHSCC serves as a regionally-available resource for rapid response needs during acute emergency activations, as required. HHSCC works with interpreters and community partners to ensure that callers receive services in their preferred language. Since March 2020, HHSCC has provided assistance to callers in at least 80 languages.

HHSCC workers coordinate with regional partners to connect community members to information and resources. This might include, but is not limited to, mass vaccination efforts, evacuation notices, or public health alerts. HHSCC workers listen for concerns, call trends, and possible gaps in service brought forward by community members, including gaps in equitable information access, and elevate issues to leadership.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of languages supported by printed and online promotional materials and outreach campaigns	N/A	N/A	N/A	12
Outcome	Percent of phone contacts provided with timely, accurate information, service, and referral	N/A	N/A	N/A	80%
Output	Number of direct contacts with community members <sup>1</sup>	N/A	N/A	N/A	15,000

### Performance Measures Descriptions

<sup>1</sup>Includes incoming calls as well as community-focused outreach through outbound calls, emails, and SMS.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$1,294,605
Materials & Supplies	\$0	\$0	\$0	\$5,395
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,300,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,300,000</b>	
<b>Program FTE</b>	0.00	6.50	0.00	12.50

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,300,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,300,000</b>

Explanation of Revenues

\$1,300,000 - CareOregon. This funding is one-time-only in FY 2024. It's expected that this revenue will fund the HHSCC to April 2024.

Significant Program Changes

Last Year this program was: FY 2023: 25492B ARP - DCHS Client Assistance

In FY 2023, this program was funded by the Health Department using Federal American Rescue Plan (ARP) Direct County funding through 12/31/2022. It was extended to the end of FY 2023 with budget modification #HD-015-23 using Federal OHA funding, as a cross department funding project with the Health Department, under program offer ARP - Public Health - Isolation and Quarantine (40199C). In addition to extending existing positions, this budget modification also added a new 1.00 FTE Program Supervisor (9361) during FY 2023. In FY 2024, this program is increased by 1.00 FTE Office Assistant Senior (6002).

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** 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. 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 Description

**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. Access to good nutrition helps to support better health and results in consumers' ability to remain independent in their own home. 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 needs. Nutrition services pay special attention to isolated, low-income, minority, and limited English participants. In FY 2022, 42% of participants identified as Black, Indigenous, and/or People of Color (BIPOC). 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 providers serving 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 well-being of the communities where the elders live. ADVSD uses a dietitian to review menus and follow nutrition guidelines.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of meals served	557,814	592,000	477,864 <sup>1</sup>	450,000
Outcome	Percent of high nutritional risk participants who experienced an improvement in their annual risk score	47%	45%	47%	45%
Output	Percent of meals through culturally specific services	17%	19%	18%	19%
Outcome	Percent of home-delivered meal participants satisfied or very satisfied with nutritional services	96% <sup>2</sup>	92%	96%	92%

### Performance Measures Descriptions

<sup>1</sup>Increased food costs and the end of Pandemic funding and disaster declaration led to a decrease in meals served.

<sup>2</sup>Based on responses to the question "How do you usually feel about the quality of the meal?"



## 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	2023	2023	2024	2024
Personnel	\$0	\$69,653	\$0	\$76,200
Contractual Services	\$659,770	\$1,730,694	\$706,257	\$1,600,706
Materials & Supplies	\$2,000	\$3,786	\$2,000	\$3,786
Internal Services	\$0	\$6,112	\$0	\$6,256
<b>Total GF/non-GF</b>	<b>\$661,770</b>	<b>\$1,810,245</b>	<b>\$708,257</b>	<b>\$1,686,948</b>
<b>Program Total:</b>	<b>\$2,472,015</b>		<b>\$2,395,205</b>	
<b>Program FTE</b>	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,810,245	\$0	\$1,686,948
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,810,245</b>	<b>\$0</b>	<b>\$1,686,948</b>

## Explanation of Revenues

\$595,898 - Title IIIC-2 (OAA – Home Meals) (Federal)  
 \$565,522 - Title IIIC-1 (OAA – Congregate Meals) (Federal)  
 \$360,262 - U.S. Department of Agriculture (Federal)  
 \$86,242 - Title IIIB (OAA – Supportive Services) (Federal)  
 \$79,024 - PWD OPI Pilot Project (State)

## Significant Program Changes

Last Year this program was: FY 2023: 25033 ADVSD Nutrition Program

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** 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. Program activities improve health through exercise. They also provide classes on disease self-management, healthy eating, and other social activities. During the COVID-19 pandemic, agencies continued classes by switching to a virtual environment. Currently, community agencies are reopening for in person activities. Many classes will have in person or virtual options.

### Program Description

**ISSUE:** Older adults are at risk for developing chronic health conditions. As people age the risk of falling increases. Studies show that falls result in health decline and potential hospitalization. Adults with chronic conditions have higher rates of hospital readmissions.

**PROGRAM GOAL:** ADVSD provides evidence-based health promotion programs (EBHP), and disease prevention classes. Evidence-based programming helps reduce hospital readmissions. Programs focus on healthy behaviors, and improved health status. Other programs address taking an active role in the management of chronic conditions. The Care Transitions Coaching program helps to reduce hospitalization. The program helps reduce the risks for falling. The coaching improves health outcomes and reduces healthcare costs. Ongoing partnership with culturally specific agencies makes these classes more accessible to communities of color and those most at risk for chronic conditions.

**PROGRAM ACTIVITIES:** Classes offered support regular physical activity. Workshops teach how to better manage chronic conditions. The Care Transitions program supports the move from hospital to home. Coaching helps participants take an active role in managing their health. It helps them follow their discharge plan. Topics include reviewing medication and understanding red flags associated with their health conditions. The classes foster community engagement. This helps reduce social isolation, and support a healthy lifestyle. Programs include Tai Chi, diabetes prevention, chronic disease self-management, and Walk with Ease. ADVSD coordinates community partnerships to streamline access to services. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of evidence based health promotion (EBHP) courses offered	26	N/A	28	28
Outcome	Percent of EBHP courses offered by culturally-specific providers	31%	N/A	35%	35%
Output	Number of participants served by Care Transitions	654	N/A	542	529
Outcome	Percent of evidence based Care Transition participants with no hospital readmission in 30 days	88%	88%	88%	88%

### Performance Measures Descriptions

Former measure: Number of people enrolled in evidence-based behavioral and health promotion activities. FY22 Actual: data not available, FY23 Estimate: 1022. Percent of EBHP fall prevention participants who had a reduction in fall risk compared to non-participants. FY22 Actual: 55%, FY23 Estimate: 55%.

## 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	2023	2023	2024	2024
Personnel	\$26,612	\$337,958	\$28,658	\$359,579
Contractual Services	\$31,722	\$43,134	\$32,105	\$42,560
Materials & Supplies	\$12,408	\$275	\$12,408	\$275
Internal Services	\$25,452	\$85,387	\$29,112	\$80,404
<b>Total GF/non-GF</b>	<b>\$96,194</b>	<b>\$466,754</b>	<b>\$102,283</b>	<b>\$482,818</b>
<b>Program Total:</b>	<b>\$562,948</b>		<b>\$585,101</b>	
<b>Program FTE</b>	0.22	2.78	0.22	2.78

Program Revenues				
Intergovernmental	\$0	\$223,748	\$0	\$364,439
Other / Miscellaneous	\$0	\$243,006	\$0	\$118,379
<b>Total Revenue</b>	<b>\$0</b>	<b>\$466,754</b>	<b>\$0</b>	<b>\$482,818</b>

## Explanation of Revenues

This program generates \$44,300 in indirect revenues.  
 \$321,879 - ADRC – Person Centered Option Counseling Medicaid (State)  
 \$118,379 - Providence Health Services – Metro Care Transitions (Local)  
 \$42,560 – Title IIID (OAA – Health Promotion) (Federal)

## Significant Program Changes

Last Year this program was: FY 2023: 25034 ADVSD Health Promotion

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program serves older adults, people with disabilities, and Veterans who do not qualify for traditional Medicaid case management. They may experience complex or many problems that make it hard to remain in their homes. They are at risk for nursing facility placement. This non-traditional Medicaid program provides critical support that lets them remain at home.

### Program Description

**ISSUE:** This program serves older adults, people with disabilities, and Veterans. They may experience complex or many problems that make it hard to remain in their homes. An outcome of community listening sessions was a four-year strategic plan for service delivery. The Division also changed its funding allocation to increase culturally specific services. 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 independent at home. 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 case management can improve housing stability and prevent isolation. Partnerships with culturally specific agencies to provide this much needed case management, respite and support has a significant positive impact on communities of color and other severely marginalized communities that are disproportionately affected by lack of resources.

**PROGRAM ACTIVITY:** The Case Management and In-Home Services program is separate from the Long Term Services and Supports program. The program partners with community organizations to provide culturally responsive and specific services. Case managers work with participants and their families. They assess the needs for services and determine eligibility. Case managers also authorize and coordinate services. They develop and test the person-centered care plan. Other continued in-home services include respite, housekeeping, personal care, and grocery shopping. Case managers contact participants by phone and in-home visits. They reassess participant needs, provide reassurance, and advocate on their behalf. As needed, they provide information, help, and referral. In FY 2023 this program will include Medicaid funding from Oregon Project Independence-Medicaid (OPI-M) and Family Caregiver-Medicaid (FCAP).

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people receiving case management and/or in-home services	2,672	3,400	3,400 <sup>1</sup>	3,400
Outcome	Percent of Oregon Project Independence participants who did not enroll in Title XIX services	85% <sup>2</sup>	94%	85%	87%

### Performance Measures Descriptions

<sup>1</sup>This estimate includes OPI-M and FCAP which are currently awaiting Centers for Medicare and Medicaid Services approval.

<sup>2</sup>Methodology for calculation of actuals was updated in FY22.

## 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	2023	2023	2024	2024
Personnel	\$198,407	\$423,966	\$251,148	\$1,004,049
Contractual Services	\$1,244,795	\$10,753,202	\$1,337,790	\$10,763,703
Materials & Supplies	\$104	\$16,191	\$104	\$16,191
Internal Services	\$77,196	\$216,494	\$94,315	\$378,177
<b>Total GF/non-GF</b>	<b>\$1,520,502</b>	<b>\$11,409,853</b>	<b>\$1,683,357</b>	<b>\$12,162,120</b>
<b>Program Total:</b>	<b>\$12,930,355</b>		<b>\$13,845,477</b>	
<b>Program FTE</b>	1.13	3.47	1.43	9.26

Program Revenues				
Intergovernmental	\$0	\$11,402,067	\$0	\$12,154,334
Service Charges	\$0	\$7,786	\$0	\$7,786
<b>Total Revenue</b>	<b>\$0</b>	<b>\$11,409,853</b>	<b>\$0</b>	<b>\$12,162,120</b>

## Explanation of Revenues

This program generates \$115,473 in indirect revenues.  
 \$9,822,365 - Veteran's Directed Home & Community Services (Federal)  
 \$922,288 - Title XIX (Federal)  
 \$517,691 - Oregon Project Independence (State)  
 \$515,906 - Title IIIB (OAA – Supportive Services) (Federal)  
 \$168,722 - PWD OPI Pilot Project (State)  
 \$142,496 - Oregon Money Management Program (State)  
 \$61,045 - Title IIIE (OAA – Caregiver Support) (Federal)  
 \$8,821 - Title IIID (OAA – Health Promotion) (Federal)  
 \$7,786 - Client Employer Provider Fees (Local)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25035 ADVSD Case Management & In-Home Services (non-Medicaid)

FY 2024 decreased by 0.50 FTE Case Manager 2 that moved to ADVSD Safety Net Program (25036) and 0.41 FTE Program Specialist that moved to ADVSD Advocacy & Community Program Operations (25038).

FY 2023 added to support OPIM / FCAP – 1.00 FTE Program Supervisor, 2.00 FTE Case Manager 2, 1.00 FTE Case Manager Assistant, 2.00 FTE Office Assistant 2, 1.00 FTE Office Assistant Sr (program offer 25038 in FY 2023). (FY23 Budget modification DCHS-009-23).

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** 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 homelessness. The program helps participants get things like dentures, eyeglasses, and prescription medicine. These items help prevent participant health decline. Additionally, participants do not have to choose between medications and food.

**Program Description**

**ISSUE:** The Safety Net Program serves older adults, people with disabilities, and Veterans who are unable to get or keep 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. For example, the ongoing lack of affordable housing or health insurance. Extra barriers include limited mobility, increasing disability, and other health factors.

**PROGRAM GOAL:** The Safety Net Program helps support and maintain safe and stable housing. Participants are experiencing homelessness, or are at risk of losing their housing. The program offers emergency housing help and services. The program provides short-term help to pay for prescription medication. The Safety Net Program helps to pay for dentures. Dentures can reduce barriers to good nutrition. These 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 Safety Net team provides training and support to referral sources. The training and support helps to create equitable access and reduce barriers to the program. It streamlines processes and provides better support to the clients they serve. The Aging and Disability Resource Connection Helpline is the primary access point for Safety Net services. Community partners also refer people to the program for help. The program facilitates support services such as deep cleaning and bed bug mitigation. Financial help ensures individuals get their prescribed treatments to prevent health decline. This program helps participants buy dentures, eyeglasses, and other durable medical equipment. Items not covered by Medicaid, Medicare, or other programs. Short-term help with prescription medication payment helps develop a long-term medication coverage plan. The program's demographic customer data is under review in order to establish new sets of measures to ensure that the program is effectively serving the most marginalized communities in Multnomah county.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people who received Safety Net services	569	350	806	650
Outcome	Percent of requests for Safety Net services fulfilled to avert eviction	69%	70%	70%	70%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$94,797	\$94,797	\$132,589	\$132,589
Contractual Services	\$563,739	\$0	\$558,399	\$0
Materials & Supplies	\$1,859	\$73	\$1,932	\$0
Internal Services	\$9,168	\$22,477	\$8,589	\$26,561
<b>Total GF/non-GF</b>	<b>\$669,563</b>	<b>\$117,347</b>	<b>\$701,509</b>	<b>\$159,150</b>
<b>Program Total:</b>	<b>\$786,910</b>		<b>\$860,659</b>	
<b>Program FTE</b>	0.75	0.75	1.00	1.00

Program Revenues				
Intergovernmental	\$0	\$117,347	\$0	\$159,150
<b>Total Revenue</b>	<b>\$0</b>	<b>\$117,347</b>	<b>\$0</b>	<b>\$159,150</b>

Explanation of Revenues

This program generates \$16,335 in indirect revenues.  
 \$159,150 - Title XIX (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25036 ADVSD Safety Net Program

Increase of 0.50 FTE Case Manager 2 to support housing services (moved from program offer 25035).

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Transportation Program helps older adults, people with disabilities, and Veterans. This program helps them with their transportation needs. Services provide transportation to social activities, nutrition programs, stores, pharmacies, and medical appointments. The program removes mobility barriers that may reduce a person's independence or quality of life. Services include transportation assessments, ride coordination, and authorization. Services offered include TriMet HOP cards, door-to-door service, and emergency rides. Specialized vehicles accommodate mobility devices.

### Program Description

**ISSUE:** A 2020 community needs assessment of older adults found access to transportation an unmet need. Affordable transportation options support good health and an active lifestyle. Transportation also connects participants to their community which improves their quality of life.

A 2021 county transportation survey was conducted in 17 languages. The survey provided diverse racial and ethnic input into transportation needs. It found transportation support was an essential service—transportation services to get to appointments, community events, and senior centers. Aging & Disability Advisory councils advocate for lower ride costs and more frequent service. They also ask for changes to provide safety personnel. The COVID pandemic has changed ridership and services. Older adults reported concerns about safety using transit. Transportation agencies lost staff due to their personal safety concerns. This resulted in reduced access to transportation services and increased service rates.

**PROGRAM GOAL:** The goal of Transportation Services is to improve equitable access to community services. It meets community needs and supports efforts to strengthen ride services. Agencies and transportation services help people who speak other languages, by providing translation services. This program promotes hiring culturally diverse staff who speak more than one language.

**PROGRAM ACTIVITY:** County and contracted community partners use case managers to coordinate transportation services. The case manager screens for eligibility and estimates current transportation needs. They authorize services and coordinate rides. Senior centers and Enhancing Equity programs provide services through ADVSD contracts with TriMet, Ride Connection, and Radio Cab. Clients with Medicaid receive transportation services through the ADVSD contract with First Transit.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants who received transportation assistance <sup>1</sup>	1,270	1,200	1,200	1,200
Outcome	Percent of non-Medicaid participants who report increased mobility because of transportation services <sup>2</sup>	85%	85%	85%	85%

### Performance Measures Descriptions

<sup>1</sup>All transportation utilization by older adults and people with disabilities is down due to the COVID-19 pandemic, and concerns for safety while traveling with strangers. <sup>2</sup>Survey data collection ongoing at time of reporting. Data includes participants who used transportation services anytime in FY22. Former measure: Percent of participants with improved utilization of ADVSD services after receiving transportation services. FY22 Actual: 12% FY23 Estimate: data not available.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$200,057	\$0	\$164,361
Contractual Services	\$119,042	\$1,871,114	\$149,122	\$1,889,201
Materials & Supplies	\$0	\$151	\$0	\$40
Internal Services	\$0	\$48,840	\$0	\$32,388
<b>Total GF/non-GF</b>	<b>\$119,042</b>	<b>\$2,120,162</b>	<b>\$149,122</b>	<b>\$2,085,990</b>
<b>Program Total:</b>	<b>\$2,239,204</b>		<b>\$2,235,112</b>	
<b>Program FTE</b>	0.00	1.58	0.00	1.38

<b>Program Revenues</b>				
Intergovernmental	\$0	\$2,120,162	\$0	\$2,085,990
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,120,162</b>	<b>\$0</b>	<b>\$2,085,990</b>

## Explanation of Revenues

This program generates \$12,637 in indirect revenues.  
 \$1,421,256 - Medicaid Community Transportation (Federal)  
 \$546,431 - TriMet Community Transportation Local Match (Local)  
 \$67,382 - Title IIIB (OAA – Supportive Services) (Federal)  
 \$50,921 - PWD OPI Pilot Project (State)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25037 ADVSD Transportation Services

0.20 FTE Program Supervisor moved to ADVSD Advocacy & Community Program Operations (25038).

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program seeks to center the voice of historically marginalized communities. It supports an equity-focused, participant-directed service system. The program includes Area Plan development and management. The program provides contract administration, program support, network advocacy, volunteer engagement, and coordination.

**Program Description**

**ISSUE:** The Division engages with diverse communities. These communities share their needs and issues. These engagements help in planning and developing services. The program ensures that 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. ADVSD desires diverse community participation.

**PROGRAM ACTIVITY:** The program includes advocacy, contract monitoring, and Area Plan implementation. ADVSD develops and monitors social service and nutrition program contracts. The Older Americans Act requires an Area Plan. The Area Plan describes the scope of diverse needs in the service area and addresses service equity. It outlines program goals, objectives, and key tasks. ADVSD recruits and retains racially, ethnically, culturally, and regionally diverse community participation. The program supports regular meetings, and coordinating opportunities for community engagement and advocacy.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of volunteer hours donated to ADVSD	5,568 <sup>1</sup>	45,000	29,250	38,000
Outcome	Percent of ADVSD contract funding for culturally specific providers <sup>2</sup>	50%	38%	45%	38%

**Performance Measures Descriptions**

<sup>1</sup>Due to the COVID-19 pandemic, foster grandparent volunteers were unable to fulfill hours in assigned locations based on infection control protocols in schools and childcare centers. <sup>2</sup>Contracts 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	2023	2023	2024	2024
Personnel	\$351,292	\$1,365,707	\$433,231	\$2,087,778
Contractual Services	\$131,575	\$507,761	\$131,647	\$2,315,643
Materials & Supplies	\$9,578	\$112,919	\$9,578	\$112,918
Internal Services	\$116,514	\$569,534	\$80,906	\$525,597
<b>Total GF/non-GF</b>	<b>\$608,959</b>	<b>\$2,555,921</b>	<b>\$655,362</b>	<b>\$5,041,936</b>
<b>Program Total:</b>	<b>\$3,164,880</b>		<b>\$5,697,298</b>	
<b>Program FTE</b>	2.96	10.66	3.31	16.12

Program Revenues				
Intergovernmental	\$0	\$2,310,724	\$0	\$4,798,419
Service Charges	\$0	\$245,197	\$0	\$243,517
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,555,921</b>	<b>\$0</b>	<b>\$5,041,936</b>

## Explanation of Revenues

This program generates \$116,063 in indirect revenues.  
 \$2,858,000 - Title XIX (Federal). Increase of \$2.4 million from FY 2023 Adopted budget.  
 \$429,822 - Title IIIB (OAA – Supportive Services) (Federal)  
 \$376,105 - State GF-SEQ Assist (Federal)  
 \$337,154 - Veteran's Directed Home & Community Services (Federal)  
 \$279,546 - Foster Grandparent Program (Federal)  
 \$265,946 - Oregon Money Management Program (State)  
 \$243,517 - Contractor Rentals (Local)  
 \$175,245 - Older/Disabled Mental Health (Federal)  
 \$43,314 - Oregon Project Independence (State)  
 \$26,000 - Title IIIC-1 (OAA – Congregate Meals) (Federal)  
 \$7,287 - PWD OPI Pilot Project (Local)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25038 ADVSD Advocacy & Community Program Operations

FY 2024: moved 0.41 FTE Program Specialist from 25035, moved 0.20 FTE Program Supervisor from 25037. Added 1.00 FTE Data Technician and 1.00 FTE Case Manager 2.

FY 2023 added 1.20 FTE Program Technician, 1.00 FTE Program Specialist Senior, and 1.00 FTE Data Analyst Senior (budget modification DCHS-009-23)

Reflects an increase of \$2.4 million in Title XIX (Federal) funding. Adds 5.20 FTE and \$1.8 million in contracted services to provide additional outreach and interpretation services. Funds were added in FY 2023 (budget modification DCHS-009-23).

**Department:** County Human Services

**Program Contact:** Marina Khalina

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Family Caregiver Support Program (FCSP) helps caregivers. FCSP participants care for older family members or are 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. This help allows people to remain in their homes. Support may include respite, financial awards, and education.

**Program Description**

**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 well-being.

**PROGRAM ACTIVITY:** The FCSP 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. 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 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 options. These resources helped with food boxes, activity kits, and safety information. In FY23, program updates include in-person and online training opportunities. In FY24 the program will work with Enhancing Equity partners to offer culturally specific support groups for caregivers.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants served by the Family Caregiver Support Program	262	325	325	325
Outcome	Percent of family caregivers who report services received were excellent or good	89%	90%	90%	90%
Outcome	Percent of family caregivers who attended a training or event that would recommend the program	N/A <sup>1</sup>	95%	95%	95%

**Performance Measures Descriptions**

<sup>1</sup>Insufficient survey data was collected 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$127,350	\$92,681	\$59,255
Contractual Services	\$181,276	\$194,709	\$97,598	\$291,170
Materials & Supplies	\$0	\$21,031	\$0	\$21,031
Internal Services	\$0	\$0	\$61	\$15,681
<b>Total GF/non-GF</b>	<b>\$181,276</b>	<b>\$343,090</b>	<b>\$190,340</b>	<b>\$387,137</b>
<b>Program Total:</b>	<b>\$524,366</b>		<b>\$577,477</b>	
<b>Program FTE</b>	0.00	0.90	0.61	0.39

<b>Program Revenues</b>				
Intergovernmental	\$0	\$343,090	\$0	\$387,137
<b>Total Revenue</b>	<b>\$0</b>	<b>\$343,090</b>	<b>\$0</b>	<b>\$387,137</b>

## Explanation of Revenues

\$387,137 - Title IIIIE (OAA – Caregiver Support) (Federal)

## Significant Program Changes

**Last Year this program was:** FY 2023: 25039 ADVSD Family Caregiver Program

As required by the Older Americans Act IIIIE the County General Funds in contracted services have increased to meet the required minimum of 25% maintenance of effort.

Increase 0.10 FTE Program Specialist.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of domestic violence survivors and children receiving comprehensive, specialized crisis services	416	400	400	400
Outcome	Percentage of adult survivors who engaged in safety planning with an advocate	91%	90%	90%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$411,300	\$0	\$440,277	\$0
<b>Total GF/non-GF</b>	<b>\$411,300</b>	<b>\$0</b>	<b>\$440,277</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$411,300</b>		<b>\$440,277</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25041 YFS - Domestic Violence Crisis Services

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of survivors from BIPOC and/or underserved communities engaged in community advisory bodies	58%	50%	50%	50%
Outcome	Percentage of non-profit partners receiving higher scores on the 'Performance Indicator tool'	100%	100%	100%	100%
Output	Number of DV Continuum collaborative meetings staffed by the DSVCO	172	150	150	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

The 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.

Contracted providers will be surveyed this fiscal year on the support they receive from the DSVCO



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$587,637	\$198,544	\$627,018	\$89,519
Contractual Services	\$36,623	\$92,849	\$25,927	\$25,800
Materials & Supplies	\$12,228	\$0	\$13,529	\$0
Internal Services	\$120,189	\$27,407	\$114,492	\$4,869
<b>Total GF/non-GF</b>	<b>\$756,677</b>	<b>\$318,800</b>	<b>\$780,966</b>	<b>\$120,188</b>
<b>Program Total:</b>	<b>\$1,075,477</b>		<b>\$901,154</b>	
<b>Program FTE</b>	3.75	1.15	3.77	0.45

<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$3,600	\$0	\$3,600
Intergovernmental	\$0	\$315,200	\$0	\$94,588
Other / Miscellaneous	\$0	\$0	\$0	\$22,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$318,800</b>	<b>\$0</b>	<b>\$120,188</b>

Explanation of Revenues

This program generates \$4,869 in indirect revenues.  
 \$50,000 - City of Portland Intergovernmental Agreement (Local)  
 \$44,388 - US Department of Justice, Office on Violence Against Women (Federal)  
 \$22,000 - Weston Grant (Local)  
 \$3,600 - Domestic Partnership Fees (Local)  
 \$200 - Misc Charges/Recoveries (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25044A YFS - Domestic and Sexual Violence Coordination

Reduction of 0.68 FTE is due to a grant funded Program Specialist Senior ending 9/30/23

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**ISSUE:** The court system can be difficult to navigate without professional legal representation and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of domestic violence survivors assisted with courthouse-based restraining order advocacy	800	850	1,000	800
Outcome	Percentage of retained cases with a court action filed or contested by an attorney	85%	75%	85%	75%
Output	Percentage of participants who identify as BIPOC	40%	40%	40%	40%

**Performance Measures Descriptions**

In FY23, Legal Aid Services of Oregon received some additional funding reallocated from underspent contracts and were consequently able to serve more participants through this contract.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$198,847	\$35,000	\$210,390	\$35,000
<b>Total GF/non-GF</b>	<b>\$198,847</b>	<b>\$35,000</b>	<b>\$210,390</b>	<b>\$35,000</b>
<b>Program Total:</b>	<b>\$233,847</b>		<b>\$245,390</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$35,000	\$0	\$35,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$35,000</b>

Explanation of Revenues

\$35,000 - Oregon Judicial Department Court Care Center (State)

Significant Program Changes

Last Year this program was: FY 2023: 25046 YFS - Domestic Violence Legal Services

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of survivors receiving multi-disciplinary, intensive intervention	197	250	250	250
Outcome	Percentage of police officers who agree that DV survivors benefit from having DVRA's on the scene	N/A	N/A	N/A	60%
Output	Number of domestic violence survivors referred by police to afterhours victim advocates	417	500	500	500

### Performance Measures Descriptions

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$930,077	\$340,903	\$988,119	\$348,827
Contractual Services	\$60,000	\$7,200	\$60,000	\$0
Materials & Supplies	\$7,760	\$0	\$7,940	\$0
Internal Services	\$259,281	\$0	\$222,923	\$0
<b>Total GF/non-GF</b>	<b>\$1,257,118</b>	<b>\$348,103</b>	<b>\$1,278,982</b>	<b>\$348,827</b>
<b>Program Total:</b>	<b>\$1,605,221</b>		<b>\$1,627,809</b>	
<b>Program FTE</b>	8.00	3.00	8.00	3.00

Program Revenues				
Intergovernmental	\$0	\$348,103	\$0	\$348,827
<b>Total Revenue</b>	<b>\$0</b>	<b>\$348,103</b>	<b>\$0</b>	<b>\$348,827</b>

Explanation of Revenues

\$348,827 - City of Portland General Fund (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25047 YFS - Domestic Violence Crisis Response Unit

**Department:** County Human Services **Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing **Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals receiving culturally/population-specific domestic violence services	514	450	450	450
Outcome	Percentage of adult survivors who engage in safety planning with an advocate	89%	90%	93%	90%
Output	Percentage of participants who identify as BIPOC	79%	80%	75%	75%

### Performance Measures Descriptions

\*79% BIPOC and of the 21% identifying as White Alone, Non-Hispanic, 17% also identified as LGBTQ+ and/or Slavic, two of the other populations served through this program

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$761,366	\$0	\$813,941	\$0
<b>Total GF/non-GF</b>	<b>\$761,366</b>	<b>\$0</b>	<b>\$813,941</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$761,366</b>		<b>\$813,941</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25048 YFS - Culturally Specific and Underserved Domestic & Sexual Violence

**Department:** County Human Services

**Program Contact:** Alix Sanchez

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of sexual assault survivors who receive specialized crisis services	175	100	100	150*
Outcome	Percentage of adult survivors who engage in safety planning with an advocate	88%	90%	90%	90%

**Performance Measures Descriptions**

Additional contracted FTE were added to this PO in FY23



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$136,189	\$0	\$173,413	\$0
Contractual Services	\$607,304	\$0	\$650,088	\$0
Internal Services	\$0	\$0	\$20,904	\$0
<b>Total GF/non-GF</b>	<b>\$743,493</b>	<b>\$0</b>	<b>\$844,405</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$743,493</b>		<b>\$844,405</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25049A YFS - Sexual Assault Services

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:** 30303B

**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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of community members who are able to access protection orders at the Gateway Center <sup>1</sup>	1,375	1,300	1,300	1300
Outcome	Percentage of participants reporting increased knowledge of and access to resources	87%	85%	85%	85%
Output	Number of domestic violence and/or sexual assault survivors seen at intake for legal consultation	412	375	375	375
Output	Number of retained cases with immigration relief actions filed by legal service attorneys	22	14	14	14

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$205,833	\$583,438	\$218,535	\$578,429
Contractual Services	\$136,261	\$711,597	\$145,861	\$518,888
Materials & Supplies	\$12,273	\$7,500	\$8,350	\$0
Internal Services	\$258,983	\$75,513	\$339,382	\$30,731
<b>Total GF/non-GF</b>	<b>\$613,350</b>	<b>\$1,378,048</b>	<b>\$712,128</b>	<b>\$1,128,048</b>
<b>Program Total:</b>	<b>\$1,991,398</b>		<b>\$1,840,176</b>	
<b>Program FTE</b>	2.00	4.00	2.00	5.00

Program Revenues				
Intergovernmental	\$0	\$1,378,048	\$0	\$1,128,048
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,378,048</b>	<b>\$0</b>	<b>\$1,128,048</b>

Explanation of Revenues

\$1,128,048 - City of Portland Intergovernmental Agreement (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25050A YFS - Gateway Center

1.00 FTE Case Manager 2 is funded by the Supportive Housing Services Measure funding in the Joint Office of Homeless Services. This position was added during FY 2023 per budget modification DCHS-008-23. See program 30303B for the associated costs and program information.

**Department:** County Human Services      **Program Contact:** Peggy Samolinski  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

**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 office. 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 continue to support partners and community providers in long term pandemic response and relief activities in each of the Division's five core areas.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of invoices processed within 30 days.	1,033	N/A	90%	90%
Outcome	Percent of staff & managers who report receiving support for their career and professional development goals. (1)	N/A	60%	60%	60%

**Performance Measures Descriptions**

(1) This was a new measure for the division for FY23, created in response to feedback from BIPOC staff regarding a desire for more professional development and mentorship opportunities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,980,146	\$0	\$2,130,431	\$0
Contractual Services	\$51,020	\$0	\$51,020	\$0
Materials & Supplies	\$36,561	\$0	\$41,785	\$0
Internal Services	\$364,378	\$0	\$318,428	\$0
<b>Total GF/non-GF</b>	<b>\$2,432,105</b>	<b>\$0</b>	<b>\$2,541,664</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,432,105</b>		<b>\$2,541,664</b>	
<b>Program FTE</b>	13.00	1.00	13.00	1.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25118A YFS - Youth & Family Services Administration

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 30407A for the associated costs and program information.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Youth & Family Services Division (YFS) manages funding from multiple sources. In FY 2022, YFS had over 70 grants, from both Federal and State sources. A strong staffing infrastructure is critical for Youth and Family Services (YFS) to meet the needs of our internal and external partners, staff, Departmental needs and requests from elected officials. The Division staff support has not increased to match the significantly increased funding, contracting and project management activities expected by the Division.

**Program Description**

**ISSUE:** A strong staffing infrastructure is critical for YFS to meet the needs of our internal and external partners, staff, the entire Department, and requests from elected officials. The Division staff support has not increased to match the significantly increased funding in the Division (General Fund and COVID related). Our needs for budget related information, contract amendments, procurement and specialized data have increased. YFS serves as a pilot division for innovative programming, and we often manage new procurements and support contractors new to the County. These 2 positions build our capacity to respond to these needs and create balance in existing workloads. As a Division that is largely administrative, staff capacity is stretched as the amount of revenue increases, impacting number of contracts, data collection and reporting needs.

**PROGRAM GOAL:** The goal of YFS Staff Capacity Increase is to effectively meet the needs of our internal partners, staff, Departmental needs and requests from elected officials.

**PROGRAM ACTIVITY:** The Division is responsible for providing, contracting for, and/or coordinating the County's investments in five core areas: Energy Services, Housing Stability, Education Supports, Early Childhood, and Domestic and Sexual Violence. The Division functions as the County's legislatively mandated Community Action Program Office. YFS Staffing Capacity Increase will be responsible for the following activities: 1) Write contracts, liaison with contracted partners, and manage agency budgets and invoices; and 2) Develop data dashboards, presentations, infographics and related materials for presentations and other dissemination to share the work of YFS.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of invoices processed within 30 days.	N/A	N/A	N/A	250
Outcome	Dashboards and infographics produced to monitor spending and track activities	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$258,819	\$0
Materials & Supplies	\$0	\$0	\$28,425	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$287,244</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$287,244</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

In FY 2024, this program adds 1.00 FTE Program Specialist (6021) and 1.00 FTE Data Analyst (6073).

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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 often older and less efficient, 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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households served. <sup>1</sup>	30,193	16,500	30,000	30,000
Outcome	Percentage of households served after receiving shutoff notice who avoid disconnection.	100%	100%	100%	100%

### Performance Measures Descriptions

<sup>1</sup> Increased output reflects additional one time 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	2023	2023	2024	2024
Personnel	\$0	\$962,106	\$0	\$1,159,808
Contractual Services	\$0	\$11,103,767	\$0	\$14,960,391
Materials & Supplies	\$0	\$170,129	\$0	\$477,383
Internal Services	\$0	\$352,134	\$0	\$319,787
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$12,588,136</b>	<b>\$0</b>	<b>\$16,917,369</b>
<b>Program Total:</b>	<b>\$12,588,136</b>		<b>\$16,917,369</b>	
<b>Program FTE</b>	0.00	8.40	0.00	10.00

Program Revenues				
Intergovernmental	\$0	\$12,588,136	\$0	\$16,917,369
<b>Total Revenue</b>	<b>\$0</b>	<b>\$12,588,136</b>	<b>\$0</b>	<b>\$16,917,369</b>

Explanation of Revenues

This program generates \$142,886 in indirect revenues.

\$9,036,377 - OHCS D Low Income Energy Assistance Program - Energy (LIEAP) (Federal). Increased by \$3.7 million from FY 2023.

\$7,321,479 - OHCS D Oregon Energy Assistance Program (OEAP) (State). Increased by \$1.4 million from FY 2023.

\$479,513 -Federal LIH Water Assistance Program (LIHWA) Consolidated Appropriations (Federal). Decreased by \$780K from FY 2023.

\$80,000 - PDX Water/Sewer D/A (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25119 YFS - Energy Assistance

In FY 2024, decreased by 2.40 FTE Weatherization Experts that moved to program offer YFS - Weatherization (25121A).

In FY 2024, increased by 4.00 FTE (3.00 Program Technicians and 1.00 FTE Program Specialist) that moved from program offer COVID-19 Energy & Housing Services (25491). In FY 2023, these FTE were budgeted in the Coronavirus (COVID-19) Response Fund (1515). In FY 2024, these FTE are budgeted in the Federal/State Fund (1505).

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households served. <sup>1</sup>	174	200	200	250
Outcome	Percent of individuals served who identify as Black, Indigenous, and People of Color. <sup>2</sup>	48%	70%	70%	70%

### Performance Measures Descriptions

<sup>1</sup>This number includes a combined total for single-family and multifamily units, which is a single-family house or a multifamily unit. The output is low due to the staffing capacity and supply chain issues. We anticipate that these impacts will continue for FY 2023. However, output for FY24 is estimated to be higher due to state & federal funding increases.

<sup>2</sup> 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	2023	2023	2024	2024
Personnel	\$0	\$796,162	\$0	\$1,540,372
Contractual Services	\$0	\$3,911,696	\$0	\$5,290,619
Materials & Supplies	\$0	\$178,271	\$0	\$326,027
Internal Services	\$0	\$362,343	\$0	\$374,021
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,248,472</b>	<b>\$0</b>	<b>\$7,531,039</b>
<b>Program Total:</b>	<b>\$5,248,472</b>		<b>\$7,531,039</b>	
<b>Program FTE</b>	0.00	6.60	0.00	12.00

Program Revenues				
Intergovernmental	\$0	\$4,703,472	\$0	\$6,986,039
Beginning Working Capital	\$0	\$545,000	\$0	\$545,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,248,472</b>	<b>\$0</b>	<b>\$7,531,039</b>

Explanation of Revenues

This program generates \$189,773 in indirect revenues.  
 \$3,961,556 - OHCS D ECHO (SB1149) (State)  
 \$1,542,449 - OHCS D Low Income Energy Assistance Program - Weatherization (Federal)  
 \$915,857 - DOE Bipartisan Infrastructure (Federal)  
 \$540,000 - County Weatherization Rebates (Local)  
 \$461,629 - OHCS D DOE Weatherization (Federal)  
 \$84,548 - Low Income Energy Assistance Program - Client Education (Federal)  
 \$10,000 - Energy Conservation show rebates (Local)  
 \$10,000 - PDX Water and Sewer (Local)  
 \$5,000 - Beginning Working Capital (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25121A YFS - Weatherization

In FY 2024, increased by 2.40 FTE Weatherization Expert that moved from program offer YFS - Energy Assistance (25119).

In FY 2024, increased by 3.00 FTE (1.00 Weatherization Inspector, 1.00 Program Technician, and 1.00 Program Supervisor) that moved from program offer COVID-19 Energy & Housing Services (25491). In FY 2023, these FTE were budgeted in the Coronavirus (COVID-19) Response Fund (1515). In FY 2024, these FTE are budgeted in the Federal/State Fund (1505).

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:** 10095

**Program Characteristics:** One-Time-Only Request

### Executive Summary

This program continues 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. It funds 2.00 limited duration assignment (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 Description

**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.

Wood smoke pollution is an environmental justice issue for Black, Indigenous and other People of Color. Black, Latinx and Indigenous people also have higher rates of asthma than other groups. Reducing wood smoke will 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 provides 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of wood stoves replaced	N/A	100	20	50
Outcome	Wood stove replacement project plan completed and implemented	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$244,283	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$244,283</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$244,283</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** FY 2023: 25121C YFS - Wood Stove Replacement

In FY 2023 this program was funded with one-time-only General Fund (PO 25121C). The program is requesting one-time-only funding for a second year in FY 2024

**Department:** County Human Services      **Program Contact:** Peggy Samolinski  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

**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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of families who engage in services	88	135	135	135
Outcome	Percent of families that engage in case management	68%	80%	80%	80%

**Performance Measures Descriptions**

FY22 output is lower due to partner staffing capacity challenges.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$577,352	\$0	\$610,289	\$0
<b>Total GF/non-GF</b>	<b>\$577,352</b>	<b>\$0</b>	<b>\$610,289</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$577,352</b>		<b>\$610,289</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25130 YFS - Family Unification Program

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants engaged in services <sup>1</sup>	916	2,500	1,175	1175
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**

<sup>1</sup>Output is a combined total of individuals engaged in legal services and group based legal service days. FY23 estimate is higher due to one-time-only funds; these are not expected to continue into FY24.



**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$431,914	\$0	\$462,342	\$0
<b>Total GF/non-GF</b>	<b>\$431,914</b>	<b>\$0</b>	<b>\$462,342</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$431,914</b>		<b>\$462,342</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

**Last Year this program was:** FY 2023: 25131 YFS - Legal Services & Supports

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**
**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of clients connected to Peer Support Case Managers	N/A	200	200	200
Outcome	Percent of clients have been connected to services	N/A	N/A	N/A	75%

**Performance Measures Descriptions**

Program began in FY23; there are no performance measures for FY22.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$500,000	\$0	\$535,225	\$0
<b>Total GF/non-GF</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$535,225</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$500,000</b>		<b>\$535,225</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

**Last Year this program was:** FY 2023: 25131B YFS - Peer Navigators

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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. 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 pandemic recovery period and beyond. These programs offer 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people receiving legal information, education and referral services	1,458	1,500	1,500	1,500
Outcome	Renters who engage with legal representation to achieve dismissal of their case.	182	300	300	300

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$400,000	\$0	\$400,000	\$0
<b>Total GF/non-GF</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$400,000</b>		<b>\$400,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25131C YFS - Eviction Prevention Support

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**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/or not having financial resources to address them are roadblocks to overall stability and 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. Expanding capacity for Legal Services Days and making them all virtual will increase participation and engagement.

**Program Description**

**ISSUE:** Residents experiencing poverty, in particular people of color, experience discrimination and disproportionate 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:** Provide low barrier, easy access to virtual legal services in order to reduce legal barriers to safe housing, employment and educational opportunities.

**PROGRAM ACTIVITY:** Provider will conduct outreach about Legal Services Days to communities of color disproportionately affected by the justice system including but not limited to outreach to culturally specific providers of County programs. They will also hold virtual legal service days and at least one in-person legal service day (pandemic permitting), for low income residents of Multnomah County. Throughout the pandemic the virtual legal service days have proven to be more effective in engaging more people of color than pre-pandemic in-person events. Travel to a site, waiting in line and re-arranging schedules are three areas that virtual events have become more available. Services provided shall include, but are not limited to: Reduction or waiver of fees and fines; expungement of convictions, arrests and dismissed cases; resolution of bench warrants; early termination of successful probation; dismissal of up to three TriMet fare violations; dismissal of marijuana violations; screening of records; driver's license restoration; navigation of court orders and obligations; reduction of qualifying marijuana convictions; review of open or pending cases and warrants; connection with community organizations for fulfillment of community service hours; approval of completion of community service hours; and other services as needed.

The full expungement process includes eligibility analysis, paperwork preparation, court filing, fingerprint processing, and representation at court if required.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants engaged in services	N/A	700	814	700
Outcome	% of participants receiving legal advice or services resulting in barrier reduction	N/A	90%	100%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$262,500	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$262,500</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$262,500</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25131D YFS - Expungement and Legal Services Days

In FY 2023 this program was funded with one-time-only General Fund.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households engaged in STRA <sup>1</sup>	1,504	1,000	1,000	1,000
Outcome	Percentage of households engaged who remain in permanent housing six months after exit	91%	70%	70%	70%

### Performance Measures Descriptions



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$159,049	\$0	\$152,597	\$0
Contractual Services	\$1,148,956	\$2,053,505	\$1,178,078	\$2,986,607
Materials & Supplies	\$11,018	\$0	\$7,179	\$0
Internal Services	\$35,259	\$0	\$21,216	\$0
<b>Total GF/non-GF</b>	<b>\$1,354,282</b>	<b>\$2,053,505</b>	<b>\$1,359,070</b>	<b>\$2,986,607</b>
<b>Program Total:</b>	<b>\$3,407,787</b>		<b>\$4,345,677</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,053,505	\$0	\$2,986,607
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,053,505</b>	<b>\$0</b>	<b>\$2,986,607</b>

Explanation of Revenues

- \$1,669,782 - OHCSO Emergency Housing Assistance (State)
- \$1,186,880 - State Homeless Response and Prevention Services (HR-PS) (State)
- \$125,762 - State of Oregon Elderly Rent Assistance (State)
- \$4,183 - State Service Provider Investment Program (SPIP) (State)

Significant Program Changes

Last Year this program was: FY 2023: 25133 YFS - Housing Stabilization for Vulnerable Populations (HSVP)

**Department:** County Human Services      **Program Contact:** Peggy Samolinski

**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:**

### Executive Summary

This program offer funds 1.00 FTE Program Specialist Senior to lead rent assistance projects with Youth & Family Services. 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 economic and social impact of the pandemic 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. Additional staff capacity is needed to lead and manage rent assistance programming for the Division and the community.

### Program Description

**ISSUE:** The shifting housing landscape for renters in the County (with COVID and beyond) has placed a deep emphasis on eviction prevention strategies to support renters to remain stably housed. This work has dominated our Division over the past 3 years, and will continue to do so in the future. Prior to COVID, planning, supporting, aligning and partnership development was only a part of one FTE's portfolio. That piecemeal approach has become unsustainable. YFS needs an FTE that is focused on rent assistance programs, planning, alignment, system partnerships, contracts, reporting, and monitoring.

**PROGRAM GOAL:** Provide eviction prevention leadership, planning and management support through staff capacity.

**PROGRAM ACTIVITY:** These funds will support 1.00 FTE to lead and manage eviction prevention and rent assistance program and planning. This position will be focused on rent assistance programs, planning, alignment, system partnerships, contracts, reporting, and monitoring. Supports will be internal to YFS and will support the ongoing cross jurisdictional collaboration and alignment processes.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Staff hired	N/A	N/A	N/A	1
Outcome	Aligned partnership and system development with partners.	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$148,346	\$0
Materials & Supplies	\$0	\$0	\$3,091	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$151,437</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$151,437</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**Program Offer Stage:** 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 Description**

**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 to include 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of fair housing tests conducted in East Multnomah County	15	75	70	70
Outcome	Number of alleged housing discrimination investigations, advocacy & support conducted	10	55	25	25
Output	Number of Fair Housing training and outreach events for direct service staff	11	15	10	10

**Performance Measures Descriptions**

Outputs for FY22 were low due to late program start up and staffing capacity. Outputs for FY24 have been updated to better reflect contracted program performance.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$110,000	\$0	\$117,749	\$0
<b>Total GF/non-GF</b>	<b>\$110,000</b>	<b>\$0</b>	<b>\$117,749</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$110,000</b>		<b>\$117,749</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25134 YFS - Fair Housing Testing

**Department:** County Human Services      **Program Contact:** Peggy Samolinski  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 25399R  
**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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth engaged in case management supports	94	90	90	85
Outcome	Percentage of youth who know how to access safe and supportive resources	88%	80%	85%	80%
Outcome	Number of youth served who identify as BIPOC	84%	N/A	80%	80%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$611,862	\$310,000	\$654,968	\$0
<b>Total GF/non-GF</b>	<b>\$611,862</b>	<b>\$310,000</b>	<b>\$654,968</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$921,862</b>		<b>\$654,968</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$310,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25135 YFS - Sex Trafficked Youth Services

In FY 2022, the New Day Collaborative was funded by the Portland Police Bureau (PPB) at \$310,000 in this program. The FY 2023 budget assumed this funding would continue, but the PPB rescinded this funding and it was backfilled with American Rescue Plan (ARP) Direct County Funding at \$70,000 (25399R).

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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.

Culturally specific providers are 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants engaged in intake assessment for navigation services	486	370	370	370
Outcome	Percent of individuals and families who engaged in individualized legal navigation services	38%	40%	40%	40%
Output	Number of community trainings or workshops	63	20	20	20
Output	Number of individuals and families receiving timely and accurate information, referral, education, services.	1418	570	570	570

### Performance Measures Descriptions

Outputs are generally higher than anticipated due to the volume of requests for services. We will work with contractors to adjust outputs to more accurately align with services delivered. Given staff and funding capacity, cannot provide individualized legal nav services to all who request them.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$264,940	\$0	\$283,605	\$0
<b>Total GF/non-GF</b>	<b>\$264,940</b>	<b>\$0</b>	<b>\$283,605</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$264,940</b>		<b>\$283,605</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25136 YFS - Culturally Specific Navigation Services for Immigrant Families

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth served	349	1,000	1,000	1,000
Outcome	Percent students served who attended school regularly (are not chronically absent) <sup>1</sup>	Not Available	80%	80%	80%
Output	Number of parents/legal guardians/regular caregivers served <sup>2</sup>	62	700	700	700
Outcome	% of parents/legal guardians/regular caregivers who are engaged w/ schools and monitoring progress <sup>2, 3</sup>	Not Available	75%	75%	75%

### Performance Measures Descriptions

Output data is low due to agency staff capacity and continued COVID protocols in school buildings in FY22, that impacted student and family engagement.

Outcome data is not available for FY22 due to contractor start up with the work and establishing relationships with the school districts and MESD for student-level data sharing.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$126,306	\$0	\$134,960	\$0
Contractual Services	\$2,351,747	\$0	\$2,517,428	\$0
Materials & Supplies	\$50	\$0	\$1,920	\$0
Internal Services	\$25,060	\$0	\$21,216	\$0
<b>Total GF/non-GF</b>	<b>\$2,503,163</b>	<b>\$0</b>	<b>\$2,675,524</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,503,163</b>		<b>\$2,675,524</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25137 YFS - Successful Families

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth engaged in service	104	75	75	75
Outcome	Percent of youth who identify at least one supportive adult outside of the YSHP program, at exit	96%	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	2023	2023	2024	2024
Contractual Services	\$1,279,564	\$46,651	\$1,369,709	\$46,651
<b>Total GF/non-GF</b>	<b>\$1,279,564</b>	<b>\$46,651</b>	<b>\$1,369,709</b>	<b>\$46,651</b>
<b>Program Total:</b>	<b>\$1,326,215</b>		<b>\$1,416,360</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$46,651	\$0	\$46,651
<b>Total Revenue</b>	<b>\$0</b>	<b>\$46,651</b>	<b>\$0</b>	<b>\$46,651</b>

Explanation of Revenues

\$46,651- OCCF Youth Investment (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25138A YFS - Youth Stability & Homelessness Prevention Services

**Department:** County Human Services      **Program Contact:** Peggy Samolinski  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households served in MSI case management	322	750	750	750
Outcome	Percentage of households served that remain in permanent housing six months after exit	86%	75%	75%	75%

### Performance Measures Descriptions

<sup>1</sup>Output is lower due to staffing capacity challenges.

<sup>2</sup> Outcome is higher in FY2022 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	2023	2023	2024	2024
Personnel	\$92,997	\$61,986	\$109,859	\$60,541
Contractual Services	\$2,610,745	\$1,079,300	\$2,774,400	\$1,099,557
Materials & Supplies	\$20,100	\$0	\$6,148	\$0
Internal Services	\$27,107	\$8,702	\$43,732	\$7,459
<b>Total GF/non-GF</b>	<b>\$2,750,949</b>	<b>\$1,149,988</b>	<b>\$2,934,139</b>	<b>\$1,167,557</b>
<b>Program Total:</b>	<b>\$3,900,937</b>		<b>\$4,101,696</b>	
<b>Program FTE</b>	0.60	1.40	0.64	1.36

Program Revenues				
Intergovernmental	\$0	\$1,149,988	\$0	\$1,167,557
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,149,988</b>	<b>\$0</b>	<b>\$1,167,557</b>

Explanation of Revenues

This program generates \$7,459 in indirect revenues.  
 \$880,000 - OHCS D Community Development Block Grant (Federal)  
 \$287,557 - OHCS D Housing Stabilization Program (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25139 YFS - Multnomah Stability Initiative (MSI)

1.00 FTE in Other Funds 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.

Moved 0.04 FTE Program Specialist Senior from Federal/State Fund (1505) to General Fund.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of public works projects completed	1	1	1	1
Outcome	Number of housing units rehabilitated	29	30	30	30

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$86,812	\$52,004	\$122,793	\$28,490
Contractual Services	\$0	\$305,249	\$0	\$425,620
Materials & Supplies	\$1,250	\$0	\$1,770	\$0
Internal Services	\$25,060	\$7,303	\$21,990	\$3,510
<b>Total GF/non-GF</b>	<b>\$113,122</b>	<b>\$364,556</b>	<b>\$146,553</b>	<b>\$457,620</b>
<b>Program Total:</b>	<b>\$477,678</b>		<b>\$604,173</b>	
<b>Program FTE</b>	0.63	0.37	0.81	0.19

Program Revenues				
Intergovernmental	\$0	\$364,556	\$0	\$457,620
<b>Total Revenue</b>	<b>\$0</b>	<b>\$364,556</b>	<b>\$0</b>	<b>\$457,620</b>

Explanation of Revenues

This program generates \$3,510 in indirect revenues.  
 \$457,620 - HUD Community Development Block Grant (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25140 YFS - Community Development

Moved 0.19 FTE Program Specialist Senior from Federal/State Fund (1505) to General Fund.



**Program #25141 - YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach** FY 2024 Proposed

**Department:** County Human Services **Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing **Program Offer Stage:** 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.

**Program Description**

**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. The economic impact of the pandemic 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of consumers engaged through Outreach activities.	5,531	5,000	5,000	5,000
Outcome	Number of SNAP applications completed.	541	250	250	250

**Performance Measures Descriptions**

These measures align with the state SNAP grant expectations and reporting requirements. YFS staff exceed grant expectations annually.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$129,904	\$115,770	\$128,281	\$128,281
Materials & Supplies	\$1,235	\$0	\$470	\$0
Internal Services	\$53,169	\$16,254	\$40,345	\$21,144
<b>Total GF/non-GF</b>	<b>\$184,308</b>	<b>\$132,024</b>	<b>\$169,096</b>	<b>\$149,425</b>
<b>Program Total:</b>	<b>\$316,332</b>		<b>\$318,521</b>	
<b>Program FTE</b>	1.06	0.94	1.00	1.00

Program Revenues				
Intergovernmental	\$0	\$132,024	\$0	\$149,425
<b>Total Revenue</b>	<b>\$0</b>	<b>\$132,024</b>	<b>\$0</b>	<b>\$149,425</b>

Explanation of Revenues

This program generates \$16,390 in indirect revenues.  
 \$149,425 - Oregon Supplemental Nutrition Assistance Program (SNAP) (State)

Significant Program Changes

**Last Year this program was:** FY 2023: 25141 YFS - Supplemental Nutrition Assistance Program (SNAP) Outreach  
 Moved 0.03 FTE Program Specialist Senior and 0.03 FTE Program Technician from General Fund to Federal/State Fund (1505).

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of children (ages 5-18) served <sup>1</sup>	15,590	18,400	18,400	18,400
Outcome	Number of students who attend 30 days or more after school programming	7,500	9,200	9,200	9,200

### Performance Measures Descriptions

Program outcome is changed for FY22 due to the delay in getting academic data from MESD for FY22.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$575,006	\$0	\$609,472	\$0
Contractual Services	\$7,403,091	\$3,111,828	\$7,390,420	\$2,816,335
Materials & Supplies	\$2,315	\$0	\$21,110	\$0
Internal Services	\$104,569	\$0	\$89,839	\$0
<b>Total GF/non-GF</b>	<b>\$8,084,981</b>	<b>\$3,111,828</b>	<b>\$8,110,841</b>	<b>\$2,816,335</b>
<b>Program Total:</b>	<b>\$11,196,809</b>		<b>\$10,927,176</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,111,828	\$0	\$2,816,335
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,111,828</b>	<b>\$0</b>	<b>\$2,816,335</b>

Explanation of Revenues

- \$1,181,454 - Portland Public Schools SUN Community School Support (Local)
- \$693,629 - City of Portland Parks & Recreation (Local)
- \$331,206 - Reynolds School District (Local)
- \$270,981 - David Douglas School District (Local)
- \$176,405 - Gresham Barlow School District (Local)
- \$157,660 - Parkrose School District (Local)
- \$5,000 - Centennial School District (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25145A YFS - SUN Community Schools



**Program #25145B - YFS - Maintain 4 Existing SUN Community School Sites** FY 2024 Proposed

**Department:** County Human Services      **Program Contact:** Peggy Samolinski  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

Request new General Fund to maintain SUN Community Schools in 2 School Districts, where five\*year federal grants are expiring. YFS is requesting full funding for Meadows Elementary and Centennial High in Centennial School District. YFS requests half of the cost for Hogan Cedars and Hollydale who were fully funded by 21st Century grant.

**Program Description**

**ISSUE:** Four SUN Community Schools (CS) in east Multnomah County are losing their federal 21CCLC grant funds at the end of June 2023. Of the two school districts, Centennial has indicated they cannot contribute funds to maintain the sites. Gresham Barlow will match County dollars to retain the sites.

**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, connecting families to services that meet their basic needs 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 and now living with the long term economic and social impacts of COVID, site managers have been critical in helping families navigate complex resource systems and provide safe culturally responsive enrichment. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of children (ages 5-18) served <sup>1</sup>	566	800	800	800
Outcome	Number of students who attend 30 days or more after school programming	183	400	400	400

**Performance Measures Descriptions**

Numbers served are lower due to agency staff capacity.  
 Program outcome is changed for FY22 due to the delay in getting academic data from MESD for FY22.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$267,987	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$267,987</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$267,987</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program backfills four SUN Community Schools Federal grant funding that ends in June 2023. It requests full funding for two schools in the Centennial School District and half of the funding for two schools in the Gresham Barlow School District.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of meals provided to children and families <sup>1</sup>	3,219,624	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	\$13	\$10	\$10	\$10

### Performance Measures Descriptions

<sup>1</sup> Number of meals includes meals served through extended weeks of summer meals program, emergency food pantries, and Free Food Markets fresh produce to families. FY22 numbers represent a 50% increase from FY21.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$156,340	\$0	\$149,978	\$0
Contractual Services	\$278,191	\$0	\$295,927	\$0
Materials & Supplies	\$700	\$0	\$1,160	\$0
Internal Services	\$25,289	\$0	\$21,551	\$0
<b>Total GF/non-GF</b>	<b>\$460,520</b>	<b>\$0</b>	<b>\$468,616</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$460,520</b>		<b>\$468,616</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25147 YFS - Child & Family Hunger Relief

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Request new General Fund to support extending summer meals and activities for youth in designated SUN Community Schools and Multnomah County Libraries in east county. Summer school in SUN schools last only four weeks, these funds would be used to keep providing meals to youth in the area as well as provide enrichment activities for a few more weeks during the summer. Sites chosen would be in neighborhoods without summer meal site designation.

**Program Description**

**ISSUE:** Many families who qualify for free or reduced lunch rely on the access to free or reduced meals to support their financial stability. Due to the increased cost of food and start of the reduced SNAP benefits many families will be looking for relief in the summer.

**PROGRAM GOAL:** Provide additional weeks of summer meals for youth and opportunities to have engaging activities.

**PROGRAM ACTIVITY:** Library sites and SUN Community School sites will be selected to provide additional weeks of summer meals depending on interest from sites and proximity from other free summer meal sites in Multnomah County. Library sites would be providing summer meals for 8 weeks while SUN Community School sites would be providing an additional 4 weeks of summer meals and activities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of summer meal sites	N/A	N/A	N/A	8
Outcome	Total meals provided per site	N/A	N/A	N/A	4,800

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$29,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$29,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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 has grown due to the pandemic. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of students (ages 6-18) served <sup>1</sup>	771	1,420	1,420	1,420
Outcome	Percent of students who make progress or achieve individualized action or success plan goals, by the end of	94%	65%	65%	65%

### Performance Measures Descriptions

- Output is lower due to agency staff capacity issues.
- Outcome has changed for FY22 because of the delay in getting academic data from MESD for FY22.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$2,654,236	\$200,000	\$2,839,383	\$200,000
<b>Total GF/non-GF</b>	<b>\$2,654,236</b>	<b>\$200,000</b>	<b>\$2,839,383</b>	<b>\$200,000</b>
<b>Program Total:</b>	<b>\$2,854,236</b>		<b>\$3,039,383</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$200,000	\$0	\$200,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>

Explanation of Revenues

\$200,000 - OCCF-Youth Investment (Federal)

Significant Program Changes

Last Year this program was: FY 2023: 25149 YFS - SUN Youth Advocacy Program

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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 impact of the pandemic continues to impact people's lives, PCDS providers have continued to provide virtual services, and limited in-person. This includes virtual home visits, community building and group events, and other supports. Providers focus on helping families navigate resource and health information systems.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of children served <sup>1</sup>	370	641	641	641
Outcome	Percent of children up to date on immunizations at exit <sup>2</sup>	77%	95%	95%	95%

**Performance Measures Descriptions**

Output is lower due to agency staffing capacity issues, and ongoing concerns about in-person (home visit) activities by many families.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$44,768	\$26,223	\$80,148	\$0
Contractual Services	\$1,586,787	\$349,917	\$1,695,500	\$454,923
Materials & Supplies	\$1,850	\$0	\$2,180	\$0
Internal Services	\$14,011	\$3,682	\$11,433	\$0
<b>Total GF/non-GF</b>	<b>\$1,647,416</b>	<b>\$379,822</b>	<b>\$1,789,261</b>	<b>\$454,923</b>
<b>Program Total:</b>	<b>\$2,027,238</b>		<b>\$2,244,184</b>	
<b>Program FTE</b>	0.32	0.18	0.50	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$262,366	\$0	\$263,923
Other / Miscellaneous	\$0	\$117,456	\$0	\$191,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$379,822</b>	<b>\$0</b>	<b>\$454,923</b>

Explanation of Revenues

\$263,923 - OCCF Federal Family Preservation (Federal)  
 \$191,000 - United Way Early Learning (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25151 YFS - SUN Parent & Child Development Services

Moved 0.18 FTE Program Specialist Senior from Federal/State Fund (1505) to General Fund.

**Department:** County Human Services      **Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of children who participate in summer Early Kindergarten Transition.	516	810	739	810
Outcome	Percent of parents who report comfort with activities they can engage in at home to support their child in school. <sup>2</sup>	90%	90%	90%	90%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$76,336	\$49,972	\$115,824	\$22,257
Contractual Services	\$270,175	\$832,853	\$273,319	\$1,022,800
Materials & Supplies	\$450	\$0	\$8,020	\$0
Internal Services	\$26,080	\$7,013	\$21,644	\$2,743
<b>Total GF/non-GF</b>	<b>\$373,041</b>	<b>\$889,838</b>	<b>\$418,807</b>	<b>\$1,047,800</b>
<b>Program Total:</b>	<b>\$1,262,879</b>		<b>\$1,466,607</b>	
<b>Program FTE</b>	0.60	0.40	0.84	0.16

<b>Program Revenues</b>				
Intergovernmental	\$0	\$97,500	\$0	\$122,800
Other / Miscellaneous	\$0	\$792,338	\$0	\$925,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$889,838</b>	<b>\$0</b>	<b>\$1,047,800</b>

Explanation of Revenues

This program generates \$2,743 in indirect revenues.  
 \$925,000 - United Way Early Learning (Local)  
 \$122,800 - Portland Public Schools SUN Community School Support (Local)

Significant Program Changes

Last Year this program was: FY 2023: 25152 YFS - Early Learning Family Engagement and Kindergarten Transition  
 Moved 0.23 FTE Program Specialist Senior from Federal/State Fund (1505) to General Fund.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth who participate in case management.	20	75	75	75
Outcome	Percent of youth who remain in or re-enroll in school.	86%	75%	75%	75%
Output	Number of community provider and school staff trained. <sup>1</sup>	0	300	300	300
Outcome	Percent of training participants who report an increase in knowledge of SMGY issues/cultural competency.	N/A	85%	85%	85%

### Performance Measures Descriptions

<sup>1</sup> Output is low due to agency staff capacity issues. The provider did not engage in training during FY22 due to staff capacity issues as well as the fact that schools maintained strict COVID protocols in the 2022 school year and restricted access into the building by outside people. Training activities have resumed in FY23.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$330,167	\$0	\$353,427	\$0
<b>Total GF/non-GF</b>	<b>\$330,167</b>	<b>\$0</b>	<b>\$353,427</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$330,167</b>		<b>\$353,427</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

**Last Year this program was:** FY 2023: 25155 YFS - Sexual & Gender Minority Youth Services

**Department:** County Human Services

**Program Contact:** Nabil Zaghoul

**Program Offer Type:** Existing

**Program Offer Stage:** 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 support to those who are most impacted 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 Description

**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 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 the services provided help reduce poverty, promote self-efficacy, prosperity, and success. 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, 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households served <sup>1</sup>	512	1,000	1,000	1,000
Outcome	Percent of clients who report that services they received improved their situation.	93%	85%	85%	85%
Output	Number of individuals served by Mercado <sup>2</sup>	18,380	18,000	18,000	18,000

### Performance Measures Descriptions

Output shifted reporting from "individuals served" to "household served" which reduces total number served. Number is lower also because of staff vacancies due to staff shifting roles to support emergency rent assistance.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,370,740	\$235,306	\$1,630,322	\$89,537
Contractual Services	\$16,500	\$280,437	\$16,500	\$425,212
Materials & Supplies	\$70,634	\$0	\$69,371	\$0
Internal Services	\$358,521	\$33,036	\$395,758	\$11,030
<b>Total GF/non-GF</b>	<b>\$1,816,395</b>	<b>\$548,779</b>	<b>\$2,111,951</b>	<b>\$525,779</b>
<b>Program Total:</b>	<b>\$2,365,174</b>		<b>\$2,637,730</b>	
<b>Program FTE</b>	10.60	2.00	11.91	0.69

Program Revenues				
Intergovernmental	\$0	\$548,779	\$0	\$525,779
<b>Total Revenue</b>	<b>\$0</b>	<b>\$548,779</b>	<b>\$0</b>	<b>\$525,779</b>

Explanation of Revenues

This program generates \$11,030 in indirect revenues.  
 \$358,905 - OHCSO Emergency Housing Assistance (Federal); \$166,874 - OHCSO Housing Stabilization Program (State)

Significant Program Changes

Last Year this program was: FY 2023: 25156A YFS - Bienestar Social Services

Reduced vacant 1.00 Case Manager Senior  
 Moved 0.31 FTE Case Manager Senior from Federal/State Fund (1505) to General Fund.

**Department:** County Human Services      **Program Contact:** Nabil Zaghoul  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program offer requests County General Funds to restore 1.00 FTE Bilingual-Spanish Case Manager Senior for the Bienestar de la Familia program at the Ortiz Community Center. 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.

**Program Description**

**ISSUE:** The Latino community in the Cully neighborhood continues to experience barriers to access social services, health care, education, food, housing, and energy assistance. Most of the Hispanic clients who come to the center seeking Bienestar services are low-income families and live in poverty. The Coalition of Communities of Color finds that in Multnomah County, Latino individual poverty levels are 77% higher than whites, and Latino family poverty levels are 152% higher.

**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. This case management position is an integral part of service delivery.

**PROGRAM ACTIVITY:** The bilingual-Spanish case manager senior provides a range of direct client services, manages an annual caseload of hundreds of Spanish-speaking individuals, families and their children as well as social services that are culturally and linguistically specific and appropriate. These supports include assessment, service linkage, resource navigation, translation support, energy assistance, to name a few. All of these help address families' needs ranging from basis to crisis.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households served	N/A	300	300	300
Outcome	% of clients who reported they were satisfied or very satisfied with Bienestar services	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	2023	2023	2024	2024
Personnel	\$112,734	\$0	\$129,037	\$0
<b>Total GF/non-GF</b>	<b>\$112,734</b>	<b>\$0</b>	<b>\$129,037</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$112,734</b>		<b>\$129,037</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25156A YFS - Bienestar Social Services

This program offer restores 1.00 FTE Case Manager Senior in program offer 25156A

**Department:** County Human Services      **Program Contact:** Peggy Samolinski  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

**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 three main functions:

- 1) Training, technical assistance, data management, and reporting
- 2) Research and evaluation activities to help understand impact and improve program delivery.
- 3) Support division wide process, evaluation and data projects.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new end users trained to use ServicePoint & ART that support accurate data entry and report usage.	238	150	150	150
Outcome	Percent of ServicePoint users who report overall satisfaction with the YFS Data and Evaluation Team.	76%	90%	90%	90%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,432,915	\$0	\$1,333,033	\$0
Contractual Services	\$219,246	\$0	\$219,245	\$0
Materials & Supplies	\$13,555	\$0	\$90,681	\$0
Internal Services	\$225,540	\$0	\$245,576	\$0
<b>Total GF/non-GF</b>	<b>\$1,891,256</b>	<b>\$0</b>	<b>\$1,888,535</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,891,256</b>		<b>\$1,888,535</b>	
<b>Program FTE</b>	10.00	1.50	9.00	1.50

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25160A YFS - Data and Evaluation Services

The 1.50 FTE in Other Funds 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.

Reduced vacant 1.00 FTE Research Evaluation Analyst Senior

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** New

**Program Offer Stage:** 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 Description**

**ISSUE:** The cost to fully implement the new SUN Community School database is higher than anticipated. When YFS proposed an amount for FY 2023, it was an estimate, and was dependent on the selected vendor. That vendor has been selected, and Division staff have been working with the vendor to build out the implementation - process and costs - so that the database is built and maintained in a way that meets our needs. This has resulted in a higher than estimated ongoing cost.

**PROGRAM GOALS:** YFS has worked closely with County IT services to identify and procure a new data collection platform for SUN Community Schools so that we can more effectively collect and report data for SUN Community Schools.

**PROGRAM ACTIVITY:** This fully funds the customization and implementation of the new SUN Community Schools database. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New SUN Community Schools data system is implemented.	N/A	N/A	N/A	1
Outcome	Percentage of SUN Site Managers that report satisfaction with the new technology solution	N/A	95%	N/A	90%

**Performance Measures Descriptions**

New data system will be fully implemented in summer 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$78,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$78,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$78,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**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 requires careful financial planning, administrative capacity, and a thoughtful approach to creating accessible services.

**Program Description**

**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 four positions in DCHS Business Services 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.

The Preschool & Early Learning Division partnered with County IT on the purchase of a preschool application and enrollment tracking system. This cloud-based software system allows parents to apply to Preschool for All and be matched with a preschool provider. It also stores key information, including enrollment and attendance. This data supports program operations and evaluation.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of executed contracts *	8	44	40	50
Outcome	% of accounts payable invoices paid in 30 days or less	90%	95%	95%	95%
Outcome	% of families applying to PFA who report being satisfied or highly satisfied with the application process **	92%	80%	80%	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	2023	2023	2024	2024
Personnel	\$0	\$593,181	\$0	\$764,017
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$22,800	\$0	\$172,160
Internal Services	\$0	\$647,512	\$0	\$478,232
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,263,493</b>	<b>\$0</b>	<b>\$1,414,409</b>
<b>Program Total:</b>	<b>\$1,263,493</b>		<b>\$1,414,409</b>	
<b>Program FTE</b>	0.00	4.00	0.00	5.00

Program Revenues				
Taxes	\$0	\$112,000,000	\$0	\$152,592,000
Beginning Working Capital	\$0	\$79,402,080	\$0	\$210,020,210
<b>Total Revenue</b>	<b>\$0</b>	<b>\$191,402,080</b>	<b>\$0</b>	<b>\$362,612,210</b>

Explanation of Revenues

This program generates \$27,352 in indirect revenues.  
 \$152,592,000 - Preschool for All Fund (Local)  
 \$210,020,210 - Preschool for All Fund - Beginning Working Capital one-time-only carryover funds

PFA expenses are also allocated in two other County departments:  
 DCM (Department of County Management) 72052A/B - \$6,601,264  
 MCHD (Multnomah County Health Department); 40099B - \$1,731,715

Significant Program Changes

Last Year this program was: FY 2023: 25200 PEL - Administration & System Support

Added 1.00 FTE Contract Specialist Senior

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Administration      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**Program Characteristics:** One-Time-Only Request

**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 Description**

**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.

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 2024.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	% of reserve goal met	N/A	100%	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	2023	2023	2024	2024
Unappropriated & Contingency	\$0	\$28,000,000	\$0	\$38,148,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$28,000,000</b>	<b>\$0</b>	<b>\$38,148,000</b>
<b>Program Total:</b>	<b>\$28,000,000</b>		<b>\$38,148,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25200B PEL - Contingency and Reserves

In FY 2024, reserves and contingency total \$38.1 million as follows:  
 \$22,888,800 - reserves (15% of Preschool for All tax revenue)  
 \$15,259,200 - contingency (10% of Preschool for All tax revenue).

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Administration      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**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 strategy to ensure stability and consistent service levels for the initiative as it grows.

**Program Description**

**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 Preschool for All program implementation progresses, expenditures start to outpace annual revenue. Based on current revenue and cost estimates, there will be a 10 year period during Fiscal Years 2029- 2038 when the costs are higher than the anticipated revenue. Over time, the gap between revenues and expenses narrows. In Fiscal Year 2039, projected revenue catches-up with anticipated expenses.

The money set aside 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 2038 is over \$400 million. The gap has increased since last fiscal year due to inflation and updated cost information from the first year of implementation.

\$132.9 million of new revenue smoothing dollars will be added in Fiscal Year 2024. This includes \$57.8 million of Fiscal Year 2024 tax revenue. The additional \$75.1 million is tax revenue from Fiscal Year 2022 that was higher than the original revenue estimate. The Fiscal Year 2024 investment will bring the total amount of revenue smoothing dollars to \$237.1 million and help to ensure that Preschool for All can keep its commitment to voters.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Based on projections, program is on track to cover future expenses	N/A	Yes	Yes	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	2023	2023	2024	2024
Unappropriated & Contingency	\$0	\$104,227,522	\$0	\$237,138,947
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$104,227,522</b>	<b>\$0</b>	<b>\$237,138,947</b>
<b>Program Total:</b>	<b>\$104,227,522</b>		<b>\$237,138,947</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25200C PEL - Revenue Smoothing

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**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 are creating the foundation for PFA's success. This work includes developing systems, processes, and partnerships to select and support preschool providers, recruit families, and create positive preschool experiences for children.

**Program Description**

**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 was informed by the experiences of other preschool systems across the country and the internal expertise of County staff. The PEL Division will hire and retain 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 (9.00 FTE), a Policy & Partnerships Team focused on policy areas that will build the capacity and quality of PFA (13.00 FTE), and staff focused on administrative, evaluative and communications functions of Preschool for All (9.00 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Preschool for All Advisory Committee Meetings	3	4	4	4
Outcome	% of Advisory Committee who identify as Black, Indigenous, and People of Color	N/A	50%	73%	50%
Outcome	% of PEL Division employees who identify as Black, Indigenous, and People of Color	87%	50%	70%	50%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$2,756,903	\$0	\$4,930,169
Contractual Services	\$0	\$65,000	\$0	\$65,000
Materials & Supplies	\$0	\$110,300	\$0	\$184,503
Internal Services	\$0	\$1,154,010	\$0	\$882,143
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,086,213</b>	<b>\$0</b>	<b>\$6,061,815</b>
<b>Program Total:</b>	<b>\$4,086,213</b>		<b>\$6,061,815</b>	
<b>Program FTE</b>	0.00	19.00	0.00	32.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program generates \$176,500 in indirect revenues.

Significant Program Changes

**Last Year this program was:** FY 2023: 25201 PEL - Program Development & System Support

This program adds 6.00 FTE that were added during FY 2023 per budget modification DCHS-010-23: 2.00 Program Specialists, 1.00 Program Specialist Sr, 1.00 Operations Process Specialist, 2.00 Program Supervisors.

FY 2024 adds 1.00 FTE Data Analyst Senior, 1.00 FTE Evaluation Manager, 1.00 FTE Business Process Consultant, 1.00 FTE Program Communications Specialist, 1.00 FTE Program Specialist, 1.00 FTE Contract Specialist, 1.00 FTE Program Manager 2

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**Program Characteristics:**

**Executive Summary**

Community based organizations strengthen the work of Preschool for All through their cultural knowledge, positive relationships in the community, and experience building partnerships. Community based organizations play two key roles in Preschool for All: (1) Intermediary Organizations partner with small child care businesses to support their participation. (2) Family Connector Organizations outreach to families and guide them through the application and enrollment process.

**Program Description**

**ISSUE:** Historically, in-home preschool providers have faced challenges as small business owners. COVID-19 worsened these challenges and providers are still working to recover from the pandemic. 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. Intermediary Organizations support small preschool providers who want to participate. Family Connector Organizations increase access to Preschool for All.

**PROGRAM ACTIVITY:** The Preschool & Early Learning Division holds contracts with larger preschool centers and with school districts. Intermediary Organizations 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 work closely with the PFA administration to ensure that in-home providers' needs are met and that their businesses can thrive.

Culturally specific organizations hire Family Navigators to help families with the Preschool for All application and enrollment process. This includes outreach to families who currently have the least access to high-quality preschool and support to complete the application. Family Navigators also connect interested families to community resources, such as food, energy, and housing assistance.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new Preschool for All applications completed by Black, Indigenous, and families of color each year	N/A	500	774	750
Outcome	% of small 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	2023	2023	2024	2024
Contractual Services	\$0	\$1,460,000	\$0	\$1,460,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,460,000</b>	<b>\$0</b>	<b>\$1,460,000</b>
<b>Program Total:</b>	<b>\$1,460,000</b>		<b>\$1,460,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25202 PEL - Preschool Access: Family & Provider Navigation

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**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 Description**

**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, as well as offer technical assistance to preschool programs.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Establish a PFA Facilities Fund and funding process for providers	N/A	1	1	1
Outcome	% of facilities fund investments that go to Black, Indigenous, or Business Owners of Color and CSOs*	N/A	50%	N/A**	50%

**Performance Measures Descriptions**

\* CSOs= culturally specific organizations

\*\* The Facilities Fund will be established in FY 2023, but funds will likely not be distributed until FY 2024

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$8,000,000	\$0	\$17,800,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,000,000</b>	<b>\$0</b>	<b>\$17,800,000</b>
<b>Program Total:</b>	<b>\$8,000,000</b>		<b>\$17,800,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25203 PEL - Preschool Infrastructure Capacity Building

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**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 Description**

**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 support 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of early educators participating in coaching and other supports	198	300	300	350
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	73%	50%	70%	50%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$10,664,000	\$0	\$10,664,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$10,664,000</b>	<b>\$0</b>	<b>\$10,664,000</b>
<b>Program Total:</b>	<b>\$10,664,000</b>		<b>\$10,664,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25204 PEL - Program Quality: Coaching & Provider Supports

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**Program Characteristics:**

**Executive Summary**

Preschool for All (PFA) Pilot Sites will provide high-quality, culturally responsive, inclusive preschool. PFA slots in the first few years will be offered at child care centers, Head Starts, family child care providers, and school districts. Pilot Sites will work closely with the Preschool & Early Learning Division to share feedback and refine the program. PFA support will include funding to stabilize infant and toddler slots in these settings.

**Program Description**

**ISSUE:** The Preschool & Early Learning Division will work in partnership with Pilot Sites to refine program details. Collaborating with providers will result in innovative and effective policies for a stronger early care and learning system in Multnomah County. 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.

**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 help to ensure that Pilot Sites can support children that have developmental delays and disabilities.

**PROGRAM ACTIVITY:** Over 675 Preschool for All slots began in September 2022 and the number of slots will grow each year. 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. The cost paid for each slot ranges between \$15,750 and \$22,050 for the year, depending on the program's schedule and calendar year.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Preschool for All slots	N/A	675	718	1,400
Outcome	Percentage of Preschool for All slots filled (enrolled)	N/A	N/A	92%	85%

**Performance Measures Descriptions**

\* Outcome removed: Staff Retention % at PFA Pilot Sites.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$19,700,000	\$0	\$36,592,060
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$19,700,000</b>	<b>\$0</b>	<b>\$36,592,060</b>
<b>Program Total:</b>	<b>\$19,700,000</b>		<b>\$36,592,060</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25205 PEL - Preschool for All Pilot Sites

**Department:** County Human Services      **Program Contact:** Leslee Barnes  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40099B, 72052A, 72052B, 78335  
**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 Description**

**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. Recovery from the COVID-19 pandemic has been slow for the child care industry, making an already existing child care workforce crisis worse. Staffing shortages continue to be a major issue for preschool programs in Multnomah County.

**PROGRAM GOAL:** Workforce development programs will bring new people into early education careers and support existing preschool staff 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 programs in Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of early educators participating in Preschool for All workforce development programs	N/A	500	*	500
Outcome	% of educators participating in workforce programs who identify as Black, Indigenous, and People of Color	N/A	60%	*	60%

**Performance Measures Descriptions**

\* Funding will be released in the 2nd half of FY 2023, so there will not be educators participating in FY 2023. Investments will be in place for FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$5,000,000	\$0	\$5,000,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$0</b>	<b>\$5,000,000</b>
<b>Program Total:</b>	<b>\$5,000,000</b>		<b>\$5,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 25206 PEL - Early Educator Workforce Development

**Department:** County Human Services

**Program Contact:** Mary Li

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Multnomah Mothers' Trust Project (MMTP) Year 3 - ensures that current Trust members are able to receive a full two years of unconditional monthly basic income, and continue to serve as participant researchers in equity and human centered collaborative design processes. Approximately 100 Black female-headed households with children currently receiving services from one of two community-based programs, will work towards the launch of the member designed program Finna Act Black (FAB) - a culturally and gender specific home ownership approach.

### Program Description

**ISSUE:** Hope is a research-based component for change. 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.

Our community’s recovery from the pandemic must close or eliminate the African American racial wealth gap.

**PROGRAM GOAL:** MMTP was begun as a test of unconditional basic income and member led program design. Homeownership is the best pathway out of poverty, towards generational wealth building, then it’s important to increase the number of African American (AA) households who own homes. Research from Urban Institute calls for 60% AA homeownership in order to stop the loss of AA assets. The Portland area is at 29% AA homeownership.

Current pathways to homeownership for first time buyers living on a low income look like - credit repair, debt elimination, savings, and a better paying job. Experience has shown that this doesn’t work for many home buyers, especially African American families, and other people of color, as a result of historic and currently exclusion and white supremacy culture structures, policies, approaches.

Using wisdom gained from the members of the MMTP, we propose a new model that seeks to leverage an adequate down payment, through access to unconditional cash resources, so that the home buyer can afford a monthly mortgage with their current salary and any standing credit and debt challenges. FAB is a new idea for creating a real pathway to homeownership.

**PROGRAM ACTIVITY:** MMTP will continue to provide unconditional monthly basic income, compensate members for participant research, and determine feasibility to develop funding and activities for implementing FAB.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of Black female-headed HH with children served	N/A	100	97	100
Outcome	% of HH served who participate as MMTP researchers	N/A	50%	50%	50%
Outcome	% of HH served who report positive increase in quality of life, economic stability, and/or child educational success	N/A	80%	80%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$134,245	\$0	\$154,934
Contractual Services	\$0	\$1,215,755	\$0	\$1,195,066
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,350,000</b>	<b>\$0</b>	<b>\$1,350,000</b>
<b>Program Total:</b>	<b>\$1,350,000</b>		<b>\$1,350,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,350,000	\$0	\$1,350,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,350,000</b>	<b>\$0</b>	<b>\$1,350,000</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) Direct County Funding - \$1,350,000

Significant Program Changes

**Last Year this program was:** FY 2023: 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

**Program Offer Stage:** Proposed

**Related Programs:**
**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 Description

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals receiving culturally/population-specific domestic violence services	91	200	200	200
Outcome	Percentage of adult survivors who engage in safety planning with an advocate by exit	100%	85%	85%	85%
Outcome	Number of survivors receiving multi-disciplinary, intensive intervention	114	150	150	150

### Performance Measures Descriptions



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$215,000	\$0	\$229,351
Contractual Services	\$0	\$567,000	\$0	\$584,433
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$782,000</b>	<b>\$0</b>	<b>\$813,784</b>
<b>Program Total:</b>	<b>\$782,000</b>		<b>\$813,784</b>	
<b>Program FTE</b>	0.00	0.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$782,000	\$0	\$813,784
<b>Total Revenue</b>	<b>\$0</b>	<b>\$782,000</b>	<b>\$0</b>	<b>\$813,784</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) Direct County Funding - \$813,784

Significant Program Changes

Last Year this program was: FY 2023: 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:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

This offer requests new funding to support existing food pantries at SUN Community Schools. Higher volume of families seeking services, increased staff costs and a steep decline in volunteers is creating severe challenges to maintain pantry sites. These sites serve as an anchor strategy to deliver additional nutritional support for the SUN Service System. Since the onset of the pandemic, pantries and other food resources at SUN Community Schools have had increased participation in pantries. East County continues to see high rates of food insecurity, and this funding seeks to bolster the existing services at high volume service sites. This request for ongoing funding backfills and makes whole the temporary ARP funds that have been allocated to the SUN Food Pantry network.

### Program Description

**ISSUE:** SUN Food pantries have seen a tremendous increase in the number of families accessing pantry support. This increase, along with the increased costs of running sites means that additional resources are needed to keep pantries open. Funds also add a site in East County that has been funded through temporary funds from Oregon Food Bank. This new site has also seen a high volume of families. YFS staff have worked with the Oregon Food Bank to analyze the cost of operating a Food Pantry. They used to rely heavily on volunteers and since the pandemic the number of volunteers supporting food distribution has gone down; this has continued into this year. Having a stable staff member to manage the pantry is essential for its success.

**PROGRAM GOAL:** The program's goal is to reduce child and family food insecurity by increasing safe access to nourishing and culturally appropriate food and staffing at large distribution sites in East County. This offer continues the SUN supplemental COVID Hunger Relief services by 1) providing increased food assistance, including fresh and culturally responsive choices, through school-based distribution and 2) supporting the increased capacity needs of SUN Community Schools (SUN CS) staff to distribute food safely during the ongoing pandemic.

**PROGRAM ACTIVITY:** Pantry sites have seen an increase of need in staffing and supplies in order to continue supporting the community accessing food resources. These funds will support the added costs of staffing, food and supplies at sites experiencing large numbers of households accessing pantry sites in East County. Funds will be used to support food pantry sites who are addressing food access, this includes food pantries and Free Food Markets that partner with the Oregon Food Bank. Equitable access through innovative strategies such as food delivery, student backpacks, grocery gift cards and outreach will be implemented. These services will be especially vital to those who are ill or quarantined, lack transportation, are experiencing homelessness or have limited access to a kitchen/food storage, and when schools are closed.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of meals provided to children and families	N/A	450,000	450,000	450,000
Outcome	Percent of Black, Indigenous, and Families of Color who receive food security support	N/A	70%	70%	70%

### Performance Measures Descriptions

Number of meals includes meals served through extended weeks of summer meals program, emergency food pantries, and Free Food Markets fresh produce to families

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$150,000	\$0	\$179,235
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$179,235</b>
<b>Program Total:</b>	<b>\$150,000</b>		<b>\$179,235</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$150,000	\$0	\$179,235
<b>Total Revenue</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$179,235</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) Direct County Funding - \$179,235

Significant Program Changes

**Last Year this program was:** FY 2023: 25399S ARP - YFS Food Security / Pantry Enhancement

This program addresses the County's priority of Crisis Response & Community Recovery. The pandemic has exasperated food insecurity, particularly in communities of color. This program provides pass-through dollars to support food pantry sites in East Multnomah County.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

**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 a YFS program (Bienestar de la Familia) and through non-profit organizations coordinated by the City of Portland (Expanded Partner Network) and Home Forward (Short Term Rent Assistance).

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households receiving rent assistance.	N/A	4,515	4,515	1,795
Outcome	% of households receiving rent assistance who are at 50% of Area Median Income.	N/A	75%	75%	75%

**Performance Measures Descriptions**

FY23 estimate is based on average payment of \$4,500 per household.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
Contractual Services	\$0	\$22,785,668	\$0	\$8,078,059
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$22,785,668</b>	<b>\$0</b>	<b>\$8,078,059</b>
<b>Program Total:</b>	<b>\$22,785,668</b>		<b>\$8,078,059</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$22,785,668	\$0	\$8,078,059
<b>Total Revenue</b>	<b>\$0</b>	<b>\$22,785,668</b>	<b>\$0</b>	<b>\$8,078,059</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) Direct County Funding - \$8,078,059

The Revenue/Expense Detail table above only reflects emergency rent assistance that's funded by the ARP Direct County funding. The FY 2023 Adopted budget included an additional \$21,983,167 for emergency rent assistance that was not funded by the ARP Direct County funding and is not included in the Revenue/Expense Detail table above (see FY 2023 program offer 25490A).

Significant Program Changes

Last Year this program was: FY 2023: 25490B ARP - Emergency Rent Assistance

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 offer only includes emergency rent assistance that is funded by the Multnomah County direct ARP allocation. The amount between years varies.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Stable housing is linked to 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 Description**

**ISSUE:** Thousands of Multnomah County residents are unable to pay their monthly rent due to the economic impacts of the COVID-19 pandemic and rising costs of housing. 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 through staffing support with both 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of staff supported through leadership and management support	14	30	30	17
Outcome	Aligned and coordinated programmatic rent assistance models and guidance	100%	100%	100%	100%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$2,730,000	\$0	\$1,921,941
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,730,000</b>	<b>\$0</b>	<b>\$1,921,941</b>
<b>Program Total:</b>	<b>\$2,730,000</b>		<b>\$1,921,941</b>	
<b>Program FTE</b>	0.00	15.25	0.00	17.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$2,730,000	\$0	\$1,921,941
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,730,000</b>	<b>\$0</b>	<b>\$1,921,941</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) Direct County Funding - \$1,921,941

Significant Program Changes

**Last Year this program was:** FY 2023: 25490C 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.

**Department:** County Human Services

**Program Contact:** Peggy Samolinski

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Through this funding DCHS proposes to provide water assistance and housing supports focused on low income households in Multnomah County.

**Program Description**

**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 two primary service areas. First, assistance with utilities through water bill payment and Community Development Block Grant CV funds for rent assistance to support housing stability in mid and east Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households served with water bill payment assistance	N/A	1,300	1,300	375
Outcome	Percentage of households served who avoid water disconnection	N/A	100%	100%	100%

**Performance Measures Descriptions**

Output and outcome changed for FY24 to reflect water bill assistance program.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$762,116	\$0	\$0
Contractual Services	\$0	\$3,373,072	\$0	\$1,762,843
Materials & Supplies	\$0	\$46,108	\$0	\$0
Internal Services	\$0	\$107,004	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,288,300</b>	<b>\$0</b>	<b>\$1,762,843</b>
<b>Program Total:</b>	<b>\$4,288,300</b>		<b>\$1,762,843</b>	
<b>Program FTE</b>	0.00	7.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,288,300	\$0	\$1,762,843
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,288,300</b>	<b>\$0</b>	<b>\$1,762,843</b>

Explanation of Revenues

- \$1,340,058 - State COVID-19 Energy Assistance Program (CEAP) (State)
- \$322,785 - ARPA Federal LIH Water Assistance Program (LIHWA) American Rescue Plan Act (Federal). Funding ends 9/30/2023, reducing the FY 2024 budget down to \$322,785 from \$987,066 in FY 2023.
- \$100,000 - COVID-19 Federal CDBG 20 CARES (Federal)
- \$0 - ARPA Federal LIHEAP Energy American Rescue Plan ended 9/30/2022, reducing the FY 2024 budget by \$2.5 million compared to FY 2023.
- \$0 - ARPA Federal LIHEAP WX American Rescue Plan ended 9/30/2022, reducing the FY 2024 budget by \$461,084 compared to FY 2023.

Significant Program Changes

Last Year this program was: FY 2023: 25491 COVID-19 Energy & Housing Services

This program offer falls under the County's Crisis Response & Community Recovery ARP Priority Area.

In FY 2024, 4.00 FTE moved to YFS - Energy Assistance (25119), and 3.00 FTE moved to YFS - Weatherization (25121A). In FY 2023, these FTE were budgeted in the Coronavirus (COVID-19) Response Fund (1515). In FY 2024, these FTE are budgeted in the Federal/State Fund (1505).

**Department:** County Human Services      **Program Contact:** Irma Jimenez  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

**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 2024 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of meals provided	N/A	23,609	23,609	11,820 <sup>1</sup>
Outcome	Percent of meals served to culturally specific consumers	N/A	100%	95%	95%

**Performance Measures Descriptions**

<sup>1</sup>OAA ARP funding will end on 9/30/24. As a result, funding and meals will reduce each year to provide a transition back to non OAA ARP service levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$754,593	\$0	\$577,300
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$754,593</b>	<b>\$0</b>	<b>\$577,300</b>
<b>Program Total:</b>	<b>\$754,593</b>		<b>\$577,300</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$754,593	\$0	\$577,300
<b>Total Revenue</b>	<b>\$0</b>	<b>\$754,593</b>	<b>\$0</b>	<b>\$577,300</b>

Explanation of Revenues

\$400,000 - ARP Federal Older Americans Act Title III-B Supportive Services (Federal) funding ends 9/30/2024  
 \$177,300 - ARP Federal Older Americans Act Title III-C Congregate/Delivered Meals (Federal) funding ends 9/30/2024

Significant Program Changes

Last Year this program was: FY 2023: 25492A COVID-19 ADVSD OAA ARP

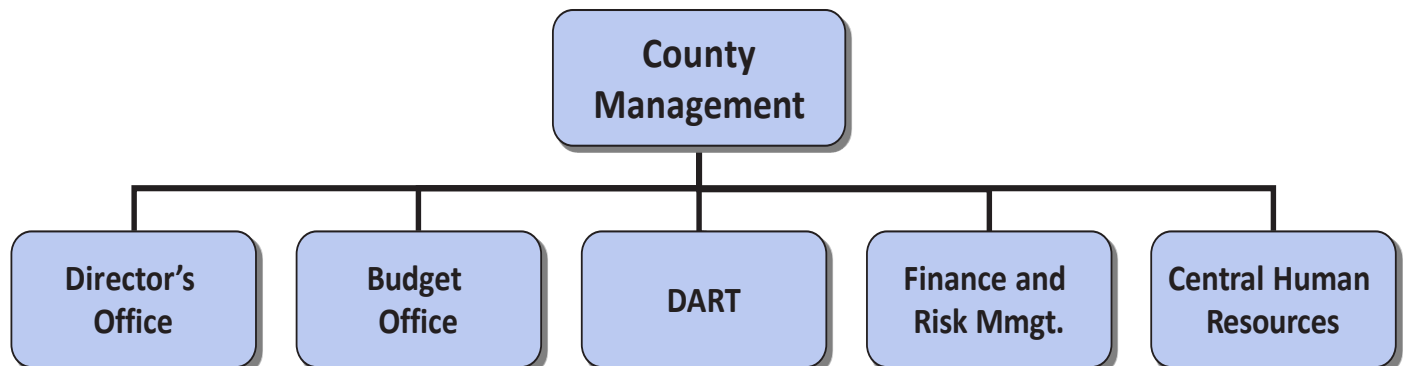
This program offer falls under the County's Crisis Response & Community Recovery ARP Priority Area.

### Department Overview

The Department of County Management (DCM) is responsible for collecting, protecting, and investing in Multnomah County’s human and financial capital. 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 our 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 supervises the appointed department directors across the County providing a crucial link between corporate policy setting and department implementation. Along with the Deputy COO, the COO provides oversight for DCM. DCM plays an important role, providing administrative services and guidance to all County departments while also supporting the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis.

DCM continues 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 and recognizes the need for staff to feel connected with each other and with our leadership. The COO joined the Chair and our Chief Diversity and Equity Officer on a listening tour visiting staff at multiple work locations last year. This past winter, DCM partnered with the Office of Diversity and Equity to relaunch the Executive Learning Series for senior executives and we’ve resumed quarterly Real Talk: All DCM staff meetings and All Managers meetings for DCM. Our staff are dedicated to supporting the County’s commitment to workforce equity.

Creating a workplace that provides a sense of safety, trust and belonging for our staff requires attention to structure and organizational culture. In FY 2024, DCM will continue to champion the Workforce Equity Strategic Plan (WESP) in DCM and countywide. Our requests to continue the Contractor Capacity Review to inform recommendations for local and state policy makers to address wage equity (72055) and improve County Purchasing and Contracting (72005B) reflect DCM’s priorities to support equitable outcomes and expand the services we provide countywide.



### Budget Overview

The Department of County Management’s (DCM) budget is \$241.2 million and 295.00 FTE. This is an increase of \$9.0 million or 3.9% over the FY 2023 Adopted budget. Budgeted positions have increased by 2.00 FTE. The FY 2024 budget is comprised of 26.9% General Fund and 73.1% other funds.

The General Fund budget has increased by \$8.0 million (14.2%) to \$64.8 million. In DCM, the Risk Fund has increased by \$4.8 million (2.9%) to \$169.8 million due to the addition of 17.30 FTE countywide and insurance related rate changes.

Personnel Services have increased by \$3.4 million (6.9%) due to the addition of 2.00 FTE, COLA and step/merit adjustments. The largest category of expenditures in all funds is in materials and supplies at \$161.7 million. This is mostly budgeted in the Risk Fund for medical and dental insurance costs. Risk Fund expenditures in this category have increased by \$4.0 million.

The following programs are new:

- Workday Support - Review and Recommend (72053) \$1,000,000, Labor Relations Expanded Support (72061) \$215,000, Recruiter Training & Capacity Building (72017B) \$511,500, Central HR Electronic Personnel Files (72017D) \$290,000, all funded one-time-only in the Central Human Resources division.
- Contractor Capacity Review (72055) \$125,000, Future of Work Planning (72060) \$4,550,000, Client Assistance Integration (72063) \$160,000, County Charter Amendment Implementation (72000B) \$190,000, DCM/ NOND Human Resources Team - Increased Capacity (72049B) \$177,000, Workplace Security - Security Operations Center (72056B) \$260,000, all funded one-time-only in the DCM Director’s Office division.
- FRM Purchasing - Contracting Redesign / Process Improvement (72005B) \$532,411, 2.00 FTE ongoing funding. FRM Motor Vehicle Tax (72008B) \$175,000 and Regional Construction Workforce Diversity Funder Collaborative (72044B) \$200,000 funded one-time-only in the Finance and Risk Management division.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	287.00	293.00	293.00	295.00	2.00
Personnel Services	\$45,724,097	\$47,096,654	\$49,289,557	\$52,693,755	\$3,404,198
Contractual Services	17,675,276	15,362,314	17,258,210	20,635,047	3,376,837
Materials & Supplies	118,979,479	136,415,270	159,256,069	161,683,391	2,427,322
Internal Services	5,995,526	7,432,244	6,425,809	6,221,457	(204,352)
Debt Service	7,062,417	0	0	0	0
Capital Outlay	<u>16,677</u>	<u>10,591</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$195,453,472</b>	<b>\$206,317,073</b>	<b>\$232,229,645</b>	<b>\$241,233,650</b>	<b>\$9,004,005</b>

Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

### COO/DCM Director's Office:

- Launched a pilot compensation study for contracted partners and working with Oregon Solutions to investigate wage equity solutions for our contractors.
- Worked with a consultant to complete a review of the County's contracting design and administration.
- The DCM/NON D Human Resource team managed 89 recruitments and processed 118 hires, working through a backlog of recruitment needs from the COVID-19 pandemic.
- Successfully launched a new Workforce Security Program, onboarding a team of three security professionals.

### Budget Office:

- Received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2023 budget.
- Partnered with the Office of Diversity and Equity to implement the second year of the Budget Equity Tool and released a new Multnomah County Budget dashboard.
- Redesigned the Budget Modification process including the Agenda Placement Request forms for a more streamlined process and focus on equity impacts and program performance.
- The Evaluation and Research Unit (ERU) completed the Countywide Employee Survey and conducted analyses to understand demographic trends in employee separations, hires, and promotions.

### Central Human Resources:

- The College to County program hosted 64 interns in the summer of 2022 across all County departments with 11 interns hosted by DCM.
- The Talent Acquisition team launched the Recruiter Capacity Pilot supporting 68 recruitments across 7 County departments and a new Recruitment Data report on recruitment and vacancy related metrics.
- Invested in the Organizational Change and Human Resource Development team by redesigning two Manager positions to support departmental HR teams, offering new training for managers and HR staff.
- The Employee Benefits team led the transition of our employer-sponsored health plan to Moda, established improved access for behavioral health with Moda and Kaiser and began offering COVID-19 boosters during annual flu shot clinics for employees.
- Completed successor bargaining and contract implementation for seven unions.
- Established a Safety and Security Labor Management Committee with participation from the County workplace security team and all union partners.
- Finalized a gap analysis on conflict resolution resources and countywide needs and completed a project on improving responses and tracking of microaggressions.

## Successes and Challenges (continued)

### DART:

- Completed development and implementation of an electronic filing (Smartfile) option for businesses to file electronic returns.
- Delivered electronic bills (rather than paper) for property tax statements for the first time and launched a new system for customers to obtain records without having to come into the office.
- Began a county reappraisal effort & re-definition of neighborhood boundaries for the first time in fifteen years.

### Finance & Risk Management

- Received Government Finance Officers Association's Award for Distinguished Financial Reporting for the Annual Comprehensive Financial Report.
- Successfully completed contracts for banking services for the County for general banking, merchant services, and purchasing card services.
- Multnomah County Purchasing received an Accreditation for Quality in Public Procurement from the Institute for Public Procurement (NIGP) and the County Purchasing Manager received the 2022 NIGP Distinguished Service Award.
- The Fiscal Compliance Unit performed fiscal monitoring on 99% of federal pass-through funds and the Labor Compliance Unit validated certified payrolls (1,600 monthly) for 20 ongoing construction projects in FY 2022.
- Risk Management collaborated with the Workplace Security Team to enhance workplace safety.
- Challenges include continued tracking of COVID-19 federal funds, implementation of new Governmental Accounting Standards Board (GASB) accounting pronouncements (e.g GASB-96), and continued support around enhanced rental assistance programs.

### COVID-19 & American Rescue Plan

The Department of County Management will ramp down its American Rescue Plan (ARP) funded programs in FY 2023 with the exception of the continuation of the Labor Relations Expanded Support (72061) and the Future of Work Planning (72060) programs. In FY 2024, these two programs will be supported by General Fund revenues. The first program funds a Labor Relations Manager position (Limited Duration, Human Resources Manager 2, year three) 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. The Future of Work Planning program will provide resources to support the changes in the County's workplace since the onset of the COVID-19 pandemic. These funds will facilitate consolidations, moves, reconfigurations based on programmatic needs.

DCM leadership including those in the COO's Office, Central Human Resource and Risk Management continue to monitor COVID-19 data and trends. Communication and policy evaluation continue as needed based on the latest information from our public health experts and partner regulatory agencies (Oregon Health Authority, Oregon Occupational Safety and Health Administration and Center for Disease Control).



## Diversity, Equity, and Inclusion

DCM believes that each staff member has a role and a responsibility to carry equity work forward. This vision means we strive to embed equity into every aspect of everyone's work: from daily operations to policies and procedures, individuals and teams are applying an equity lens to their work. An increasing number of DCM staff also regularly communicate inequities, and make an effort to correct areas where an equity lens isn't applied. This shift doesn't suggest DCM's equity work is done - it suggests that many DCM staff have grown and that progress is significant and noticeable.

Leaders in DCM are working on how to include more staff in decision-making processes. This goal will be accomplished by implementing four department-wide initiatives that center staff voice: 1) a program offer review process, 2) a new plan that requires managers to complete four hours of training related to management competencies, 3) a department-wide response to the 2021 employee survey results, and 4) a new leadership competency feedback survey. Additionally, DCM highlights meaningful equity work occurring in divisions:

### **COO/Director's Office**

- The COO/Director's Office partnered with the Office of Diversity & Equity (ODE) and Central HR to relaunch the Executive Learning Series for senior executives with a focus on the WESP. The agenda included the presentation of the WESP Annual Report, a panel discussion, networking and break out group discussions.
- DCM's Equity Team filled their vacant Equity Analyst position. Now fully staffed, the team has developed and implemented a new work plan that includes support and consultation across divisions, employee engagement efforts, training for staff, increased communication and progress updates, additional support for meeting WESP goals, and the implementation of the anticipated Renewed WESP.

### **Central Human Resources**

- Central Human Resources (CHR) is currently planning, and will host, the second bi-annual Multnomah County Managers Conference focusing on how managers can advance safety, trust, and belonging in their work areas.
- In collaboration with the Complaints Investigation Unit, CHR finalized a gap analysis on conflict resolution resources and countywide needs and developed an implementation plan for improving access to resources and responses to conflict for represented staff and Managers. This team also completed a project on improving responses and tracking of microaggressions.

## Diversity, Equity, and Inclusion (continued)

### **Budget Office**

- The Budget Office revised the Budget Modification Process and Agenda Placement Forms to focus on equity considerations, disparities and program outcomes. They also collaborated with ODE to update and publish the Budget Equity Tool for FY 2024, the second year this has been made available.
- The Evaluation and Research Unit (ERU) will conduct the 2023 Countywide Employee Survey to better understand how employees experience their work environments. This work will be done in collaboration with diverse employee stakeholders from around the County, ensuring that their voices are centered in the work.
- The ERU developed dashboards and conducted analyses to understand demographic trends in employee movement, such as whether there are differences for race and ethnicity groups in separations, hires, and promotions.

### **Division of Assessment, Recording and Taxation (DART)**

- DART hosted an in person Employee Appreciation luncheon, the first since the onset of the COVID-19 pandemic. Staff reconnected over lunch and enjoyed an afternoon of socializing and team building activities.
- Managers collaborated with DCM's Equity Analyst to host listening sessions across the division to explore how to meaningfully engage staff in a hybrid environment. The final report provided themes specific to essential workers and hybrid teleworkers, action items to improve staff engagement efforts, and suggested best practices for managers and supervisors.
- Senior Management will continue this work and conduct a series of engagement sessions to gather feedback from staff about DART's mission, vision, and values. An updated annual planning document will reflect goals for DART in 2023.

### **Finance & Risk Management**

- Finance and Risk Management (FRM) collaborated with County departments to develop performance measures for the State Local Fiscal Recovery Funds, Recovery Plan for Multnomah County - focusing on outcomes for our communities most affected by the impacts of the COVID-19 pandemic.
- The Labor Compliance Unit worked with 20 different construction projects to ensure construction workforce diversity. By doing so this confirmed that of the total hours worked, 30% were worked by men of color, and 11.5% by women.

### Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
DCM Director's Office	\$10,107,612	\$807,800	\$10,915,412	23.50
Budget Office	3,255,696	0	3,255,696	14.00
Finance and Risk Management	17,894,487	19,433,737	37,328,224	72.00
Central Human Resources	10,271,527	156,189,205	166,460,732	48.00
Division of Assessment, Recording & Taxation (DART)	<u>25,018,988</u>	<u>0</u>	<u>25,018,988</u>	<u>137.50</u>
<b>Total County Management</b>	<b>\$66,548,310</b>	<b>\$176,430,742</b>	<b>\$242,979,052</b>	<b>295.00</b>

*Includes cash transfers, contingencies and unappropriated balances.*

### DCM Director's Office

The DCM Director's Office 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/NonD Human Resources (HR) Unit. The COO is responsible for the administrative infrastructure and financial health of the County. 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 all County Department Directors, the Integrated Clinical Services Division Director/Community Health Center Executive Director and Emergency Management Director. The Deputy COO supervises the Complaints Investigation Unit. The COO provides strategic direction for countywide projects and ensures that complex decisions are informed by a countywide perspective.

The Equity team provides leadership and support for departmental learning sessions about diversity, equity and inclusion principles, championing goals set in the Workforce Equity Strategic Plan (WESP) 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/NonD HR Unit provides HR services for the department and Nondepartmental work units.

### Significant Changes

Significant changes that occurred - and work that took place - in FY 2023 included:

- The Director of the Joint Office of Homeless Services now reports to the COO/DCM Director.
- Program offer 72000B DCM Director/COO Limited Duration position will support project management for County Charter Amendments approved by voters in November 2022.
- Program offer 72056B Workplace Security - Security Operations Center will establish a multi-function security hub supporting 24/7 emergency service functions.
- Program offer 72049B DCM/NonD HR Team Increased Capacity provides additional staffing resources for the DCM HR team to better serve other departments and divisions.
- Program offer 72055 will continue the Contractor Capacity Review to evaluate and create recommendations to address wage equity for human service contractors.
- Program offer 72060 Future of Work Planning provides resources to support changes in the County's workplace since the onset of the COVID-19 pandemic - specifically changes to facilities (consolidations, moves, reconfigurations).
- Program offer 72063 will fund a Limited Duration position to implement a pilot that would make County benefits easier to find and access.

### Budget Office

The Budget Office (72001) guides the development of the budget process and facilitates the creation of the County's largest policy document. The budget process is how the County aligns its funding with its priorities, so it is essential that the County's values are incorporated into the process. The Budget Office continues to evolve the budget process and documents to reflect that budgetary decisions should be centered on equity.

The Budget Office also provides 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;
- Reviews and creates revenue forecasts for the Library District, Preschool for All and the Supportive Housing Services measure, and assists in crafting strategies to protect consistent programming levels;
- 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 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 they need to thrive as they do the important work to serve the community.

### Significant Changes

There are no significant changes.

## Finance and Risk Management

The Finance and Risk Management (FRM) 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 \$879 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; 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. Enterprise Resource Planning (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 37 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

There are no significant changes to units within the Division.

- Program offer 72005B FRM Purchasing Contract Redesign and Process Improvement will support the implementation of consultant recommendations for Countywide contracting and administration. The new program will develop a contracts administration program including two new full-time equivalent (FTE) positions - a Procurement Director and a Project Manager.
- Program offer 72008B FRM Motor Vehicle Tax will fund a Limited Duration position to provide additional capacity for motor vehicle rental tax (MVRT) collection activities including audit and tax code enforcement.
- Program offer 72044B Regional Construction Workforce Diversity Funder Collaborative funds the County's participation in a regional effort to increase the diversity of the construction workforce. This is year two of a five year commitment.

### Central Human Resources

The Central Human Resources Division (CHR) is driven by its strategic mission to support the people who serve our community. This Division provides strategic leadership, recommends policy, and partners with the Human Resources (HR) units in other departments across the organization to guide consistent, efficient and solutions-oriented HR processes and practices necessary to achieve results. CHR plays an important role in implementing the Workforce Equity Strategic Plan (WESP) with a majority of the minimum standards requiring support from CHR.

CHR manages collective bargaining and labor contract interpretation; personnel rule and policy development and interpretation; job profile and compensation plans; Countywide training, change management and organizational development; recruitment and retention systems and processes; employee benefits and wellness programs. In addition, CHR provides oversight of HR systems, workforce data, management of the human capital management and payroll modules in Workday- the County's enterprise resource planning system. CHR prioritizes the processes and structures needed to strengthen the impact of HR within the organization. Overarching priorities include focusing on technology and business processes, equitable and inclusive practices, and diversity-focused recruitment and workforce development.

### Significant Changes

Significant changes that occurred - and work that took place - in FY 2023 included:

- Welcoming and onboarding the new Chief Human Resources Officer (CHRO) (Program Offer 72016).
- Establishment of the Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits (Program Offer 72020).
- Shifted 25% of the Deputy CHRO position to the Risk Fund to account for direct oversight of the Benefits Program.
- Program offer 72017B Recruiter Training & Capacity Building supports year two of a pilot program and funds three Limited Duration (LDA) positions to provide recruiter training, hands on experience, and supplemental support countywide to department HR units.
- Program offer 72017D Electronic Personnel Files will fund a project and administrative team to design the transition from paper personnel and recruitment files to an electronic file management system.
- Program offer 72053 Workday Support Review and Recommendation Implementation supports reconfiguration of the time tracking, absence and payroll functional areas in the Workday system.
- Program offer 72061 - Labor Relations Expanded Support extends the LDA position added in response to the additional capacity needed to bargain contracts rolled over due to COVID-19 through FY 2024 and support the expansion of existing services.

### 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. DART maintains its statutory mandates through shifting priorities within existing budgetary allocations.

### Significant Changes

Significant changes that occurred - and work that took place - in FY 2023 included:

- DART developed a plan to reorganize into three new programs, DART County Clerk Functions (72025), DART Property Tax & Ownership (72024) and DART Passport and Photo ID Program (72058) to better align budgets with programs and business decisions with program requirements and customer needs. This reorganization was funded by the DART Customer Service (72024), Ownership and Parcel Management (72026), and County Clerk Functions (72025) program offers.



### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>DCM Director's Office</b>					
72000A	DCM Director's Office / COO	\$1,906,701	\$0	\$1,906,701	6.00
72000B	County Charter Amendment Implementation	190,000	0	190,000	0.00
72015	DCM Business Services	1,552,944	0	1,552,944	8.50
72049A	DCM/NonD Human Resources Team	1,185,967	0	1,185,967	6.00
72049B	DCM/NonD Human Resources Team - Increased Capacity	177,000	0	177,000	0.00
72055	Contractor Capacity Review	125,000	0	125,000	0.00
72056A	Workplace Security	0	807,800	807,800	3.00
72056B	Workplace Security - Security Operations Center	260,000	0	260,000	0.00
72060	Future of Work Planning	4,550,000	0	4,550,000	0.00
72063	Client Assistance Integration	160,000	0	160,000	0.00
<b>Budget Office</b>					
72001	Budget Office	2,657,617	0	2,657,617	11.00
72014A	Evaluation and Research Unit	598,079	0	598,079	3.00
<b>Finance and Risk Management</b>					
72002	FRM Accounts Payable	1,188,628	0	1,188,628	7.60
72003	FRM Chief Financial Officer	1,557,771	272,126	1,829,897	3.00
72004	FRM General Ledger	1,236,389	0	1,236,389	7.00
72005A	FRM Purchasing	3,654,729	0	3,654,729	20.50
72005B	FRM Purchasing - Contracting Redesign / Process Improvement	532,411	0	532,411	2.00
72006	FRM Property & Liability Risk Management	0	7,190,285	7,190,285	3.00
72007	FRM Payroll/Retirement Services	1,426,880	0	1,426,880	7.40
72008A	FRM Treasury and Tax Administration	3,705,870	0	3,705,870	4.00
72008B	FRM Motor Vehicle Tax	175,000	0	175,000	0.00
72009	FRM Worker's Compensation/Safety & Health	0	5,330,062	5,330,062	7.50
72010	FRM Recreation Fund Payment to Metro	0	40,000	40,000	0.00
72012	FRM Fiscal Compliance	489,048	0	489,048	3.00
72044A	FRM Construction Diversity and Equity	2,170,241	0	2,170,241	0.00

# County Management

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Finance and Risk Management (continued)</b>					
72044B	Regional Construction Workforce Diversity Funder Collaborative	200,000	0	200,000	0.00
72046	FRM Workday Support - Finance	1,317,686	0	1,317,686	5.00
72047	FRM Labor Compliance	187,834	0	187,834	1.00
72048	FRM Clean Air Construction Standards	52,000	0	52,000	0.00
72052A	FRM Preschool for All Tax Administration - County	0	217,744	217,744	1.00
72052B	FRM Preschool for All Tax Administration - City of Portland	0	6,383,520	6,383,520	0.00
<b>Central Human Resources</b>					
72016	Central HR Administration	1,027,439	0	1,027,439	2.63
72017A	Central HR Services	3,023,174	0	3,023,174	14.00
72017B	Recruiter Training & Capacity Building	511,500	0	511,500	0.00
72017D	Central HR Electronic Personnel Files	290,000	0	290,000	0.00
72018	Central HR Labor Relations	1,006,386	61,399	1,067,785	4.60
72019	Central HR Unemployment	0	1,017,918	1,017,918	0.15
72020	Central HR Employee Benefits & Wellness	0	155,109,888	155,109,888	13.62
72022	Workday Support - Central Human Resources	2,265,300	0	2,265,300	10.00
72050	Central HR Classification & Compensation	612,128	0	612,128	3.00
72051	College to County Interns	320,600	0	320,600	0.00
72053	Workday Support - Review & Recommend	1,000,000	0	1,000,000	0.00
72061	Labor Relations Expanded Support	215,000	0	215,000	0.00
<b>Division of Assessment, Recording and Taxation (DART)</b>					
72023	Div of Assessment, Recording & Taxation Administration	969,774	0	969,774	2.40
72024	DART Property Tax & Ownership	1,787,018	0	1,787,018	11.08
72025	DART County Clerk Functions	1,715,806	0	1,715,806	11.16
72027	DART Tax Revenue Management	2,504,525	0	2,504,525	13.40
72028	DART GIS/Cartography	772,441	0	772,441	4.50
72029	DART Assessment Performance Analysis	646,286	0	646,286	3.25
72030	DART Property Assessment Special Programs	1,304,613	0	1,304,613	8.25
72031	DART Personal Property Assessment	1,136,756	0	1,136,756	6.10
72033	DART Commercial & Industrial Property Appraisal	4,175,618	0	4,175,618	23.50
72034	DART Residential Property Appraisal	6,104,079	0	6,104,079	36.50

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Division of Assessment, Recording and Taxation (DART)(continued)</b>					
72037	DART Applications Support	2,020,155	0	2,020,155	7.00
72038	DART Tax Title	750,000	0	750,000	1.60
72058	DART Passport and Photo ID Program	<u>1,131,917</u>	<u>0</u>	<u>1,131,917</u>	<u>8.76</u>
<b>Total County Management</b>		<b>\$66,548,310</b>	<b>\$176,430,742</b>	<b>\$242,979,052</b>	<b>295.00</b>

*Includes cash transfers, contingencies and unappropriated balances.*

**Department:** County Management

**Program Contact:** Serena Cruz

**Program Offer Type:** Administration

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Director's Office includes the Department of County Management (DCM) Department Director / Chief Operating Officer combined positions. The COO/DCM Department Director 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 Description

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, Chief Budget Officer, 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 Department 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 2024, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	DCM all manager and supervisor professional development events held.	2	2	2	4
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

The performance measures all lead towards the department's desire to create a culture of Safety, trust and belonging for its workforce. DCM will continue to focus on manager development, WESP initiatives and ensuring new employees are successfully onboarded and receive timely and regular communication.

## 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	2023	2023	2024	2024
Personnel	\$1,402,709	\$0	\$1,531,510	\$0
Contractual Services	\$247,000	\$0	\$247,000	\$0
Materials & Supplies	\$18,810	\$0	\$46,118	\$0
Internal Services	\$42,660	\$0	\$82,073	\$0
<b>Total GF/non-GF</b>	<b>\$1,711,179</b>	<b>\$0</b>	<b>\$1,906,701</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,711,179</b>		<b>\$1,906,701</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72000A DCM Director's Office / COO

**Department:** County Management      **Program Contact:** Serena Cruz  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Multnomah County Home Rule Charter provides that every six years, a Charter Review Committee (MCCRC) will be convened for the purpose of making a comprehensive study of the Charter. The Committee meets for 18 months, and then provides a report at least 95 days before the election. The Charter is the local version of a constitution, essentially creating the structure of Multnomah County government. In November 2022, six Charter Amendments were sent to and approved by the voters. Multnomah County is required to ensure the implementation of the six Charter Amendments. This program will provide one-time-only funding for one Limited Duration (LDA) Management Analyst within the COO/DCM Director's team to coordinate this work and support policy implementation.

**Program Description**

This position will coordinate the work by identifying for each of the measures the current state and what charter reform is needed based on the new measures, possible code revisions and/or additions. By collaborating with a project team, the project manager will develop, communicate and ensure adherence to a timeline for implementation. The six measures include:

- Measure 26-230, Replace Charter Language with Gender Neutral, Terms Amendment
- Measure 26-232, Ranked-Choice Voting for County Elections Amendment
- Measure 26-233, Require County Commissioner Inspection of Jails Amendment
- Measure 26-234, Authorize County Auditor's Office to Investigate County Administration Amendment,
- Measure 26-235, Add Right to Audit Clause Amendment
- Measure 26-236, Changes to Charter Review Committee Amendment

While we are required to implement these charter changes, there are many equity values that underlie the policies, procedures and programs that are a part of this project. Rank choice voting, utilizing gender neutral language in the County Charter, establishing additional transparency through jail inspections and an ombudsman are all strategies that further equity and inclusion.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of code revisions	N/A	N/A	N/A	13
Outcome	Complete a project implementation plan and timeline	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

The County is required to implement all charter amendments within the timeline set for each measure. Upon initial analysis it is estimated that fully implementing the measures will require 13 code revisions.

## Legal / Contractual Obligation

Multnomah County is governed by the Multnomah County Home Rule Charter. The Charter Review Commission is authorized under Chapter XII. Miscellaneous 12.30. Charter Review Committee.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$185,790	\$0
Materials & Supplies	\$0	\$0	\$4,210	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$190,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$190,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is funded by one-time-only General Fund revenues

## Significant Program Changes

Last Year this program was:

**Department:** County Management      **Program Contact:** Christian Elkin  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of budget modifications processed (includes internal)	214	200	200	200
Outcome	% of budget modifications entered into Workday within 4 weeks of Board approval	88%	90%	90%	90%
Quality	Percent error in General Fund Revenue Forecast	8.9%	2.0%	4.0%	2.0%
Quality	Customer rating of countywide budget process on scale of 1 to 10 (extremely dissatisfied to extremely satisfied)	7.22	7.25	7.08	7.15

### 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 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: Because of survey timing, the FY 2023 estimate is the actual rating.



## 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	2023	2023	2024	2024
Personnel	\$2,182,628	\$0	\$2,286,313	\$0
Contractual Services	\$30,159	\$0	\$30,159	\$0
Materials & Supplies	\$96,784	\$0	\$96,784	\$0
Internal Services	\$234,298	\$0	\$244,361	\$0
<b>Total GF/non-GF</b>	<b>\$2,543,869</b>	<b>\$0</b>	<b>\$2,657,617</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,543,869</b>		<b>\$2,657,617</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 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

**Program Offer Stage:** 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 Description**

Central Accounts Payable (AP) processes approximately 140,000 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Payments processed	137,627	142,000	138,000	139,000
Outcome	Percent of Invoices paid on time within standard NET 30 payment terms	92%	93%	92.60%	93%
Outcome	Percent of total payments that are electronic	85%	84%	85%	85%

**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 Automated Clearing House (ACH), ePayables, procurement cards, and Multco Marketplace cards. COVID-19 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	2023	2023	2024	2024
Personnel	\$1,117,954	\$0	\$1,176,629	\$0
Contractual Services	\$1,950	\$0	\$1,950	\$0
Materials & Supplies	\$8,424	\$0	\$10,049	\$0
<b>Total GF/non-GF</b>	<b>\$1,128,328</b>	<b>\$0</b>	<b>\$1,188,628</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,128,328</b>		<b>\$1,188,628</b>	
<b>Program FTE</b>	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$300,180	\$0	\$325,180	\$0
<b>Total Revenue</b>	<b>\$300,180</b>	<b>\$0</b>	<b>\$325,180</b>	<b>\$0</b>

## 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 2023: 72002 FRM Accounts Payable

**Department:** County Management

**Program Contact:** Eric Arellano

**Program Offer Type:** Administration

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$543,299	\$100,562	\$577,405	\$109,110
Contractual Services	\$41,000	\$0	\$41,000	\$0
Materials & Supplies	\$16,511	\$0	\$16,511	\$0
Internal Services	\$970,830	\$195,563	\$922,855	\$163,016
<b>Total GF/non-GF</b>	<b>\$1,571,640</b>	<b>\$296,125</b>	<b>\$1,557,771</b>	<b>\$272,126</b>
<b>Program Total:</b>	<b>\$1,867,765</b>		<b>\$1,829,897</b>	
<b>Program FTE</b>	2.65	0.35	2.65	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$296,125	\$0	\$272,126
<b>Total Revenue</b>	<b>\$0</b>	<b>\$296,125</b>	<b>\$0</b>	<b>\$272,126</b>

## Explanation of Revenues

This program is supported by General Fund and Risk Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72003 FRM Chief Financial Officer

**Department:** County Management

**Program Contact:** Samina Gillum

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Annual Comprehensive Financial Report audit deficiency comments from external auditors	1	0	0	0
Efficiency	Number of days Annual Comprehensive Financial Report is completed after fiscal year end	155	155	154	152
Quality	Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA	1	N/A	1	1

**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 Annual Comprehensive 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	2023	2023	2024	2024
Personnel	\$1,154,264	\$0	\$1,222,489	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
<b>Total GF/non-GF</b>	<b>\$1,168,164</b>	<b>\$0</b>	<b>\$1,236,389</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,168,164</b>		<b>\$1,236,389</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$20,000	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>

## 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 2023: 72004 FRM General Ledger

**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:** 72044, 72047, 72048

**Program Characteristics:**
**Executive Summary**

Purchasing is in charge of buying goods and services for the County. They help other departments get the things they need, like construction services and professional services. They also make sure that the County follows rules when buying things and that it gets the best deal. This includes considering the effects on the economy, society, and the environment.

**Program Description**

Purchasing ensures that the County buys things in a way that follows the rules and is fair. They also make sure that the County gets the best deal when it buys things. Purchasing has oversight of several thousand contracts and hundreds of millions of dollars awarded each year. They give leadership, provide guidance, and offer training and support for Departmental staff.

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 the County purchases products and services 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 report annually 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 helps the County reach its goals for being environmentally friendly. They make sure that companies the County buys things from are also trying to be environmentally friendly. They include this as part of their evaluation when deciding who to give contracts to. All the staff in Purchasing work together to make sure that the County buys things in a way that is good for the environment. They also help teach and support other County staff in doing the same.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of contracts awarded to COBID Certified and Oregon Forward (QRF) businesses	12%	8%	10%	8%
Outcome	Number of service tickets processed in support of Multco Marketplace (MMP)	409	N/A	400	400
Output	Number of formal RFP and Bid solicitations issued	70	80	79	82
Output	Number of contracts and amendments processed	1,282	1,000	1,240	1,100

**Performance Measures Descriptions**

Added: Number of service tickets in MMP reflects the intensity of direct technical support provided to keep the County's Purchasing software operational. Removed: Minimizing the number of sustained protests. We haven't had one in many years so this measure is not as illustrative to the overall activity of Central Purchasing.



## 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	2023	2023	2024	2024
Personnel	\$3,249,190	\$0	\$3,503,051	\$0
Contractual Services	\$11,146	\$0	\$11,646	\$0
Materials & Supplies	\$139,872	\$0	\$140,032	\$0
<b>Total GF/non-GF</b>	<b>\$3,400,208</b>	<b>\$0</b>	<b>\$3,654,729</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,400,208</b>		<b>\$3,654,729</b>	
<b>Program FTE</b>	20.50	0.00	20.50	0.00

Program Revenues				
Other / Miscellaneous	\$2,000	\$0	\$2,000	\$0
<b>Total Revenue</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>

## 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 2023: 72005A FRM Purchasing

**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program will take consultant recommendations around contract redesign and process improvement and build a project implementation plan. The program will develop a countywide contracts administration program. The program will add two new positions, a Procurement Director and a Project Manager and include funds to continue working with the consultant to complete the next phase.

### Program Description

In FY 2023 a contracted consultant performed an assessment of the County's procurement and contracting functions to identify areas of recommended improvements. The assessment was performed in the fourth quarter of 2022 and involved a broad assessment of County processes and stakeholders. Preliminary recommendations were provided, and include these potential areas to be addressed:

- Define, document and implement a contract management model
- Develop and publish a Contract Management Guide
- Update policies and procedures to reflect adopted contract management authority, organization and model
- Update contract administration practices to include: review contracting, risk management and compliance requirements further, especially for Community Based Organizations (CBO)
- Improve procurement planning practices to enhance the sourcing spreadsheet/tracker to make it more versatile
- Define, document and implement a procurement and contract management training model

This program will take consultant recommendations and develop a multi-year implementation plan focused on improving contract management and administration. Though the exact scope will be developed, the program will build a contracts administration unit that will provide standardized processes for monitoring County contracts. An on-going Procurement Director with a countywide focus, as well as an ongoing Project Manager and continued limited scope consultation support will provide the capacity needed to implement the program. The project team will develop a plan, prioritize recommendations, develop timeline, develop training, policy, and resourcing assessment plan, and provide communication plan

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop Implementation Plan from consultant recommendations	N/A	N/A	N/A	1
Outcome	Percentage of managers with a shared understanding of contract management roles and responsibilities	N/A	N/A	N/A	100%
Output	Contract management model appropriate to the County's range of contracts	N/A	N/A	N/A	1

### Performance Measures Descriptions

During this first year of the effort, it will be important to develop the longer, multi-year implementation plan as our roadmap. As an early activity, significant effort will be spent developing the contract management model that is sufficient to cover the variety of types of contracts into which the County enters, e.g. goods, human services, construction. The model developed will provide County contract managers with a cohesive centralized approach to policies, procedures and training, supporting a predominantly decentralized implementation by departments.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$452,411	\$0
Contractual Services	\$0	\$0	\$60,000	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$532,411</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$532,411</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

**Department:** County Management      **Program Contact:** Michelle Cross  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 72009  
**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. The P&LRP section also develops and oversees Countywide risk policies that align regulatory requirements and insurance industry best practices with our internal workforce strategic equity plan.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of policies for insured risks and statutory bond purchased/renewed*	18	21	18	18
Outcome	Resolve and optimize reimbursement for insured loss**	N/A	1	0	1
Quality	Administrative Procedures updated to reflect current rule or business practice	N/A	N/A	N/A	3

**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	2023	2023	2024	2024
Personnel	\$0	\$423,112	\$0	\$536,043
Contractual Services	\$0	\$304,975	\$0	\$302,582
Materials & Supplies	\$0	\$5,648,705	\$0	\$6,351,660
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,376,792</b>	<b>\$0</b>	<b>\$7,190,285</b>
<b>Program Total:</b>	<b>\$6,376,792</b>		<b>\$7,190,285</b>	
<b>Program FTE</b>	0.00	2.50	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,040,126	\$0	\$7,190,285
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,040,126</b>	<b>\$0</b>	<b>\$7,190,285</b>

## 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 third party liability claims and court ordered restitution for property damage. Established procedures allocate monies received back to the dept/cost center incurring the financial loss, minus internal deductibles when applicable.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72006 FRM Property & Liability Risk Management

0.50 FTE moved from program 72009 FRM Workers Compensation/Safety & Health to program 72006 FRM Property & Liability Risk Management, to reflect the work performed for both programs. FTE change is net neutral.

**Department:** County Management      **Program Contact:** Bethany Bilyeu  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of payments issued per period*	7,641	7,600	7,600	7,600
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	64%	68%	65%	66%

**Performance Measures Descriptions**

\*Number of payments per pay period exceeds the 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	2023	2023	2024	2024
Personnel	\$1,147,640	\$0	\$1,210,489	\$0
Contractual Services	\$86,355	\$0	\$193,923	\$0
Materials & Supplies	\$23,693	\$0	\$22,468	\$0
<b>Total GF/non-GF</b>	<b>\$1,257,688</b>	<b>\$0</b>	<b>\$1,426,880</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,257,688</b>		<b>\$1,426,880</b>	
<b>Program FTE</b>	7.40	0.00	7.40	0.00

Program Revenues				
Other / Miscellaneous	\$208,053	\$0	\$210,000	\$0
Beginning Working Capital	\$35,000	\$0	\$140,000	\$0
<b>Total Revenue</b>	<b>\$243,053</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>

## 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 (currently 3 basis points) enables the County to offer the program to employees at no cost to the County.

## Significant Program Changes

Last Year this program was: FY 2023: 72007 FRM Payroll/Retirement Services

**Department:** County Management

**Program Contact:** Eric Arellano

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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 26% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	2,740	3,030	2,735	2,850
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	192,400	186,700	194,000	194,200

### 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	2023	2023	2024	2024
Personnel	\$637,633	\$0	\$653,223	\$0
Contractual Services	\$2,904,561	\$0	\$3,036,542	\$0
Materials & Supplies	\$14,430	\$0	\$16,105	\$0
<b>Total GF/non-GF</b>	<b>\$3,556,624</b>	<b>\$0</b>	<b>\$3,705,870</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,556,624</b>		<b>\$3,705,870</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$160,000	\$0
Service Charges	\$145,281	\$0	\$167,780	\$0
<b>Total Revenue</b>	<b>\$265,281</b>	<b>\$0</b>	<b>\$327,780</b>	<b>\$0</b>

## 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 2023: 72008A FRM Treasury and Tax Administration

**Department:** County Management

**Program Contact:** Eric Arellano

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:** 72008A

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Finance & Risk Management (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 Description**

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. The program will also enhance collection methods, tax forms, tax guidance materials, and provide enhanced support to taxpayers. This program funds a limited duration Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax. Factors like revenue generation, reduction in noncompliance, reduction in audits and reduction in delinquency will be assessed to determine the effectiveness of this position prior to submitting a proposal for FY 2025 ongoing funding.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Delinquent accounts discovered and collected through audit	N/A	5	3	5
Outcome	Recover costs of program with new, ongoing revenue	N/A	100%	N/A	100%
Output	Provide enhanced tax guidance materials and direct taxpayer support*	N/A	N/A	N/A	1

**Performance Measures Descriptions**

\*1=achieved; 0=not achieved. There are no FY 2023 performance measure estimates because the position was filled in December 2022. We do not yet have enough data to ascertain the effectiveness of the role.

## 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	2023	2023	2024	2024
Personnel	\$159,527	\$0	\$160,884	\$0
Materials & Supplies	\$15,473	\$0	\$14,116	\$0
<b>Total GF/non-GF</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$175,000</b>		<b>\$175,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$175,000	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72008B FRM Motor Vehicle Tax

**Department:** County Management

**Program Contact:** Michelle Cross

**Program Offer Type:** Existing

**Program Offer Stage:** 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. The Safety and Health section also develops and oversees County-wide occupational safety and health policies that align regulatory requirements with our internal workforce strategic equity plan.

**Program Description**

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 incorporates 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Telework ergonomic support	N/A	65	20	25
Outcome	OR-OSHA complaint responses closed without inspection follow-up initiated by OR-OSHA	6	15	10	8
Quality	Administrative Procedures updated to reflect current rule or business practice	N/A	N/A	3	5

**Performance Measures Descriptions**

Telework ergonomic support counts the number of consultations completed. OR-OSHA complaint measures our ability to adequately respond to complaints and ensure appropriate remedial measures are in place to ensure safety and health and thus not requiring a follow up inspection. Updates to Administrative Procedures ensure the County stays current on best safety and health practices.

## 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	2023	2023	2024	2024
Personnel	\$0	\$1,311,504	\$0	\$1,352,153
Contractual Services	\$0	\$513,150	\$0	\$508,190
Materials & Supplies	\$0	\$2,619,429	\$0	\$3,469,719
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,444,083</b>	<b>\$0</b>	<b>\$5,330,062</b>
<b>Program Total:</b>	<b>\$4,444,083</b>		<b>\$5,330,062</b>	
<b>Program FTE</b>	0.00	8.00	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,380,749	\$0	\$5,330,062
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,380,749</b>	<b>\$0</b>	<b>\$5,330,062</b>

## 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 2023: 72009 FRM Worker's Compensation/Safety & Health

0.50 FTE moved from program 72009 FRM Workers Compensation/Safety & Health to program 72006 FRM Property & Liability Risk Management, to reflect the work performed for both programs. FTE change is net neutral

**Department:** County Management

**Program Contact:** Eric Arellano

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an intergovernmental agreement (IGA) the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

**Program Description**

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources derive from Marine Fuel Tax apportioned to Multnomah County. The expenditures of the fund are pass-through payments to Metro under an IGA the County entered into in 1994.

These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property and the Expo Center. Each of these sites offers a different recreational benefit for all users.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome					

**Performance Measures Descriptions**

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the County. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO. 1 - Yes; 0 - No

## Legal / Contractual Obligation

Pass-through payment under terms of the IGA that transferred parks from the County to Metro.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$40,000	\$0	\$40,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>
<b>Program Total:</b>	<b>\$40,000</b>		<b>\$40,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Taxes	\$0	\$40,000	\$0	\$40,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>

## Explanation of Revenues

Revenues represent Multnomah County's share of State Marine Fuel Tax.

## Significant Program Changes

Last Year this program was: FY 2023: 72010 FRM Recreation Fund Payment to Metro

**Department:** County Management

**Program Contact:** Cora Bell

**Program Offer Type:** Existing

**Program Offer Stage:** 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 analysis of 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 Description**

Fiscal Compliance performs annual fiscal monitoring for all Community Based Organizations (CBO) 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 entity's financial health. In the most recent year, Fiscal Compliance performed 59 risk assessments and performed 24 site reviews covering \$10.8 million in federal expenditures. The performed oversight helps department programmatic staff with transparency into fiscal assessments by ensuring subrecipients are compliant with fiscal 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 and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	59	50	65	60
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	99%	85%	95%	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	2023	2023	2024	2024
Personnel	\$459,778	\$0	\$485,668	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
<b>Total GF/non-GF</b>	<b>\$463,158</b>	<b>\$0</b>	<b>\$489,048</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$463,158</b>		<b>\$489,048</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72012 FRM Fiscal Compliance

**Department:** County Management

**Program Contact:** Alison Sachet

**Program Offer Type:** Support

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Evaluation and Research Unit (ERU) provides research about workforce equity, employees' experiences, and evaluates programs both countywide and within the Department of County Management. The ERU centers equity by collaborating with diverse employee stakeholders across the county. 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 of serving the community.

**Program Description**

In FY 2023, the Evaluation and Research Unit (ERU) performed projects to measure:

- Whether employees are paid equitably, regardless of their gender, race, age, or other protected characteristics
- How trends in hiring, promotions, and separations differ by demographics (e.g., race and ethnicity, gender)
- How employees experience their 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 consults employees 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 support a community of County employees who are interested in data to encourage a culture of collaboration and learning across the County's research and evaluation professionals.

The ERU plans to continue this work in FY 2024 and will build on it by working towards greater stakeholder engagement in their work in ways that model people-centered research, practices, processes, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of consults performed and reports, presentations, and/or dashboards issued	184	150	150	150
Outcome	Response rate to the Countywide Employee Survey	61%	55%	61%	62%
Output	Number of stakeholder engagement activities	34	25	25	25
Outcome	Percent of county employees stating that they feel like they belong at the county	72%	68%	72%	74%

**Performance Measures Descriptions**

Measure 1 included 125 pay equity consults in FY 2022. Pay equity consults have transitioned to Classification and Compensation, so we do not anticipate as many in FY 2023 or FY 2024. Measures 2 and 4 for FY 2022 Actual and FY 2023 Estimate are from the 2021 Countywide Employee Survey, done every two years. Engagement activities are to ensure 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	2023	2023	2024	2024
Personnel	\$548,858	\$0	\$568,299	\$0
Materials & Supplies	\$28,512	\$0	\$28,272	\$0
Internal Services	\$823	\$0	\$1,508	\$0
<b>Total GF/non-GF</b>	<b>\$578,193</b>	<b>\$0</b>	<b>\$598,079</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$578,193</b>		<b>\$598,079</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72014 Evaluation and Research Unit

**Department:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Support

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Department of County Management (DCM) Business Services Program provides quality business services to the Department to ensure fiscal strength, accountability and integrity, exercising strong stewardship through 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 Description

The 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 revenues 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 countywide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement and contract development, negotiation, risk assessment and management, supplier management, ongoing contract administration, and participates in countywide strategic sourcing initiatives. The program ensures compliance with applicable financial policies, generally accepted accounting principles, governmental accounting standards and practices, and contract & procurement rules and laws. The team collaborates with stakeholders to review and provide input on Administrative Procedures, policies, business processes and the implementation of best practices; and participates in countywide groups including Financial Management Forum, Fin Champs, Purchasing Advisory Council, Purchasing Leaders Group, National Institute for Governmental Purchasing (NIGP), Enterprise Resource Planning (ERP) Governance Group, Strategic Sourcing Council, Employee Resource Groups (ERG), and DCM's Workforce Equity Strategic Planning Committees.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of Accounts Receivable Transactions processed	1,175	1,000	1,130	1,150
Outcome	Travel/training arrangements completed accurately, timely, equitably and successfully meet traveler needs	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 on time within standard Net 30 days	96%	98%	98%	98%

### Performance Measures Descriptions

Outcome measures demonstrate adequate controls and processes are in place to ensure compliance with county policies and practices. Accounts Receivable transactions fluctuate annually; contract cycle time reflects the number of days from initiating in Multco Marketplace (MMP) to execution of the contract, with a goal of 30 days. Number and complexity of contracts varies year over year depending on the renewal cycle of the contracts portfolio.

## 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 that utilize 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	2023	2023	2024	2024
Personnel	\$1,265,308	\$0	\$1,373,308	\$0
Materials & Supplies	\$26,087	\$0	\$24,227	\$0
Internal Services	\$139,255	\$0	\$155,409	\$0
<b>Total GF/non-GF</b>	<b>\$1,430,650</b>	<b>\$0</b>	<b>\$1,552,944</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,430,650</b>		<b>\$1,552,944</b>	
<b>Program FTE</b>	8.50	0.00	8.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72015A DCM Business Services

The Business Services Program continues to adapt and successfully implement effective business processes for a hybrid work environment.

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** Administration

**Program Offer Stage:** 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 each having stand-alone program offers.

### Program Description

Central HR Administration is made up of the office of the Chief Human Resources Officer (CHRO), and the administrative team that provides support to the CHRO and Central Human Resources Division programs. The CHRO directly oversees the following programs: Employee Benefits and Wellness, Classification and Compensation, Labor Relations, Organizational Learning, Organizational Change, Talent Acquisition, and Workday Human Capital Management as well as countywide communications on HR related topics, Workforce Equity, etc. There is an indirect leadership relationship between the CHRO and the HR Managers/Directors at each department.

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 long-term 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 team in Central HR Administration: coordinates the Countywide Employee Recognition programs including Years of Service (except MCSO-has own program), and Employee Awards; coordinates response to unemployment claims; processes countywide transfer requests and lists; distributes regular announcements to community partners regarding job openings; as well as general office administration and management for the CHRO and the division.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of countywide job applications received	16,808	20,000	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 celebrated for reaching milestone years-of-service anniversaries	774	650	709	650
Outcome	Percentage of employees reaching milestone anniversaries who identify as employees of color.	N/A	N/A	N/A	36%

### Performance Measures Descriptions

Output 1: Job application count reflects the desirability of Multnomah County as an employer, as impacted by policy direction. Outcome 2: 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: Countywide milestone anniversary programs reflect employee retention and job satisfaction; Outcome 4: (new) Employee demographics reflect our Diversity, Equity and Inclusion efforts toward employee retention.

## 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	2023	2023	2024	2024
Personnel	\$492,569	\$0	\$513,282	\$0
Contractual Services	\$55,806	\$0	\$55,806	\$0
Materials & Supplies	\$47,130	\$0	\$47,141	\$0
Internal Services	\$566,340	\$0	\$411,210	\$0
<b>Total GF/non-GF</b>	<b>\$1,161,845</b>	<b>\$0</b>	<b>\$1,027,439</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,161,845</b>		<b>\$1,027,439</b>	
<b>Program FTE</b>	2.63	0.00	2.63	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72016A Central HR Administration

**Department:** County Management

**Program Contact:** Chris Lenn

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Central Human Resources (CHR) Services provides key programming and services to support employees throughout their careers. CHR Services furthers Multnomah County's ability to attract, train, and retain a diverse, high performing, and supported workforce by advancing best practices in workforce equity, recruitment, onboarding, learning and professional development, leadership development, conflict resolution, performance planning and review, and career pathways. Through collaboration and partnership, CHR Services enables Multnomah County to fulfill and advance countywide recommendations from strategic plans and employee feedback trends.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Participation in learning courses, orientations, community of practice presentations. or service requests	2,297	2,500	2,275	2,500
Outcome	Percent of Performance Reviews completed in the Year End phase	83%	90%	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	60

**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.



## 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	2023	2023	2024	2024
Personnel	\$2,668,789	\$0	\$2,783,149	\$0
Contractual Services	\$104,203	\$0	\$104,203	\$0
Materials & Supplies	\$68,360	\$0	\$58,105	\$0
Internal Services	\$171,738	\$0	\$77,717	\$0
<b>Total GF/non-GF</b>	<b>\$3,013,090</b>	<b>\$0</b>	<b>\$3,023,174</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,013,090</b>		<b>\$3,023,174</b>	
<b>Program FTE</b>	14.00	0.00	14.00	0.00

Program Revenues				
Service Charges	\$25,000	\$0	\$25,000	\$0
<b>Total Revenue</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>

## 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 2023: 72017A Central HR Services

**Department:** County Management

**Program Contact:** Chris Lenn

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

This program will continue the pilot of the Recruiter Training & Capacity Building Program that lives under the Talent Acquisition portfolio in Central Human Resources. The goal of this program is to minimize impacts to County operations due to unfilled positions by developing a bench of recruitment talent that furthers the initiatives of the Workforce Equity Strategic Plan (WESP). These roles will fill in the recruitment gaps to support the outstanding vacancy needs countywide - supplementing the departmental HR recruitment efforts in order to efficiently fill positions while operationalizing equity-informed best practices.

### Program Description

This program enhances the services provided by Talent Acquisition in Central Human Resources. This offer provides one time only funds for three (3) Limited Duration (LDA) Human Resources Analyst 2 positions. This program will provide training and hands-on experience as a Recruiter in efforts to increase countywide recruitment capacity in times of high vacancies.

The LDA positions will take on recruitments that departments have on hold due to departmental Recruiter capacity. As of January 31, 2023, countywide there are only 405 active departmental ran recruitments compared to the 731 vacant positions (in the same time frame, there are an additional 26 recruitments led by this program). In the first 6 months of our program, the LDAs have led recruitments in Health, MCSO, DCJ, DCS, DCA & DCM. These roles help close the gap between vacancies and recruitment - which in turn will alleviate operational and employee morale issues.

This program will provide training to ensure new, as well as existing, recruiters are trained in the complexities of the civil service recruitment process while focused on applying best practices that support our WESP initiatives. This includes how to develop diverse applicant pools, how implicit and structural biases show up throughout the recruitment process, and mitigation strategies for both. 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 (building a bench of highly qualified talent) as well as 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 license allows the County to highlight and sponsor job postings so that County jobs can 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of recruitments led and managed by Talent Acquisition Analysts/Recruiters	N/A	80	112	80
Outcome	Percent of recruitments led by the Talent Acquisition Analysts that result in a hire	N/A	90%	70%	90%
Output	Total number of training hours offered on equity informed recruitment & selection practices	N/A	40	50	40

### Performance Measures Descriptions

Output: These roles will supplement departmental recruitment efforts to fill vacant positions. The timing of if/when recruiters in our pilot get hired by a department will impact this performance measure. Outcome: A successful recruitment is one that ends in hire (either by an internal or external candidate). Output: 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	2023	2023	2024	2024
Personnel	\$605,996	\$0	\$494,445	\$0
Materials & Supplies	\$16,004	\$0	\$17,055	\$0
<b>Total GF/non-GF</b>	<b>\$622,000</b>	<b>\$0</b>	<b>\$511,500</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$622,000</b>		<b>\$511,500</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72017B Recruiter Training & Capacity Building

FY 2023 program funded four limited duration positions. FY 2024 program funds three limited duration positions.

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Electronic file management of employee personnel and recruitment files supports the efficiency and security of County records. With the increased movement of Human Resources (HR) staff to telework and reductions in departmental space for storage, centrally based electronic personnel and recruitment files will enable HR teams to keep records updated and transfer these records more efficiently and securely.

**Program Description**

This one-time-only offer designates a core project team to design the transition from paper personnel and recruitment files to an electronic file system management. This will entail a review of current personnel and administrative rules that dictate how and where files are stored, coordination with HR teams on file management standards, coordination with Records Management on system development and retention, and coordination of departmental HR teams to prepare existing and new files for data entry.

Limitations on staff capacity is a current roadblock to making this transition. This offer will fund one (1) Limited Duration (LDA) HR Analyst Senior as a lead project manager to design the project and change management plan, and one (1) LDA Office Assistant 2 to provide additional administrative departmental support to prepare and transition the files.

Electronic file management of employee personnel and recruitment files supports the efficiency and security of County records. Electronic records are also more secure, require less staff time to maintain, can more easily be archived, require less physical space, and are protected from loss, damage or being destroyed.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Relevant personnel rules updated to reflect electronic management	N/A	N/A	N/A	1
Outcome	Percent of departments initiating file conversion	N/A	N/A	N/A	40%

**Performance Measures Descriptions**

Output: We will update all relevant personnel rules to reflect the new electronic management system. Outcome: We expect 40% of county departments will initiate electronic file conversion by the end of FY 2024.

## Legal / Contractual Obligation

Oregon Administrative Rules chapter 166 details an employer's obligation to create and maintain personnel records based on various circumstances. These records include Affirmative Action, Benefits Continuation, Collective Bargaining, Comparable Worth Study, Criminal Background Check, Drug Testing, Employee Benefits, Employee Medical Records, Individual Employee Work History, Employee Suggestion Awards, Employee Training, and a host of others. This system will allow the county to create, maintain, recall, and destroy records in accordance with OAR's retention schedules.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$284,422	\$0
Materials & Supplies	\$0	\$0	\$5,578	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$290,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$290,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is funded by one-time-only General Fund revenues.

## Significant Program Changes

Last Year this program was:

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** Existing

**Program Offer Stage:** 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 13 labor contracts, representing 86% of the County workforce, and the Personnel Rules (work rules) that apply to all 100%.

**Program Description**

Collective Bargaining Agreement (CBA) negotiation and interpretation present the front line of interaction with our employees' Labor Unions. As a result of the COVID-19 pandemic, we will continue to see an unusual number of collective bargaining agreements come up for successor negotiations at the same time.

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 (DEI) dynamics into its work negotiating and interpreting/applying labor contracts, and various CBA impacts on employees in historically disadvantaged groups.

Key functions of Labor Relations:

- Lead collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
- Guide development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
- Provide internal expertise for dispute resolution, grievance handling, and cooperative problem solving.
  - Maintain and develop Personnel Rules; ensure consistent application of CBAs, Personnel Rules, discipline policies, and; administer the County's drug and alcohol testing process.
- Coordinate countywide layoff activities and the merit council appeals process; and
- Ensure 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of labor disputes	121	140	140	145
Outcome	Percentage of labor disputes settled collaboratively.	89%	94%	86%	95%

**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

Thirteen 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$968,946	\$57,752	\$956,642	\$61,122
Contractual Services	\$9,750	\$0	\$9,750	\$0
Materials & Supplies	\$15,308	\$120	\$16,220	\$120
Internal Services	\$29,372	\$1,325	\$23,774	\$157
<b>Total GF/non-GF</b>	<b>\$1,023,376</b>	<b>\$59,197</b>	<b>\$1,006,386</b>	<b>\$61,399</b>
<b>Program Total:</b>	<b>\$1,082,573</b>		<b>\$1,067,785</b>	
<b>Program FTE</b>	4.60	0.25	4.35	0.25

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$59,197	\$0	\$61,399
<b>Total Revenue</b>	<b>\$0</b>	<b>\$59,197</b>	<b>\$0</b>	<b>\$61,399</b>

## Explanation of Revenues

This program is supported primarily by the General Fund with 0.25 FTE of an HR Manager 2 supported by the Risk Fund.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72018A Central HR Labor Relations

Established a Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits. Shifted 0.25 FTE of the Deputy CHRO position from Central HR Labor Relations (72018) to Employee Benefits and Wellness (72020) in the Risk Fund to account for direct oversight of the Benefits Program.

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

Unemployment benefits are provided through the State of Oregon Employment Department. Multnomah County funds these benefits, as a self-insured employer, with direct payments to the state. The State bills the County quarterly. Former employees, or employees who have had their hours reduced, submit claims to the State, who then determines eligibility and benefit amounts. Claimants or the county may file an appeal with the State if they want to contest an eligibility decision. A hearing with an administrative law judge would then be scheduled, at which the county would appear.

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. Employees staffing the program respond to the Oregon Employment Department's claim forms and requests for information in a timely manner, provide accurate and timely monitoring and reporting, and participate in appeal hearings to decrease costs and liability due to ineligible claims. The County does not contest eligible claims. Benefits claim decisions by the state can favor the applicant if our responses are late, data is inaccurate or we fail to respond to a requested clarification.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of employee claims for unemployment.	323	450	266	400
Outcome	Percentage of unemployment claim appeals found in the county's favor.	50%	50%	50%	50%
Output	Number of unemployment appeals.	11	8	22	8

**Performance Measures Descriptions**

Outputs and Outcomes: Number of claims fluctuates annually depending on budget and layoff impacts. 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	2023	2023	2024	2024
Personnel	\$0	\$40,678	\$0	\$46,847
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,993	\$0	\$970,921
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,011,821</b>	<b>\$0</b>	<b>\$1,017,918</b>
<b>Program Total:</b>	<b>\$1,011,821</b>		<b>\$1,017,918</b>	
<b>Program FTE</b>	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,011,821	\$0	\$1,017,918
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,011,821</b>	<b>\$0</b>	<b>\$1,017,918</b>

## 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 FY 2024 is \$1,017,918

## Significant Program Changes

Last Year this program was: FY 2023: 72019 Central HR Unemployment

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The County's Benefit programs provide comprehensive health and financial security options to help over 13,000 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Medical plan annual member count.	12,835	12,500	12,872	13,100
Outcome	Participation in county wellness programs.	13,962	7,000	13,000	13,000
Efficiency	County's annual benefits cost change per employee.	5.75%	5%	6%	5.1%

### 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	2023	2023	2024	2024
Personnel	\$0	\$3,321,205	\$0	\$3,684,582
Contractual Services	\$0	\$1,808,770	\$0	\$2,109,749
Materials & Supplies	\$0	\$146,506,902	\$0	\$148,968,250
Internal Services	\$0	\$372,527	\$0	\$347,307
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$152,009,404</b>	<b>\$0</b>	<b>\$155,109,888</b>
<b>Program Total:</b>	<b>\$152,009,404</b>		<b>\$155,109,888</b>	
<b>Program FTE</b>	0.00	13.37	0.00	13.62

Program Revenues				
Other / Miscellaneous	\$0	\$143,386,675	\$0	\$153,084,887
Service Charges	\$0	\$25,000	\$0	\$25,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$143,411,675</b>	<b>\$0</b>	<b>\$153,109,887</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$121,220,386 Actives/\$10,680,843 Retirees), Short and Long Term Disability and Life Insurance (\$3,063,843); benefit administration charge (\$5,180,878), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$6,748,058), premium payments from retirees and COBRA participants (\$5,180,879), and operational refunds, forfeitures, rebates, performance guarantee penalties from vendors (\$1,010,000), space rentals (\$25,000).

## Significant Program Changes

**Last Year this program was:** FY 2023: 72020 Central HR Employee Benefits & Wellness

All employee benefit vendors have been converted to an electronic interface for live enrollment transfers which enhance the County employees experience. Benefits staffing has been enhanced with the skill level to inherit functions previously performed by outside consultants for a significant savings. Established a Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits. Shifted 0.25 FTE of the Deputy CHRO position from Central HR Labor Relations (72018) to Employee Benefits and Wellness (72020) to account for direct oversight of the Benefits Program.

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Human Resources (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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	2,769	2760	5,538	3,046
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	60%	95%	75%	95%
Efficiency	Business processes initiated through employee and manager self service.	128,251	75,000	75,000	75,000
Output	Number of learning support sessions provided to Human Resources support teams.	18	10	36	20

### 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	2023	2023	2024	2024
Personnel	\$1,951,400	\$0	\$2,043,848	\$0
Contractual Services	\$14,387	\$0	\$14,387	\$0
Materials & Supplies	\$77,702	\$0	\$78,922	\$0
Internal Services	\$111,792	\$0	\$128,143	\$0
<b>Total GF/non-GF</b>	<b>\$2,155,281</b>	<b>\$0</b>	<b>\$2,265,300</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,155,281</b>		<b>\$2,265,300</b>	
<b>Program FTE</b>	10.00	0.00	10.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Supported by General Fund Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 72022A Workday Support - Central Human Resources

**Department:** County Management      **Program Contact:** Jeffrey Brown  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 as well as employee development and performance management.

### Program Description

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 approximately 315,000 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 anyone we serve in an unfair, inequitable or non-inclusive manner.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total Number of Property Tax Accounts Administered	309,900	311,000	315,000	315,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100	100	100	100

### Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Department of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. Performance measures have been revised for FY 2024 to better reflect performance for legally mandated work of the County Assessor's Office.

## Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. 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 staffing. Per DOR's metric, DART's staffing is at the lower end of adequate to perform statutory functions. Reductions to the program may jeopardize not only grant revenue but the ability to adequately perform statutorily mandated functions.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$550,817	\$0	\$583,933	\$0
Contractual Services	\$6,700	\$0	\$6,700	\$0
Materials & Supplies	\$49,119	\$0	\$49,893	\$0
Internal Services	\$148,311	\$0	\$329,248	\$0
<b>Total GF/non-GF</b>	<b>\$754,947</b>	<b>\$0</b>	<b>\$969,774</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$754,947</b>		<b>\$969,774</b>	
<b>Program FTE</b>	2.40	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$75,000	\$0
Intergovernmental	\$83,448	\$0	\$55,955	\$0
<b>Total Revenue</b>	<b>\$163,448</b>	<b>\$0</b>	<b>\$130,955</b>	<b>\$0</b>

## Explanation of Revenues

DOR's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% 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 \$2,716,250, with \$55,955 allocated to DART Administration (72023). General Fund Revenue of \$75,000 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 2023: 72023 Div of Assessment, Recording & Taxation Administration

**Department:** County Management

**Program Contact:** Tim Mercer

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The DART Property Tax & Ownership Program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for making real property ownership changes, maintaining property information, and providing virtual and in person assistance with questions regarding and the acceptance of property tax payments. Program staff provide direct customer service for both the public and internal staff.

### Program Description

The Property Tax and Ownership team, within DART, is responsible for accepting property tax payments that are guided by state statutes. 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.

The team updates and maintains the ownership records and property information for real property tax accounts. Accurate ownership information is essential for DART programs to ensure that tax statements and various notices are sent to the correct party. 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.

The Program teams interface with the public through the organization's soft phone system, at the public counter, through mail, and by email. The team also maintains a Digital Research Room for the public to access records through a database.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of counter transactions	36,540	35,000	44,000	9,500
Outcome	Average number of transactions per cashier	3,654	3,500	4,400	1,900
Output	Number of ownership changes processed	27,000	30,000	30,000	25,000
Outcome	Average number of days to complete ownership changes	4	4	4	4

### Performance Measures Descriptions

"Number of counter transactions" includes statistics from the systems used in this program. The system tracks transactions for tax payments, marriage licenses, domestic partnership registrations, passport applications, and copies of various records. During FY 2023 a restructuring of the customer service teams is taking place, and work is being split among three teams as reflected in the Significant Program Changes. Transactions and service levels are expected to be roughly consistent across FY 2022 - FY 2024. aside from the change in duties with the restructure of the teams.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$2,086,408	\$0	\$1,389,659	\$0
Contractual Services	\$2,550	\$0	\$3,300	\$0
Materials & Supplies	\$22,125	\$0	\$23,840	\$0
Internal Services	\$559,912	\$0	\$370,219	\$0
<b>Total GF/non-GF</b>	<b>\$2,670,995</b>	<b>\$0</b>	<b>\$1,787,018</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,670,995</b>		<b>\$1,787,018</b>	
<b>Program FTE</b>	19.05	0.00	11.08	0.00

<b>Program Revenues</b>				
Intergovernmental	\$458,503	\$0	\$257,772	\$0
<b>Total Revenue</b>	<b>\$458,503</b>	<b>\$0</b>	<b>\$257,772</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$257,772 allocated to DART Property Tax & Ownership (72024). Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72024 DART Customer Service

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three while breaking two existing teams into three new individual teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.

**Department:** County Management

**Program Contact:** Tim Mercer

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Division of Assessment, Recording and Taxation (DART) County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, 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 Description**

The County Clerk Functions team is responsible for issuing marriage licenses & domestic partnerships; administering the BoPTA program; and recording legal documents. All of these functions are governed by state statutes. Recorded documents include deeds, contracts and assignments and unrecorded documentation, such as marriage records, court orders, and death certificates.

Issuing marriage licenses, and recording and indexing documents make up both vital and essential records under Oregon state law. The documents 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. These teams serve the community in person, through phone, email, and mail.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of marriage licenses issued	7,400	4,900	6,600	6,500
Outcome	% of accurately processed licenses	95%	95%	95%	95%
Output	Number of documents recorded	104,704	160,000	145,000	140,000
Outcome	Average number of business days to return original recorded documents	5	2	5	5

**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. Document recording numbers fluctuate as a byproduct of the overall economy and interest rates.

## 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). 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	2023	2023	2024	2024
Personnel	\$1,336,238	\$0	\$1,207,834	\$0
Contractual Services	\$284,658	\$0	\$161,780	\$0
Materials & Supplies	\$105,804	\$0	\$101,028	\$0
Internal Services	\$206,589	\$0	\$245,164	\$0
<b>Total GF/non-GF</b>	<b>\$1,933,289</b>	<b>\$0</b>	<b>\$1,715,806</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,933,289</b>		<b>\$1,715,806</b>	
<b>Program FTE</b>	12.05	0.00	11.16	0.00

Program Revenues				
Fees, Permits & Charges	\$5,254,500	\$0	\$3,998,750	\$0
Intergovernmental	\$20,939	\$0	\$17,384	\$0
Other / Miscellaneous	\$250,000	\$0	\$250,000	\$0
Beginning Working Capital	\$200,400	\$0	\$141,245	\$0
<b>Total Revenue</b>	<b>\$5,725,839</b>	<b>\$0</b>	<b>\$4,407,379</b>	<b>\$0</b>

## 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 \$220,550 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. Document Recording fees \$3,672,000. Recording copy fees \$250,000. County Clerk Restricted Fund Carryover Revenue \$141,245 and Fees \$90,000 pursuant to ORS 205.320(2). Fees for filing a BoPTA Appeal \$16,200. BoPTA also allocated \$17,384 of the \$2,716,250 County Assessment Function Funding Assistance (CAFFA) Grant.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72025 DART County Clerk Functions

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three, while breaking two existing teams into three new individual teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.

**Department:** County Management

**Program Contact:** Tim Mercer

**Program Offer Type:** Existing

**Program Offer Stage:** 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 distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past-due taxes is also accounted for and a portion is distributed to the County Assessment and Taxation Fund.

**Program Description**

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 340,000 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 roughly 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. The program provides translation services for in-person and phone interactions and has taken additional steps to make information and communication more accessible through the use of plain language, reducing the use of jargon and legal terms. While considerable constraints exist based on Oregon Revised Statutes, the Program utilizes client feedback and unmet needs to inform changes to its processes, communication, and interfaces. Many steps are taken 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 in 2020.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Property Tax Statements Issued/Mailed	343,047	346,000	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)	343.4	350.0	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 FY 2021 and FY 2022. In FY 2023, that number continues to increase at a slower rate. We expect FY 2024 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	2023	2023	2024	2024
Personnel	\$1,678,481	\$0	\$1,761,986	\$0
Contractual Services	\$187,320	\$0	\$186,002	\$0
Materials & Supplies	\$30,253	\$0	\$30,876	\$0
Internal Services	\$523,051	\$0	\$525,661	\$0
<b>Total GF/non-GF</b>	<b>\$2,419,105</b>	<b>\$0</b>	<b>\$2,504,525</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,419,105</b>		<b>\$2,504,525</b>	
<b>Program FTE</b>	13.40	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$453,000	\$0	\$400,000	\$0
Intergovernmental	\$329,173	\$0	\$311,826	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
<b>Total Revenue</b>	<b>\$787,673</b>	<b>\$0</b>	<b>\$717,326</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 12.4% of program expenditures. Grant amounts vary depending upon the statewide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated at \$2,716,250, with \$311,826 allocated to DART Tax Revenue Management (72027). Program revenues of \$400,000 and \$5,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, 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 tax information copy fees. The remaining Program support is provided by County General Fund revenue.

## Significant Program Changes

Last Year this program was: FY 2023: 72027 DART Tax Revenue Management

**Department:** County Management

**Program Contact:** Larry Steele

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of New Tax Roll Accounts Created	1,068	1,450	961	1,050
Outcome	Number of GIS Mapping Edits per FTE	5,534	6,400	5,440	5,170
Output	Number of GIS Mapping Edits	21,133	25,700	21,760	22,000

**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. Number of GIS Mapping Edits per FTE FY 2024 offer is reduced due to realigning projection with historical actuals. Also, the offer represents a 5% reduction to FY 2023 projected actuals due to a softening real estate market that will likely reduce the number of property actions. therefore fewer edits per FTE.

## 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 Dept 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	2023	2023	2024	2024
Personnel	\$707,152	\$0	\$645,180	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$12,524	\$0	\$15,005	\$0
Internal Services	\$192,817	\$0	\$111,956	\$0
<b>Total GF/non-GF</b>	<b>\$912,793</b>	<b>\$0</b>	<b>\$772,441</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$912,793</b>		<b>\$772,441</b>	
<b>Program FTE</b>	5.25	0.00	4.50	0.00

Program Revenues				
Intergovernmental	\$130,021	\$0	\$105,847	\$0
<b>Total Revenue</b>	<b>\$130,021</b>	<b>\$0</b>	<b>\$105,847</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$2,716,250, with \$104,847 allocated to DART GIS/Cartography (72028). \$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 2023: 72028 DART GIS/Cartography

FY 2024 budget includes a new manager position within existing resources to manage both Applications Support and GIS Cartography; the position is split 0.75 FTE to DART Applications Support (72037) and 0.25 FTE to DART GIS Cartography (72028).

**Department:** County Management

**Program Contact:** Larry Steele

**Program Offer Type:** Existing

**Program Offer Stage:** 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 funding 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 Description**

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, up-to-date, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Projects Maintained - Includes mandated Ratio Study	52	52	52	52
Outcome	Number of Appraisal Neighborhoods in Statutory Compliance (ORS 308.232)	96%	95%	95%	95%

**Performance Measures Descriptions**

The output measure Number of Projects refers to the many specific annual studies and reports completed by the team including the mandated Ratio Study. The outcome measure Number of Appraisal Neighborhoods in Statutory Compliance measures the effectiveness of the appraisal program as a result of the 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	2023	2023	2024	2024
Personnel	\$542,819	\$0	\$580,540	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$18,901	\$0	\$19,816	\$0
Internal Services	\$69,071	\$0	\$45,330	\$0
<b>Total GF/non-GF</b>	<b>\$631,391</b>	<b>\$0</b>	<b>\$646,286</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$631,391</b>		<b>\$646,286</b>	
<b>Program FTE</b>	3.25	0.00	3.25	0.00

Program Revenues				
Intergovernmental	\$79,753	\$0	\$75,512	\$0
<b>Total Revenue</b>	<b>\$79,753</b>	<b>\$0</b>	<b>\$75,512</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$2,716,250, with \$75,512 allocated to DART Assessment Performance Management (72029). Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72029 DART Assessment Performance Analysis

**Department:** County Management

**Program Contact:** Larry Steele

**Program Offer Type:** Existing

**Program Offer Stage:** 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, and maximum assessed value (MAV). Additionally, Special Programs assists the community using various means of communication including by phone, email, and mail. Internally, Special Programs provides ongoing training and expertise to other sections within DART.

### Program Description

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 department 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Exempt Accounts Reviewed and Processed for the Current Tax Roll	4,953	7,000	5,100	5,200
Outcome	Total Exempt Accounts Monitored	32,250	33,500	32,500	33,500
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,799	1,700	1,700	1,750

### 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	2023	2023	2024	2024
Personnel	\$1,083,306	\$0	\$1,160,190	\$0
Contractual Services	\$500	\$0	\$500	\$0
Materials & Supplies	\$12,789	\$0	\$12,516	\$0
Internal Services	\$123,865	\$0	\$131,407	\$0
<b>Total GF/non-GF</b>	<b>\$1,220,460</b>	<b>\$0</b>	<b>\$1,304,613</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,220,460</b>		<b>\$1,304,613</b>	
<b>Program FTE</b>	8.25	0.00	8.25	0.00

Program Revenues				
Fees, Permits & Charges	\$2,703	\$0	\$2,703	\$0
Intergovernmental	\$178,289	\$0	\$191,767	\$0
<b>Total Revenue</b>	<b>\$180,992</b>	<b>\$0</b>	<b>\$194,470</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250 with \$191,767 allocated to DART Property Assessment Special Programs (72030). Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72030 DART Property Assessment Special Programs

**Department:** County Management

**Program Contact:** Tim Mercer

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Accounts Processed, Coded and Valued	15,256	15,900	15,157	15,200
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,706	\$2,700	\$2,706	\$2,700
Efficiency	Percentage of Accounts Filing Electronically	17.5%	19%	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 FY 2021 & FY 2022, but that did not materialize. Filings have remained fairly consistent pre and post-pandemic.

## 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	2023	2023	2024	2024
Personnel	\$798,007	\$0	\$870,479	\$0
Contractual Services	\$12,395	\$0	\$13,145	\$0
Materials & Supplies	\$3,364	\$0	\$5,741	\$0
Internal Services	\$202,673	\$0	\$247,391	\$0
<b>Total GF/non-GF</b>	<b>\$1,016,439</b>	<b>\$0</b>	<b>\$1,136,756</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,016,439</b>		<b>\$1,136,756</b>	
<b>Program FTE</b>	6.00	0.00	6.10	0.00

Program Revenues				
Intergovernmental	\$147,497	\$0	\$142,060	\$0
<b>Total Revenue</b>	<b>\$147,497</b>	<b>\$0</b>	<b>\$142,060</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$142,060 allocated to DART Personal Property Assessment (72031). The remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72031 DART Personal Property Assessment

For FY 2024, allocated 10% of a Senior Manager position to reflect program management and oversight.

**Department:** County Management

**Program Contact:** John Botaitis

**Program Offer Type:** Existing

**Program Offer Stage:** 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, multi-family, local and state industrial manufacturing plants, warehouses, bulk petroleum storage facilities and Port of Portland properties. This section represents approximately 31% of the total taxable assessed value.

### Program Description

This program is responsible for maintaining Real Market and Maximum Assessed Value for approximately 24,884 commercial, warehouse and multifamily accounts; 832 County and State appraised manufacturing accounts; and 445 billboards. Manufacturers are required to file industrial property returns annually. This requires the annual audit and review of approximately 61,010 (machinery, equipment and personal property assets as well as 444 bulk-petroleum storage tanks.

Maintaining accurate Real Market Values on all property directly affects taxing districts within the County. The program ensures that all Industrial, Commercial and Multi-family properties are valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 60% of the County's General Fund revenues.

Using the equity lens, we have adapted the way we provide access to our services for the benefit of the community members, colleagues and staff. We have applied lessons learned from the pandemic and continue to modify our operations by offering flexible solutions such as telephone consultations, digital surveys, virtual property inspections and digital photograph exchanges. We have also adapted our business practices to meet the needs of our staff members by providing accommodation and maximum flexibility to meet their individual work-life balance needs.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Industrial Assets Valued	61,424	55,000	60,500	61,000
Outcome	New Exception Real Market Value in MILLIONS;	\$3,215	\$2,500	\$2,500	\$2,400
Efficiency	Percent of Accounts on Automated Recalculation	24%	23%	26%	28%
Outcome	Percent Market Groupings with Coefficient Of Dispersion Compliance	72%	90%	75%	75%

### 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. Additional performance efficiency is achieved by converting valuation methodologies to income models, and other automated calculation methods. These properties represent high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdiction with interest.

## 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	2023	2023	2024	2024
Personnel	\$3,479,609	\$0	\$3,716,815	\$0
Contractual Services	\$1,975	\$0	\$1,975	\$0
Materials & Supplies	\$131,524	\$0	\$146,126	\$0
Internal Services	\$383,109	\$0	\$310,702	\$0
<b>Total GF/non-GF</b>	<b>\$3,996,217</b>	<b>\$0</b>	<b>\$4,175,618</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,996,217</b>		<b>\$4,175,618</b>	
<b>Program FTE</b>	23.50	0.00	23.50	0.00

Program Revenues				
Intergovernmental	\$577,362	\$0	\$546,781	\$0
<b>Total Revenue</b>	<b>\$577,362</b>	<b>\$0</b>	<b>\$546,781</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$546,781 allocated to DART Commercial & Industrial Property Appraisal (72033). Remaining Program support is provided by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72033 DART Commercial & Industrial Property Appraisal

**Department:** County Management

**Program Contact:** John Botaitis

**Program Offer Type:** Existing

**Program Offer Stage:** 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, Floating, Manufactured and Open Space property accounts. Residential Property represents approximately 60% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

### Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value for 261,668 Real and Personal Property accounts including: Single and 2-4 family, Condominiums, Manufactured, Floating and small General Commercial Use properties. A total of 33,773 permits were generated for FY 2022 requiring review and processing, largely issued by local jurisdictions.

Maintaining accurate Real Market Values on all properties directly affects taxing districts within the County. This program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and the taxing districts. Property taxes account for approximately 60% of the County's General Fund revenues.

Using the equity lens we have adapted the way we provided services for the benefit of the community members we serve and for the appraisal staff. Our expanded operations meet the needs of the community by offering more flexible solutions such as meeting on site with taxpayers, telephone consultations, proactive outreach via letter campaigns and surveys, virtual inspections and digital photograph exchanges. The distributed workforce and business practices have also been designed to meet the needs of our staff members by providing accommodation and maximum flexibility to meet their individual work-life balance needs.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Accounts Appraised	18,000	18,000	16,000	16,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$821	\$700	\$800	\$800
Outcome	% Neighborhood with COD Compliance	99%	98%	99%	99%

### Performance Measures Descriptions

Estimated reduction in accounts appraised is a byproduct of the change in COVID-19 restrictions which resulted in an increase in site visits over desk reviews, as well as the onboarding and training of new and existing staff. Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year. The Coefficient of Dispersion (COD) is a key measure and failure to meet standards can result in loss of CAFFA grant revenue.



## Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the "County Assessment Function Funding Assistance" (CAFFA) grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$5,098,512	\$0	\$5,393,567	\$0
Contractual Services	\$2,400	\$0	\$2,625	\$0
Materials & Supplies	\$118,383	\$0	\$119,733	\$0
Internal Services	\$625,382	\$0	\$588,154	\$0
<b>Total GF/non-GF</b>	<b>\$5,844,677</b>	<b>\$0</b>	<b>\$6,104,079</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$5,844,677</b>		<b>\$6,104,079</b>	
<b>Program FTE</b>	36.50	0.00	36.50	0.00

Program Revenues				
Intergovernmental	\$921,625	\$0	\$849,371	\$0
<b>Total Revenue</b>	<b>\$921,625</b>	<b>\$0</b>	<b>\$849,371</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250. Allocated \$849,371 to DART Residential Appraisal (72034). Remaining Program support is from General Fund Revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72034 DART Residential Property Appraisal

**Department:** County Management

**Program Contact:** Larry Steele

**Program Offer Type:** Support

**Program Offer Stage:** 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 Description

DART's Applications Support (App Support) Program designs, develops, and deploys technology solutions, through collaboration with IT business partners that create efficiencies, standardizations, improves data integrity, and generates 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, positively contributing to the public's perception of accountability and 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, up-to-date technological, customer focused solutions that provide for safe, effective remote contact. All of it while 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of requests and support activities	3,500	3,500	3,500	3,500
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%
Output	Tax Statements Generated En Masse	340,648	350,000	345,000	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	2023	2023	2024	2024
Personnel	\$989,387	\$0	\$1,207,366	\$0
Contractual Services	\$8,300	\$0	\$10,057	\$0
Materials & Supplies	\$449,175	\$0	\$516,949	\$0
Internal Services	\$286,815	\$0	\$285,783	\$0
<b>Total GF/non-GF</b>	<b>\$1,733,677</b>	<b>\$0</b>	<b>\$2,020,155</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,733,677</b>		<b>\$2,020,155</b>	
<b>Program FTE</b>	6.25	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$153,655	\$0	\$162,975	\$0
Other / Miscellaneous	\$40,000	\$0	\$40,000	\$0
<b>Total Revenue</b>	<b>\$193,655</b>	<b>\$0</b>	<b>\$202,975</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250 with \$162,975 allocated to DART Applications Support (72037). 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 the 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 2023: 72037 DART Applications Support

The ongoing support for a new E-File product which was implemented in FY 2023 has been added to the Budget for FY 2024. A manager position who manages both Applications Support and GIS Cartography is split 0.75 FTE to DART Applications Support (72037) and 0.25 FTE to DART GIS Cartography (72028).

**Department:** County Management

**Program Contact:** Jeffrey Brown

**Program Offer Type:** Existing

**Program Offer Stage:** 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. The Program's highest priority is foreclosure avoidance prior to County ownership as well as occupant support throughout the process. Vulnerable populations and historically disadvantaged groups 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 on rare occasion donations to non-profits.

**Program Description**

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 thereby becoming the responsibility of the Tax Title Program which manages the dispossession pursuant Multnomah County Code Chapter 7 as a portion of a larger portfolio of long-held properties. After properties are deeded to the County they may become available for repurchase by qualified former owners of record. Special repurchase consideration may be given to former owners, their heirs or devisees due to the health, safety, housing, and economic conditions. 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 the Department of County Assets, Facilities and the Property Management Division.

The Tax Title Program researches and assesses properties deeded to the County 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 at the discretion of County management. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of program expenses, to 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Properties remaining in Tax Title Inventory	216	205	208	205
Outcome	Properties placed back on the tax roll & into community use	5	15	25	15
Outcome	Revenue credited to General Fund, Sub-Fund	\$0	\$100,000	\$1,500,000	\$750,000

**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	2023	2023	2024	2024
Personnel	\$239,635	\$0	\$254,953	\$0
Contractual Services	\$384,992	\$0	\$378,000	\$0
Materials & Supplies	\$13,278	\$0	\$17,118	\$0
Internal Services	\$112,292	\$0	\$99,929	\$0
<b>Total GF/non-GF</b>	<b>\$750,197</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$750,197</b>		<b>\$750,000</b>	
<b>Program FTE</b>	1.60	0.00	1.60	0.00

Program Revenues				
Other / Miscellaneous	\$750,000	\$0	\$750,000	\$0
<b>Total Revenue</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>

## 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 2024. 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 2024 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 2023: 72038 DART Tax Title

**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:** 72044B

**Program Characteristics:**
**Executive Summary**

The Construction Diversity and Equity Fund (CDEF) program helps women and minority individuals get jobs in skilled construction trades and helps businesses owned by these groups be successful. It also supports the competitiveness of State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses.

**Program Description**

Construction jobs offer stable, well-paying careers that can support a family. Past discrimination and other barriers mean that not everyone has been able to access these jobs. The CDEF program helps to create more diversity, fairness, and opportunity in the construction industry and in the business world.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	15	5	10
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	N/A	25	60	60
Output	Number of State Certified firms receiving technical assistance, mentoring, and training.	N/A	25	25	25

**Performance Measures Descriptions**

Due to COVID-19, pre-apprenticeship programs were slow to start back up in FY 2023. The number of workers measures how many are served by the BOLI Pre-Apprenticeship Program. The number of workers maintaining employment is a measure of the effectiveness of the program and the number of firms receiving technical assistance, mentoring and training measures the volume of this work.

## 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	2023	2023	2024	2024
Contractual Services	\$215,000	\$0	\$424,839	\$0
Unappropriated & Contingency	\$0	\$0	\$1,745,402	\$0
<b>Total GF/non-GF</b>	<b>\$215,000</b>	<b>\$0</b>	<b>\$2,170,241</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$215,000</b>		<b>\$2,170,241</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$45,000	\$0	\$2,046,291	\$0
Beginning Working Capital	\$170,000	\$0	\$123,950	\$0
<b>Total Revenue</b>	<b>\$215,000</b>	<b>\$0</b>	<b>\$2,170,241</b>	<b>\$0</b>

## 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 2023: 72044A FRM Construction Diversity and Equity

The CDEF program expects to receive a \$2 million increase in revenues from construction projects in FY 2024. This increase is primarily from the assessment of the Library Bond funded projects, which are estimated to be \$1.9 million (received by 12/31/23). This is a significant sum and the program has developed a five year plan to expend these funds across the program's three dedicated purposes. We plan to spend \$243,000 in FY 2024 from the Library Bond Project and the balance will be placed in contingency.



**Program #72044B - Regional Construction Workforce Diversity Funder Collaborative** FY 2024 Proposed

**Department:** County Management **Program Contact:** Brian Smith  
**Program Offer Type:** New **Program Offer Stage:** Proposed  
**Related Programs:** 72044A  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program positions the County to be part of a regional effort to make the construction workforce more diverse. Participation of many local governments may also help attract private and foundation funding to support workforce development. This program funds year two of a five year effort to increase diversity in the construction workforce.

**Program Description**

The Regional Construction Workforce Diversity Funder Collaborative is a group of public owners who want to improve the racial and gender diversity of the regional construction trades workforce. The group includes the City of Portland, Multnomah County, Washington County, Clackamas County, Metro, TriMet, Prosper Portland, State Bureau of Labor and Industries, and Portland Community College. Each member of the group agrees to contribute a certain amount of money each year for a set number of years and helps plan, develop, and review the progress of the projects. The group started as part of The Construction Career Pathways Project (C2P2) Public Owner Workgroup.

The Funder Collaborative is made up of C2P2 signatories who have agreed to invest money together to increase diversity and the number of people in the construction workforce. The Funder Collaborative is a place where members can share ideas and learn from each other to help with regional efforts. They work together and invest in projects to make this happen.

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 provides stable funding, aligned in purpose with other agencies in the region.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	20	12	12
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	N/A	N/A	40	40

**Performance Measures Descriptions**

The outcome performance measure is new this year as the funder collaborative has gotten up and running in FY 2023 and moving forward is aiming for a 75%/25% split of pre-apprenticeship training and support/retention services of early term diverse apprentices.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$200,000	\$0	\$200,000	\$0
<b>Total GF/non-GF</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$200,000</b>		<b>\$200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

**Last Year this program was:** FY 2023: 72044B Regional Construction Workforce Diversity Funder Collaborative

This funding is for year two of our annual funder commitment of five years.

**Department:** County Management

**Program Contact:** Heather Drake

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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 process.
- 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of customer tickets processed	1,396	1,300	1,400	1,400
Outcome	Percentage of features in mandatory, twice-yearly Workday updates analyzed and successfully configured	> 95%	> 95%	> 95%	> 95%
Output	Student hours of learning support provided	N/A	N/A	N/A	750
Outcome	Percentage of finance user survey respondents satisfied with support provided	80%	> 90%	77%	> 90%

### Performance Measures Descriptions

In July 2023, foundational Workday finance training sessions shifted from a mostly in-person to a mostly on-demand model to make them more accessible and timely. Changing performance measure from “sessions” to “student hours” to more accurately quantify learning support provided.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,073,641	\$0	\$1,145,100	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$53,589	\$0	\$53,849	\$0
Internal Services	\$61,927	\$0	\$93,737	\$0
<b>Total GF/non-GF</b>	<b>\$1,214,157</b>	<b>\$0</b>	<b>\$1,317,686</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,214,157</b>		<b>\$1,317,686</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72046A FRM Workday Support - Finance

**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:** 72005

**Program Characteristics:**
**Executive Summary**

This program funds a Labor Compliance Program that teaches workers and construction contractors about how to prevent wage theft. It also has a volunteer program where people can talk to workers on construction sites to make sure they are getting paid fairly. The program also has technology to help the County make sure everyone is following the rules.

**Program Description**

Wage theft is when someone doesn't get paid or gets paid less than they should for their work. It hurts workers by lowering their pay and it hurts honest contractors because it makes them less able to compete. Wage theft is a big problem in the construction industry. In Oregon, a lot of wage claims come from the construction industry. Sometimes wage theft happens by accident, like if there's a mistake in the math. Other times, it's done on purpose and workers might not speak up about it because they're afraid of losing their job.

The County Labor Compliance Program helps workers and contractors make sure that everyone gets paid what they're supposed to. The program also makes sure that contractors follow rules about hiring and paying workers on county projects. The program gives advice and support to contractors to make sure they follow labor laws and rules about hiring apprentices and paying the right amount. It also helps workers understand their rights about pay. The program trains volunteers to talk to workers on construction sites and make sure they're getting paid the right amount and getting the right benefits. The program also uses software to keep track of how much workers get paid and what benefits they get on county construction projects.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of volunteers certified by County	20	20	24	20
Outcome	Number of County construction projects visited by certified volunteers	N/A	N/A	50	75
Output	Number of workers on County projects who got paid what they should for their work.	629	N/A	1,000	1,200

**Performance Measures Descriptions**

Due to the pandemic shutdown in March 2020, visits by volunteers to County construction sites were suspended and were unable to restart until July 2022. In FY 2023, we rebuilt our volunteer program after it collapsed due to the pandemic. The "County construction projects" measure was changed from percent to raw number to better reflect the level of effort from volunteers. Number of workers was added to reflect the impact of ensuring workers are paid fairly.

## 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	2023	2023	2024	2024
Personnel	\$129,848	\$0	\$143,592	\$0
Materials & Supplies	\$24,462	\$0	\$44,242	\$0
<b>Total GF/non-GF</b>	<b>\$154,310</b>	<b>\$0</b>	<b>\$187,834</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$154,310</b>		<b>\$187,834</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is funded through General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72047 FRM Labor Compliance

**Department:** County Management      **Program Contact:** Brian Smith  
**Program Offer Type:** Existing      **Program Offer Stage:** 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, Metro and Portland Community College 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 Multnomah County resident's exposure to deadly Diesel PM pollution, the primary source of which is construction equipment in Multnomah County.

**Program Description**

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. In concert with partner jurisdictions, the rules were revised in May 2022 due to a delay in implementation because of COVID-19. 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, the Port of Portland and Portland Community College have followed the County's and City's lead and adopted these standards.

The program, to help accommodate contractors, especially Certification Office for Business Inclusion and Diversity (COBID) contractors, has an implementation timeline. The 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 FY 2024 cost of the administrative program is budgeted at \$310,000 annually, and Multnomah County's share of the program would cost \$51,987 for FY 2024, or 18% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Track the number of contractors with registered equipment	16	40	20	40
Outcome	Reduction in particulate matter (PM) from construction projects	N/A	10%	0%	10%
Output	Number of pieces of equipment registered	208	100	251	300

**Performance Measures Descriptions**

Projects covered by this policy have not yet moved into the construction phase. We anticipate projects that are covered by this program will move into the project phase in the upcoming fiscal year.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$53,450	\$0	\$52,000	\$0
<b>Total GF/non-GF</b>	<b>\$53,450</b>	<b>\$0</b>	<b>\$52,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$53,450</b>		<b>\$52,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Program is supported by General Fund

## Significant Program Changes

**Last Year this program was:** [FY 2023: 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:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The DCM/NOND Human Resources (HR) Team provides the full range of HR services for the approximately 419 Full-Time Equivalent (FTE) positions of the Department of County Management (DCM) and all Nondepartmental 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 Description

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 management employees; advice and coaching for employees and managers; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training; and reviewing, interpreting, and ensuring compliance with collective bargaining agreements and County Personnel Rules.

All aspects of HR 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 HR's actions or programs, and our team's support and work is fundamental to meeting the organization's commitments under the WESP during FY 2024.

In FY 2024 the DCM/NOND HR Team will:

- Provide focused support to the County's Nondepartmental agencies and the Department of County Management
- Develop and implement interview panelist training to mitigate bias, in partnership with the DCM Equity Team
- In partnership with the Office of Diversity and Equity, support the creation of a NOND Equity Committee with robust HR support.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of recruitments that are successful*	94	90	95	95
Outcome	Number of employees provided full range of HR Services	406	412	419	419
Outcome	Percent of DCM and NOND employees saying they would recommend working at the county to a friend.	86	90	87	87

### Performance Measures Descriptions

A successful recruitment is a recruitment that ends in a hire. Measure three is based on the Countywide Employee Survey, which is issued to all county employees every two years.



## 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	2023	2023	2024	2024
Personnel	\$1,000,677	\$0	\$1,071,955	\$0
Contractual Services	\$5,167	\$0	\$5,167	\$0
Materials & Supplies	\$19,655	\$0	\$18,275	\$0
Internal Services	\$58,330	\$0	\$90,570	\$0
<b>Total GF/non-GF</b>	<b>\$1,083,829</b>	<b>\$0</b>	<b>\$1,185,967</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,083,829</b>		<b>\$1,185,967</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72049 DCM/NonD Human Resources Team

**Department:** County Management

**Program Contact:** Anna Plumb

**Program Offer Type:** Support

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

This program will provide one-time-only funding for two (2) Limited Duration (LDA) positions within the Human Resources (HR) Team for the Department of County Management and the County's Non-Departmental agencies (DCM/NOND HR team). This program offer fully funds one recruiter LDA, and pays for one-third of a Human Resources Technician LDA position that is shared equally with the Department of County Assets and the Joint Office of Homeless Services.

### Program Description

In FY 2020, the DCM/NOND HR Team was formed to align HR support with the unique work in DCM and the Nondepartmental organizations, with the goal of providing tailored and proactive HR support to both entities. Currently, the DCM/NOND HR Team has six (6) regular full-time equivalent (FTE) positions, but this does not include an HR Technician or a recruiter position for the NOND agencies. The Nondepartmental agencies have approximately 126 FTE and are recently averaging around 10 open recruitments a month. In the past, the NOND HR Analyst Senior has supported recruitment, but this has kept that position from fulfilling other critical proactive HR support for the Nondepartmental agencies.

Currently, the team has a one-year LDA recruiter who has helped support NOND recruitments. With new County leadership, additional recruitments are likely, and this program requests additional one-time-only funding to fund the current recruitment position for another year. This will allow the DCM/NOND HR team to a) perform recruitments that are timely, responsive, and focused on workforce equity goals and b) pivot the HR Analyst Senior position to more proactive Human Resources support.

Similarly, the DCM/NOND HR team does not have a regular HR Technician position, but has been utilizing an LDA HR Technician position to help get the department's personnel files back into compliance after the COVID-19 pandemic. The existing LDA HR Technician position is shared between three departments (Department of County Management, Department of County Assets, and the Joint Office of Homeless Services) and provides all three departments with administrative and filing support for under \$40k per department. This offer also proposes to extend this LDA for another year, in partnership with the two other departments.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of NOND Hires	37	N/A	35	35
Outcome	Percent of recruitments that are successful	100	90	95	95

### Performance Measures Descriptions

Number of hires indicates the number of positions filled either with an internal or external candidate. 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$177,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$177,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$177,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

The program is funded by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:

**Department:** County Management

**Program Contact:** Travis Brown

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Central Human Resources (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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of positions reviewed as a result of class/comp studies.	1,073	915	1,219	1,100
Outcome	Percent of total positions reclassified, revised, updated.	32.1%	27.6%	31.7%	29.8%
Output	Number of positions reviewed as a result of individual requests.	621	550	600	600

### 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	2023	2023	2024	2024
Personnel	\$552,263	\$0	\$585,628	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$15,540	\$0	\$15,840	\$0
Internal Services	\$10,090	\$0	\$5,660	\$0
<b>Total GF/non-GF</b>	<b>\$582,893</b>	<b>\$0</b>	<b>\$612,128</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$582,893</b>		<b>\$612,128</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues

## Significant Program Changes

Last Year this program was: FY 2023: 72050 Central HR Classification & Compensation

**Department:** County Management

**Program Contact:** Chris Lenn

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This proposal represents an ongoing investment of 25 internship positions towards our commitment to the Workforce Equity Strategic Plan (WESP) performance metric to place 50 College to County internships countywide annually.

**Program Description**

The College to County Mentorship Program is a workforce pathways initiative that focuses on the development of college students or recent graduates from underrepresented communities by offering paid three-month internship opportunities in County projects across departments. In addition, the program matches participants with mentors who are trained in culturally responsive mentoring and development. The internship assists the students' understanding of the pathways to employment and leadership in various County careers so they may consider Multnomah County for future employment. Since the program started in 2011, College to County has successfully helped 30 internship participants become regular status County employees.

Centralized funding provides a foundation for County departments to meet our commitment on an annual basis despite fluctuations in budget constraints and differences in budgets across departments. In a recent evaluation of this program, one of the biggest barriers for departments/managers to participate is budgetary constraint or uncertainty.

Ensuring a portion of the program's annual placement goals are funded centrally provides a more equitable chance that internship opportunities are made available across all departments by filling the funding gap for those departments that may be constrained by budget. Additionally, since the internships take place in the summer months, they run across two budget years. Ongoing funding will ensure that an internship is not displaced midway through the experience.

This program honors and advances the County's commitment to building a diverse workforce, promoting inclusion and being better positioned to fulfill our mission to serve the residents of Multnomah County.

A request and funding process will be maintained by the College to County Program Coordinator & the Talent Acquisition Manager.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Positions Funded	N/A	25	25	25
Outcome	Participants report the program improved their personal and professional growth	100%	80%	94%	90%
Outcome	Participants report increased understanding of how to obtain employment at Multnomah County	100%	80%	94%	90%

**Performance Measures Descriptions**

Output/Outcome measures align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outcomes/outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization.

## 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	2023	2023	2024	2024
Personnel	\$300,000	\$0	\$317,549	\$0
Materials & Supplies	\$0	\$0	\$3,051	\$0
<b>Total GF/non-GF</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$320,600</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$300,000</b>		<b>\$320,600</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72051 College to County Interns

**Department:** County Management  
**Program Offer Type:** Existing  
**Related Programs:** 25200-25206, 40099B, 78335  
**Program Characteristics:**

**Program Contact:** Eric Arellano  
**Program Offer Stage:** Proposed

**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 Description**

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 regular position (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 administer 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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Establish and maintain tax administration unit for new tax*	N/A	1	1	1
Outcome	Maintain a tax compliance rate of 90% or above**	N/A	N/A	N/A	90%
Output	Maintain tax administration public page making available tax education/guidance materials***	N/A	1	1	1

**Performance Measures Descriptions**

\*1=Achieved; 0=Not Achieved

\*\*Compliance rate with applicable code requirements (measurement not available until next year)

\*\*\*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	2023	2023	2024	2024
Personnel	\$0	\$158,511	\$0	\$175,087
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$5,000	\$0	\$5,000
Internal Services	\$0	\$25,052	\$0	\$22,657
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$203,563</b>	<b>\$0</b>	<b>\$217,744</b>
<b>Program Total:</b>	<b>\$203,563</b>		<b>\$217,744</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$6,268 in indirect revenues.

This program generates \$6,268 in indirect revenues. This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues are budgeted in program offer 25200-24.

## Significant Program Changes

Last Year this program was: FY 2023: 72052 FRM Preschool for All Tax Administration - County

**Department:** County Management      **Program Contact:** Eric Arellano  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 25200-25206, 40099B, 78335  
**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 Description**

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 27 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 three years of the tax program, the County paid for system implementation costs to accommodate necessary tax system enhancements directly related to the new tax; those costs end in FY 2023. Annual ongoing tax administration costs will total \$6.38m in FY 2024 and will be adjusted yearly by consumer price index (CPI).

County Treasury manages the intergovernmental agreement with the City of Portland.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Establish electronic filing process for taxpayers*	N/A	1	1	1
Outcome	Tax receipts (annual and quarterly) are remitted to Multnomah County on monthly basis**	N/A	1	1	1
Output	Send out tax mailer to all businesses, governments, and non-profits in Tri-County***	N/A	1	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$7,175,541	\$0	\$6,383,520
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,175,541</b>	<b>\$0</b>	<b>\$6,383,520</b>
<b>Program Total:</b>	<b>\$7,175,541</b>		<b>\$6,383,520</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues budgeted in the program offer 25200-24.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72052B FRM Preschool for All Tax Administration - City of Portland

**Department:** County Management      **Program Contact:** Cessa Diaz  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 72022, 72046  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Workday is part of the County's Enterprise Resource Planning system (ERP). The Human Resources (HR) Workday Support team and Finance Support team are responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) and Finance modules. This project was funded in FY 2023, however due to significant staffing and recruitment issues the project was never launched. This request is for new funding in FY 2024. This project will address problematic configuration that has resulted in multiple complex and time intensive manual processes.

**Program Description**

This one-time-only program offer will fund the Workday Review and Recommend Project for one year. The County is a highly complex organization that requires sophisticated and advanced configuration, which is not currently implemented in our systems. Since the implementation of Workday in 2019, we have continued to operate with problematic configuration that requires significant manual intervention. The project focuses on implementing new and improved configuration that will result in better system optimization, efficiency and accuracy. These enhancements have been identified and prioritized 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. Key project deliverable include:

- 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritize key projects configured and implemented resulting in improved accuracy and efficiencies.	N/A	10	N/A	10
Outcome	Implement new reports and enhancements to reduce backlog and improve accuracy of HR/Payroll reporting.	N/A	95%	N/A	95%
Outcome	Reduce manual processes related to payroll, time tracking and absence	N/A	50%	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	2023	2023	2024	2024
Contractual Services	\$1,000,000	\$0	\$1,000,000	\$0
<b>Total GF/non-GF</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$1,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by one-time-only General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2023: 72053 Workday Support - Review & Recommend

Funded in FY 2023 but could not move project forward due to vacancies and workload.

**Department:** County Management

**Program Contact:** Serena Cruz

**Program Offer Type:** New

**Program Offer Stage:** 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. 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. This program will fund the continuation of a project to study, analyze, and provide recommendations to promote equitable compensation for employees of certain County-contracted suppliers.

### Program Description

The Contractor Capacity Review Program involves two 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 contracted operations such as human services, behavioral health 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 support of a longer term solution, the County will engage in the Oregon Solutions effort 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 will 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Class compensation evaluations	N/A	20	20	20
Outcome	Progress toward an actionable set of recommendations for public policy makers to enhance compensation equity	N/A	N/A	10%	100%
Output	Number of organizations surveyed	N/A	N/A	20	30

### Performance Measures Descriptions

The class compensation evaluations will measure the number of jobs studied and number of organizations surveyed. The progress measure indicates the percent complete for the report and recommendations from the County’s partnership with Oregon Solutions and other community based organizations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$175,000	\$0	\$50,000	\$0
Contractual Services	\$75,000	\$0	\$75,000	\$0
<b>Total GF/non-GF</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$250,000</b>		<b>\$125,000</b>	
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 - \$125,000

Significant Program Changes

Last Year this program was: FY 2023: 72055 Contractor Capacity Review

**Department:** County Management

**Program Contact:** Dorothy Elmore

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Using a trauma-informed, racial justice and equity lens, the Workplace Security Program provides a multi-disciplinary approach to safety and security. This approach is beyond conventional enforcement and one that embraces collaboration and creativity with a range of stakeholders. Since its inception in FY 2023, the Program has fully designed and implemented a security program that provides high-level subject matter expertise, policy guidance, training and security plan development, security vendor management, and is a central point of contact for security related matters across the County. The program advises department leadership, the Chief Operating Officer, and elected officials.

**Program Description**

The Workplace Security Program increases general consistency, coherence, and subject matter expertise related to security matters. The program provides a stand-alone security function with relevant training and experience as well as security related decision making authority. This program ensures more coordinated roles dispersed across the County, with Facilities, Risk Management and Departments with their own security programs. This program minimizes duplication of efforts, supports knowledge sharing, and offers resources.

This program addresses equity by recognizing that our community is experiencing increased violence due to the socio-economic stressors of COVID-19 and the impact of years of systemic racism and social unrest. Our employees are experiencing increased exposure to individuals in crisis. Our buildings have faced regular defacement and damage. This program aligns policies and processes and creates a unified County approach to security. The program consists of a Director who is responsible for program development, policy development, interagency relationships and two additional team members to assist with security-related training, patrols, threat management, incident response, and interagency operations.

Expected outcomes for this program include: Standardize policies and operating procedures for addressing security issues, trust of employees in management and addressing concerns. Employees know where to direct concerns and questions, holistic view of the threat landscape across the County, and clear lines of accountability and responsibility.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop standard policies and operating procedures for addressing security concerns	N/A	N/A	N/A	5
Outcome	Provide communication, education and training through quarterly County and community engagement events	N/A	4	4	4

**Performance Measures Descriptions**

The program is in the process of developing five new Administrative Procedures to codify and standardize policies and operating procedures for addressing security issues. The Program is committed to at least four engagement events throughout FY 2024.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$637,200	\$0	\$635,124
Contractual Services	\$0	\$96,000	\$0	\$111,000
Materials & Supplies	\$0	\$16,800	\$0	\$21,680
Internal Services	\$0	\$0	\$0	\$39,996
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$807,800</b>
<b>Program Total:</b>	<b>\$750,000</b>		<b>\$807,800</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$750,000	\$0	\$807,800
<b>Total Revenue</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$807,800</b>

Explanation of Revenues

This program is funded through the Risk Fund. Workplace Security program is funded by assessing a rate based on 0.20% of monthly payroll for each department. Revenue for FY 2024 is \$807,800

Significant Program Changes

Last Year this program was: FY 2023: 72056 Workplace Security

**Department:** County Management

**Program Contact:** Dorothy Elmore

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The Security Operation Center (SOC) is designed as a multi-function security alerting, reporting, and communication hub supporting security and emergency service functions. It is anticipated that the SOC will be co-located or located adjacent to the Emergency Management Emergency Operations Center in its final configuration to offer dual support roles to both groups. The SOC operates as a 24/7 staffed communications network that can alert first responders, dispatch support, monitor incidents, and notify any appropriate leadership response chain(s) of current or developing incidents. Additionally, the SOC will maintain visual feeds from locations throughout the county to aid situational awareness and emergency response to security incidents and emergency operations.

### Program Description

The SOC will have the capability to open video streams for locations with cameras to aid in response and recovery, and will centrally store reports and records through encrypted transmission and storage systems including third party reporting from security contractors. The Workplace Security team is committed to providing a safer work environment for County staff. The team hears staff concerns daily and works hard to provide actionable solutions to address them. This structure maximizes data tracking and allows Workplace Security the ability to analyze incidents, concerns, and near misses to best allocate limited resources and reduce countywide incidents. The SOC will function as a communications hub with immediate radio contact with locations to assist with incident dispatch response, notification, and recovery increasing reliability and reducing cost.

The SOC will be staffed using contracted security services and will integrate with Emergency Management and Communications to support key phases of preparedness, response, and recovery. This includes being integrated in the Emergency Operations Center (EOC) if activated by Incident Command. Integrating an SOC will also address a number of improvement items Emergency Management and County are working on including:

- Operations / Improving Situational Awareness: The ability to immediately collect and provide situational awareness “eyes and ears” from locations all over the County including radio communication, video streams, and immediate assessments. This improves the ability to serve major emergencies, major weather events, and shelters.
- Notifications and Dispatch: The ability to control the dispatch of patrols and avoid false alarms and duplicative response driving high cost to the County is of high interest.
- Planning Functional Area / Intelligence and Shared Resources: The ability to provide immediate intelligence structures to Planning especially during the initial response phase and the ability to embed a Joint Information Center with the SOC that is separate but linked to the EOC creates a structure not in place.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of security incidents reported to SOC	N/A	N/A	N/A	3,500
Outcome	Reduction in cost for dispatched patrol services	N/A	N/A	N/A	30%
Outcome	Improved security report collection and accuracy	N/A	N/A	N/A	90%

### Performance Measures Descriptions

Total number of security incidents is an estimate based on current monthly volume. With new management and contracts, the SOC anticipates a 30% reduction in dispatched patrol service costs in FY 2024. The final measure indicates increased compliance with security reporting requirements. It measures the total percentage of security incidents reported to the SOC. It is estimated the Security Program receives reports on 75% of the actual incidents. A 90% compliance rate would be a reasonable improvement in the first year of the program.

## Legal / Contractual Obligation

The program will follow the retention schedule for all reports, video feeds and documents and will maintain FCC radio license as required. This work will be completed through the use of contracted security services and will follow all required procurement and contracting processes.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$254,500	\$0
Materials & Supplies	\$0	\$0	\$5,500	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$260,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$260,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program will be funded in FY 2024 with one-time-only General Funds revenues. In subsequent years, the costs associated with the SOC may be budgeted within the Department of County Assets Facilities Internal Services Rates as an enterprise or shared countywide expense. This request was not completed in time to be considered in the FY 2024 Facilities internal services rate setting process.

## Significant Program Changes

Last Year this program was:

**Department:** County Management

**Program Contact:** Tim Mercer

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Passport and Photo ID Program provides in person assistance with questions regarding the acceptance of passport applications that includes offering passport photos to the community. This excellent service is provided through the organization's soft phone system, at the public counter, and by email.

**Program Description**

The Passport and Photo ID program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for accepting and reviewing passport applications on behalf of the US Department of State and is responsible for the issuance of county employee photo IDs for the overwhelming majority of Multnomah County employees. A passport program agent acts as an important intermediary between the public and the federal government. Agents in the program review all DS-11 applications and related citizenship and identity documents of applicants wishing to obtain or renew their US Passport. Specialized training is provided by the Department of State on how to accept passport applications and must renew their certification on a yearly basis.

The program maintains all standards prescribed by the federal government for the retention and transmittal of passport applications and related paperwork. Application services are available to any US citizen and the program serves any citizen inside or outside Multnomah County. This program is available by appointment or same day service, depending on staffing levels. Passport agents are available to answer questions in person, over the phone, and by email and live chat. The program also takes and sells passport photos to any citizen needing a photo for passport purposes. This program also takes employee photos and prints employee badges for more than 4,000 Multnomah County employees. Badge services include printing initial badges after hire, updating employee photos, and replacing lost or stolen badges when needed. Most employees access this program on their first day of work as part of the new hire process.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of appointments available	NA	NA	7,400	8,000
Outcome	Number of applications processed	NA	NA	7,600	8,200
Output	Number of passport photos taken	NA	NA	5,814	6,000
Outcome	% of passport photos accepted by Department of State	NA	NA	99%	99%

**Performance Measures Descriptions**

The number of appointments, number of applications and number of photos indicates the volume of work for this program. Percent of passport photos accepted demonstrates the accuracy of the work.

## Legal / Contractual Obligation

Guidelines for the acceptance of Passports are set by the US Department of State.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$997,831	\$0
Materials & Supplies	\$0	\$0	\$13,723	\$0
Internal Services	\$0	\$0	\$120,363	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,131,917</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,131,917</b>	
<b>Program FTE</b>	0.00	0.00	8.76	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$340,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$340,000</b>	<b>\$0</b>

## Explanation of Revenues

Revenues from Passport acceptance fees \$280,000, Passport photo fees \$60,000

## Significant Program Changes

### Last Year this program was:

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three while breaking into three individual teams from two teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.

**Department:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** New

**Program Offer Stage:** 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 changes in the County's workplace since the onset of the COVID-19 pandemic. 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 Description**

This program provides Countywide resources to be used to facilitate changes in facilities such as consolidations, moves, reconfigurations and other related work. In FY 2023 a large focus was placed on the re-stacking of the Multnomah Building. During FY 2024 it is anticipated the Department of County Management (DCM) will partner with the Department of County Assets (DCA) Facilities and Property Management Division and other County Departments to continue to examine the best configuration for future work spaces in buildings such as Five Oak, Gladys McCoy, John B. Yeon Facility, and leased space currently occupied by the Joint Office of Homeless Services. It may also include funds for the Auditor's Office space redesign and creating department and countywide conference, hoteling or shared work spaces.

In addition, this program will support the renovation of the East Campus North Building Lobby for Department of Community Justice (DCJ) - increasing safety and security in the building and allowing for future access to the South building if that becomes available. Expanding office space at this campus improves equity by investing in employee and client safety and bringing supervision services closer to where individuals on supervision live, reducing travel time and cost.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of space redesign projects implemented	N/A	5	8	5
Outcome	Percentage of affected departments who agree they have right-sized their facilities footprint	N/A	N/A	100%	100%
Output	Number of employees in a telework arrangement of some kind	N/A	3,100	2,300	2,300

**Performance Measures Descriptions**

Space redesign projects implemented indicate the number of units reconfigured or moved to better align with actual space needs. The goal is 100% agreement that newly reconfigured space is right-sized to programmatic needs. The number of employees who telework provides context for why space changes are necessary to better align with current and future County needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$197,557	\$0	\$0
Contractual Services	\$0	\$750,000	\$4,550,000	\$0
Materials & Supplies	\$0	\$1,757,443	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,705,000</b>	<b>\$4,550,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,705,000</b>		<b>\$4,550,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,705,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,705,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

For FY 2024 the program is supported by General Fund revenues.

Significant Program Changes

**Last Year this program was:** FY 2023: 72901 ARP - Future of Work Coordinator and Space Planning

This program has been modified to resource the facilities changes only. The ARP funded Future of Work Coordinator in Central Human Resources will sunset at the end of FY 2023.

**Department:** County Management

**Program Contact:** Cessa Diaz

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**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 Description**

This 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. Additionally, this position supports on-going labor tasks/issues that are a direct result of COVID-19.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Covid-19 related Labor Disputes	34	35	26	30
Outcome	Percentage of Covid-19 related labor disputes settled collaboratively	100%	98%	100%	100%

**Performance Measures Descriptions**

Labor 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$230,788	\$209,273	\$0
Materials & Supplies	\$0	\$4,212	\$5,727	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$235,000</b>	<b>\$215,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$235,000</b>		<b>\$215,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

For FY 2024, the program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2023: 72902 ARP - Labor Relations Expanded Support

**Department:** County Management

**Program Contact:** Serena Cruz

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Multnomah County will implement a pilot in a yet to be identified program to develop a technical solution that would reduce repetitive questions and multiple applications for residents seeking benefits by streamlining the application process. This Program Offer will support a Limited Duration position to lead project management with internal and external stakeholders.

**Program Description**

Technological developments in interface design, user experience technology and services platforms have the potential to benefit people accessing County resources and benefits. This work would build on a successful pilot testing a common application to increase accessibility to six programs providing assistance to individuals and families, three of which were administered by Multnomah County. The common application model takes individual applications and consolidates all relevant questions to create one application or entry point.

Implementing a technical solution that would make benefits and resources easier to find and access aligns with the County's mission to "prioritize the needs of our most vulnerable." This position would help identify a County program or process that could benefit from the implementation of a technical solution that intends to reduce complexity and make benefits easier to access. Once the program/process has been identified, they would work in collaboration with a project team to coordinate the implementation.

Defining the scope of the solution and configuring eligibility will be done in collaboration with internal and external stakeholders. Implementing a technical solution has the potential to increase accessibility to an array of benefits for individuals and families in the community and to decrease time and effort necessary for processing applications for staff.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Configure eligibility criteria	N/A	N/A	N/A	100%
Outcome	Complete a project implementation plan and timeline	N/A	N/A	N/A	1

**Performance Measures Descriptions**

Configuring eligibility criteria will involve gathering specific programmatic information from the yet to be identified programs, to be included in the technical solution.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$160,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$160,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:

### Department Overview

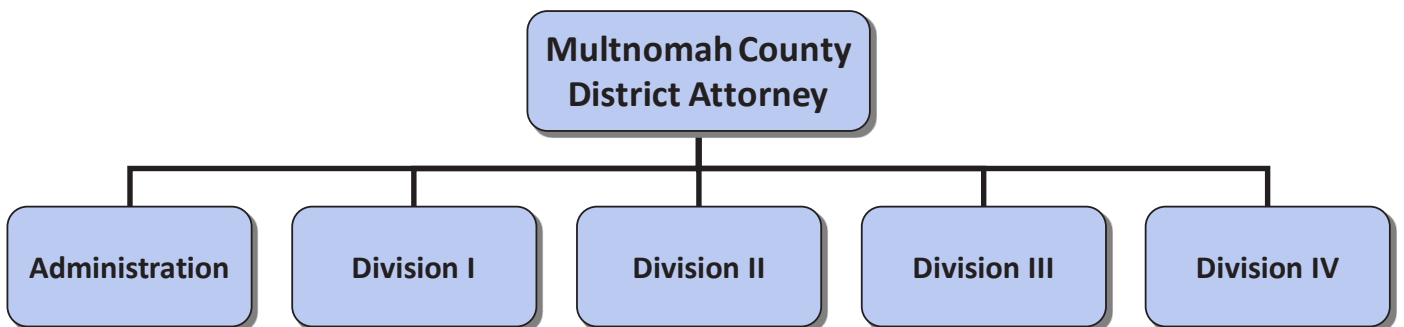
The Multnomah County District Attorney (MCDA) is one agency in a system of many agencies responsible for public safety. MCDA prosecutes people who commit state criminal law violations in Multnomah County. The core work of MCDA is:

- 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’s staff of more than 200 people are dedicated to this work. All staff employed by MCDA are expected to maintain the highest possible ethical standards.

MCDA is generally organized by units defined by types and seriousness of crimes, and by functions, such as pretrial review, victims assistance, and enforcing child and spousal support decrees. Attorneys who join MCDA typically begin in the unit handling misdemeanor crimes and advance to felony trial units as they gain experience. Domestic violence and cases involving juvenile defendants are among MCDA’s specialized units. Many administrative positions support MCDA’s participation in legal proceedings such as scheduling, subpoenaing witnesses, and supporting the grand jury.

MCDA collaborates extensively with 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 a greater level of transparency, responsiveness, and dialog.



### Budget Overview

The FY 2024 Proposed budget for the Multnomah County District Attorney (MCDA) is \$49.6 million, a \$4.8 million increase from the FY 2023 budget. The FY 2024 Proposed budget is comprised of 84.5% General Fund and 15.5% Other Funds.

The General Fund increased by \$6.2 million (17.3%) and had a net increase of 12.69 FTE. Personnel costs represent 81.7% of MCDA's General Fund expenses. Other Funds decreased by \$1.4 million (15.6%), which is primarily attributable to General Fund backfill of programs previously funded by American Rescue Plan (ARP) funds and service contracts transferred from Other Funds to the General Fund.

MCDA's FY 2024 budget contains \$942,073 of new General Fund, both ongoing and one-time-only, to address increased domestic violence and gun violence cases, continuing activities previously funded by the American Rescue Plan (ARP). Specifically, one gun violence-related Deputy District Attorney and one Investigator will be funded with ongoing General Fund (15304B). An additional Deputy District Attorney and Investigator focused on gun violence will be funded with one-time-only General Fund (15304C). Two Deputy District Attorneys focused on domestic violence cases will be funded with one-time-only General Fund (15102B).

The FY 2024 General Fund budget includes \$373,134 in ongoing funding for a new program:

- Unit D - Gun Violence Case Management (15304B) \$373,134

The FY 2024 General Fund budget includes \$2.5 million in one-time-only funding:

- Organize Retail Theft Task Force (15301C) \$209,044
- Auto Theft Task Force (15301D) \$209,044
- IT - Case Tracking System - DCA Cash Transfer (15002B) \$643,257
- IT - Case Tracking System - OTO (15002C) \$916,251
- Unit D - Gun Violence Case Management OTO (15304C) \$373,134
- Domestic Violence Case Management OTO (15102B) \$195,805

MCDA is also adding two additional Deputy District Attorneys (15206B and 15207B) through service contracts with Gresham PD, Portland Police Bureau, and the Port of Portland.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2023	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	198.76	208.07	208.07	214.46	6.39
Personnel Services	\$32,574,166	\$35,308,035	\$36,992,217	\$39,759,173	\$2,766,956
Contractual Services	1,414,216	1,954,460	1,111,350	1,155,864	44,514
Materials & Supplies	1,112,696	985,399	1,222,525	2,667,322	1,444,797
Internal Services	5,096,268	5,125,467	5,512,041	6,020,073	508,032
Capital Outlay	0	0	45,000	45,000	0
<b>Total Costs</b>	<b>\$40,197,346</b>	<b>\$43,373,361</b>	<b>\$44,883,133</b>	<b>\$49,647,432</b>	<b>\$4,764,299</b>

## Successes and Challenges

Since the start of FY 2023, MCDA has achieved convictions holding defendants accountable in felony and misdemeanor cases. In FY 2022, law enforcement referred nearly 12,000 cases to MCDA. MCDA reviewed these cases and issued charges in 6,600 cases. Midway through FY 2022, MCDA has received approximately 5,500 cases from law enforcement and issued charges in more than 3,000 cases.

Accountability has many facets. Establishing the facts of a crime beyond a reasonable doubt is the foundation. Determining intent, criminal history, and the needs of the victim informs the appropriate punishment and/or opportunity for rehabilitation through diversion programs. Resolutions that lower recidivism have the greatest return to public safety. Contributing to successful accountability requires understanding the dynamics of each individual case.

Nowhere is this work more evident than in the Strategic Treatment and Engagement Program (STEP) Court, which began operation in November 2021. This Court is focused on reducing racial disparities in punishment of crimes subject to mandatory sentencing such as assault. It brings together court, probation and community resources. The STEP program uses risk and needs assessments to determine how much supervision, behavioral health treatment, court and other supports needed to prevent a defendant from re-offending. The program is achieving a remarkable decrease in recidivism.

Accountability is also at the center of the work of the Justice Integrity Unit. Fully staffed in FY 2023, this unit reviewed a historic number of commutation and clemency requests to Governor Brown. The JIU received more than 300 requests for resentencing in accordance with SB 819, which provides an avenue to address claims of innocence, cases of excessive sentencing and collateral consequences. MCDA moved its expungement work into the JIU and the unit is reviewing a record number of expungement requests.

The newly established Multnomah Attorney Access Program (MAAP) is helping to establish MCDA's presence in the community. MAAP helps MCDA prioritize community concerns and share information about MCDA's successful prosecutions, the policies that guide charging decisions, and the evidence that supports alternatives to incarceration.

MCDA continues to make policy changes to address disparate impacts of the criminal legal system on people of color and people with low incomes. For example, MCDA recently adopted a new policy to assure that a defendant's immigration status does not result in disproportionate punishment.

The profound social disruption that emerged during the response to the COVID pandemic continues to place incredible demands on the criminal legal system. Felony cases continue to climb. Pre-pandemic MCDA had an average of 38 open felony cases per prosecutor. At the end of December 2022, MCDA had an average of 99 open felony cases per prosecutor. Consequences of these staggering caseloads include frustrated victims, survivors and witnesses as well as burnout and resignations of MCDA staff.

## COVID-19 & American Rescue Plan

MCDA's caseloads began to build during the pandemic shutdown when court operations ground to a halt. The number of cases disposed of each month has not recovered to pre-pandemic levels. As noted above, caseloads are among the factors that have negatively impacted MCDA's ability to retain staff. Turnover appears to have peaked in late 2021 but is still above pre-pandemic levels. Some critical support functions, such as discovery, have been operating in a crisis mode for months due to turnover.

Additional staffing for gun violence and domestic violence cases provided by the American Rescue Plan has helped to address the historically large caseloads in these areas. General fund support for these positions is among MCDA's top priorities for its FY 2024 budget.

### Diversity, Equity, and Inclusion

The MCDA workforce is more racially diverse than the county as a whole. More than 30 percent of prosecutors are BIPOC and 21 percent of those are women. Among non-prosecutor employees, more than 33 percent are BIPOC and most are women as are most white non-prosecutor employees.

FY 2023 marked the first year MCDA was funded to have an Equity Manager position. After an extensive search, the position was filled in October 2022. This month MCDA completed its first Equity and Wellness Survey to establish a baseline understanding of employee inclusion. The equity manager led two DEI trainings for MCDA's executive leadership, including discussion of survey results. With the support and co-facilitation of the County's Organizational Learning group, MCDA managers are participating in manager coaching circles. The equity manager is collaborating with MCPAA and AFSME representatives to develop a Harm Response Protocol. Equity and microaggression training for frontline staff are planned this fiscal year.

### Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$9,845,250	\$191,699	\$10,036,949	36.56
Division I	8,067,375	3,631,296	11,698,671	56.60
Division II	11,623,261	923,177	12,546,438	53.10
Division III	10,236,171	1,106,122	11,342,293	45.50
Division IV	<u>2,195,077</u>	<u>1,828,004</u>	<u>4,023,081</u>	<u>22.70</u>
<b>Total Multnomah County District Attorney</b>	<b>\$41,967,134</b>	<b>\$7,680,298</b>	<b>\$49,647,432</b>	<b>214.46</b>



### 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, Equity Manager and Information Technology Manager.
- Reception services for MCDA facilities.
- Information Technology unit which supports desktop computers, software applications, and servers; maintains the Document Management System and the Juvenile/Adult CRIMES management systems; and provides data analysis.
- 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.

### Significant Changes

Staff turnover has caused a larger workload for the Human Resources function and also requires management attention to strategies to attract and retain attorneys and administrative staff. Key executive team positions such as Finance Manager and Communications Director have turned over this fiscal year.

The addition of an Equity Manager, funded for the first time in FY 2023, is helping MCDA identify where inclusive practices need to be developed.

MCDA leadership developed a mission and values for the agency and are engaged in strategies to communicate this work throughout the organization.

Implementation of a new case tracking system is planned for FY 2024.

### Division I

Division I addresses crimes against some of the most vulnerable and diverse members of the community. The lawyers and staff in Division I 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 comprises four units, which consist of approximately 25 attorneys, 15 staff members, and 12 interns. Division I units are:

- The 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.
- Juvenile Unit prosecutes criminal conduct by juveniles ranging from misdemeanors to felonies to homicides and seeks restitution for victims. This unit strives to keep youth out of the adult criminal system through community supervision and diversion.
- The Misdemeanor Trial Unit (MTU) prosecutes all misdemeanor crimes except those involving domestic violence. Common misdemeanor offenses are driving under the influence of intoxicants (DUI), resisting arrest, assault, sex abuse, theft, prostitution, stalking, trespass, strangulation and disorderly conduct. Cases handled by MTU are either diverted into a specialty court program or they are set for trial. Racial minorities are overrepresented within the criminal justice system in the arrest and prosecution of low-level transportation, property, and public order offenses. The Misdemeanor Trial Unit promotes equity of outcomes through alternative dispositions for these types of offenses.
- Child Support Enforcement – Establishes and enforces child support and medical support orders to provide for children and families. This unit collected more than \$28 million dollars for children and families in FY 2022.

### Significant Changes

Caseloads remain at a historically high level. In FY 2024, previously ARP funded Domestic Violence Case Management program offer will be backfilled with one-time-only General fund.

In order to meet the FY 2024 General Fund constraint, one Deputy District Attorney 1 position has been reduced in the Misdemeanor Trial Unit in the FY 2024 Budget.

## Division II

Division II is comprised of three units: 1) Unit C, 2) the Pretrial Unit, and 3) the Strategic Prosecution and Services Unit. The responsibilities of each unit are as follows:

- **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.
- The **Strategic Prosecution and Services Unit (SPSU)** 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. Multnomah County Access Program (MAAP) attorneys, included in this unit, have offices in Old Town/Chinatown and East Portland and are building relationships with stakeholders in these areas including social service providers and local businesses. The SPSU 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 continues to manage a large increase in firearms-related offenses and homicides. A Deputy District Attorney 3 position moved from the Pretrial Unit in Division II to the Justice Integrity Unit (JIU) in the Administrative Division because the expungement and post-conviction relief work aligns with the purpose of the JIU. Also, the Gresham misdemeanor Deputy District Attorney moved from SPSU to Pretrial to increase supervision efficiencies and better utilize the Gresham misdemeanor deputy.

To meet the FY 2024 General Fund constraint, one Deputy District Attorney 1 position has been reduced in the Pretrial Unit.

### Division III

Division III consists of Unit D, the Multi-Disciplinary Team, and Unit A/B. More specifically:

- Unit D – Violent Persons and Gun 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. People without a known home address (likely houseless) comprise about 30 percent of homicide victims.
- 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

Unit D continues to cope with a large number of homicide cases. There were more homicides in FY 2023 than the prior fiscal year, and these recent years represent a significant increase over historic patterns.

Detaining defendants pre-trial now frequently requires an evidentiary hearing, adding to the workload necessary to ensure that people who are a danger to the community are held in jail.

In FY 2024, previously ARP funded Gun Violence Case Management program offer will be backfilled with both ongoing General fund (PO 15304B) and one-time-only General fund (PO 15304C).

In FY 2024, two new program offers have been funded:

- PO 15301C - Organized Retail Theft Task Force - Funds 1.00 prosecutor FTE
- PO 15301D - Auto Theft Task Force - Funds 1.00 prosecutor FTE

### Division IV

Division IV comprises 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

Both VAP and Investigations are impacted by MCDA's historically large caseload. Moreover, as the backlog increases, the amount of time needed to resolve cases, VAP and Investigations must maintain relationships and the whereabouts of key witnesses over a longer period of time. VAP has proposed eliminating assistance to victims of some lower level cases in order preserve quality of service to victims of more serious crimes.

# Multnomah County District Attorney

fy2024 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
<b>Administration</b>					
15000	Management Services	\$2,255,433	\$0	\$2,255,433	8.00
15001	Administrative Support Services	811,510	0	811,510	3.00
15002A	Information Technology	2,370,463	0	2,370,463	9.00
15002B	Information Technology - Case Tracking System – DCA Cash Transfer	643,257	0	643,257	0.00
15002C	Information Technology - Case Tracking System – OTO	916,251	0	916,251	0.00
15003	Finance/Human Resources	1,127,602	0	1,127,602	6.00
15004	Records/Discovery	818,535	0	818,535	7.00
15013	MCDA Research & Planning Unit	206,467	0	206,467	1.00
15021	Justice Integrity Unit	695,732	191,699	887,431	2.56
<b>Division I</b>					
15100	Division I Administration	419,018	0	419,018	1.00
15101	Juvenile Unit	1,972,986	0	1,972,986	9.00
15102A	Domestic Violence Unit	2,250,262	133,325	2,383,587	11.00
15102B	Domestic Violence Case Management OTO	195,805	0	195,805	1.00
15104	Child Support Enforcement	1,026,031	3,497,971	4,524,002	23.60
15105A	Misdemeanor Trial Unit	2,203,273	0	2,203,273	11.00
<b>Division II</b>					
15200	Division II Administration	441,979	0	441,979	1.00
15201	Unit C	3,281,935	0	3,281,935	12.00
15204A	Pretrial	4,065,395	0	4,065,395	20.10
15205A	Body Worn Cameras - Gresham	506,901	0	506,901	2.50
15206A	Strategic Prosecution Unit	1,740,298	923,177	2,663,475	10.50
15206B	Strategic Prosecution Unit – Port of Portland Contract Funded FTE	313,467	0	313,467	1.00
15207A	MCDA Access Attorney Program (MAAP)	999,286	0	999,286	5.00
15207B	MCDA Access Attorney Program (MAAP) – Gresham PD & Portland Police Contract Funded FTE	274,000	0	274,000	1.00
<b>Division III</b>					
15300	Division III Administration	432,756	0	432,756	1.00

# Multnomah County District Attorney

fy2024 proposed budget

Prog. #	Program Name	FY 2023 General Fund	Other Funds	Total Cost	FTE
15301A	Unit A/B - Property/Drugs/Human Trafficking	4,082,252	153,684	4,235,936	19.50
15301B	Unit A/B – Restoration of DDA 2 Position	228,586	0	228,586	1.00
15301C	Organized Retail Theft Task Force	209,044	0	209,044	1.00
15301D	Auto Theft Task Force	209,044	0	209,044	1.00
15304A	Unit D - Violent Person Crimes	2,919,990	0	2,919,990	11.00
15304B	Unit D – Gun Violence Case Management	373,134	0	373,134	2.00
15304C	Unit D – Gun Violence Case Management OTO	373,134	0	373,134	2.00
15309	MDT - Child Abuse Unit	1,408,231	952,438	2,360,669	7.00
<b>Division IV</b>					
15400	Division IV Administration	275,110	0	275,110	1.00
15401	Victims Assistance Program	874,677	1,828,004	2,702,681	16.70
15402	Investigations	<u>1,045,290</u>	<u>0</u>	<u>1,045,290</u>	<u>5.00</u>
<b>Total Multnomah County District Attorney</b>		<b>\$41,967,134</b>	<b>\$7,680,298</b>	<b>\$49,647,432</b>	<b>214.46</b>

**Department:** District Attorney

**Program Contact:** Mike Schmidt

**Program Offer Type:** Administration

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of cases received.	11,952	18,843	11,126	12,000
Outcome	DA engagements with underrepresented groups.	62	52	66	60

### Performance Measures Descriptions

MCDA working with law enforcement partners to understand the factors driving fewer cases received than estimated and whether these factors will persist. Factors include PPB staffing and policy.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,770,187	\$0	\$1,947,412	\$0
Contractual Services	\$86,727	\$0	\$86,727	\$0
Materials & Supplies	\$19,500	\$0	\$19,500	\$0
Internal Services	\$205,610	\$0	\$201,794	\$0
<b>Total GF/non-GF</b>	<b>\$2,082,024</b>	<b>\$0</b>	<b>\$2,255,433</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,082,024</b>		<b>\$2,255,433</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15000 Management Services

**Department:** District Attorney      **Program Contact:** Jamila Williams  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Witness (Subpoena) Fees paid	111	900	150	150
Outcome	Amount paid in Witness (Subpoena) Fees	\$2,059	\$6,000	\$1,300	N/A
Outcome	Percent of staff who are solely in non-attorney positions.				

**Performance Measures Descriptions**

MCDA proposes to discontinue Performance Measure 2 and replace with a measure intended to assess whether MCDA leverages investment in attorney positions with appropriate administrative support.

## 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	2023	2023	2024	2024
Personnel	\$315,393	\$0	\$325,195	\$0
Contractual Services	\$66,200	\$0	\$66,200	\$0
Materials & Supplies	\$314,500	\$0	\$341,624	\$0
Internal Services	\$67,496	\$0	\$78,491	\$0
<b>Total GF/non-GF</b>	<b>\$763,589</b>	<b>\$0</b>	<b>\$811,510</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$763,589</b>		<b>\$811,510</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
Other / Miscellaneous	\$785,925	\$0	\$938,157	\$0
<b>Total Revenue</b>	<b>\$785,925</b>	<b>\$0</b>	<b>\$938,157</b>	<b>\$0</b>

## Explanation of Revenues

\$938,157 Department indirect revenue

## Significant Program Changes

Last Year this program was: FY 2023: 15001 Administrative Support Services

**Department:** District Attorney

**Program Contact:** Ross Lamberth

**Program Offer Type:** Support

**Program Offer Stage:** 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 Description**

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](http://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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Help Desk Tickets created then resolved or closed	7,951	4,549	9,718	9,700
Outcome	Number of DA network failures due to internal causes	0	0	0	0
Output	Data Reports created or updated	474	452	506	475

**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	2023	2023	2024	2024
Personnel	\$1,426,064	\$166,870	\$1,725,232	\$0
Contractual Services	\$35,500	\$0	\$35,500	\$0
Materials & Supplies	\$395,125	\$0	\$410,125	\$0
Internal Services	\$179,986	\$0	\$154,606	\$0
Capital Outlay	\$45,000	\$0	\$45,000	\$0
<b>Total GF/non-GF</b>	<b>\$2,081,675</b>	<b>\$166,870</b>	<b>\$2,370,463</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,248,545</b>		<b>\$2,370,463</b>	
<b>Program FTE</b>	8.00	1.00	9.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 15002A Information Technology

This year's program adds a System Administrator to manage high level system administration duties. This position was previously budgeted in the Child Support Enforcement Unit and funded by SED Incentive Funding. When the duties of this position were no longer grant-centered, general funds were reallocated to continue funding, so that this position could continue mission-critical IT work.

**Department:** District Attorney **Program Contact:** Ross Lamberth

**Program Offer Type:** Support **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer will replace MCDA's 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. Solutions are being evaluated against MCDA's complex requirements. In anticipation of a successful replacement tool selection, 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. This program offer represents the Information Technology Capital Fund contribution to the project.

**Program Description**

Multiple options are currently being considered to replace the obsolete CRIMES system. In FY23 the goal is to get everything in place in order to be able to start a migration early in FY24. This includes selecting a vendor and ensuring a contract is in place during FY23. As part of this process, a proof of concept was done in FY23 with the existing CRIMES vendor to pilot their next generation solution.

Beginning in FY24 a project would start to migrate to 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 implement and launch a new system, 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. 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 an implementation while maintaining the current level of service for MCDA staff.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	An MCDA-approved CJIS-compliant cloud environment vendor is procured and contract is in place by .	N/A	N/A	N/A	1=Yes
Outcome	Successful migration to the MCDA-approved solution and production data from the CRIMES system to a CJIS-	N/A	N/A	N/A	1=Yes

**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	2023	2023	2024	2024
Contractual Services	\$0	\$722,087	\$0	\$0
Materials & Supplies	\$0	\$0	\$643,257	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$722,087</b>	<b>\$643,257</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$722,087</b>		<b>\$643,257</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Financing Sources	\$0	\$0	\$643,257	\$0
Beginning Working Capital	\$0	\$722,087	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$722,087</b>	<b>\$643,257</b>	<b>\$0</b>

## Explanation of Revenues

Funding for the case tracking software replacement is funded partially with Department of County Assets Information Technology Capital Fund (2508).

## Significant Program Changes

Last Year this program was:

**Department:** District Attorney **Program Contact:** Ross Lamberth  
**Program Offer Type:** New **Program Offer Stage:** Proposed

**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer will replace MCDA’s 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. Solutions are being evaluated against MCDA’s complex requirements. In anticipation of a successful replacement tool selection, 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.

**Program Description**

Multiple options are currently being considered to replace the obsolete CRIMES system. In FY23 the goal is to get everything in place in order to be able to start a migration early in FY24. This includes selecting a vendor and ensuring a contract is in place during FY23. As part of this process, a proof of concept was done in FY23 with the existing CRIMES vendor to pilot their next generation solution.

Beginning in FY24 a project would start to migrate to 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 implement and launch a new system, 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. 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 an implementation while maintaining the current level of service for MCDA staff.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	An MCDA-approved CJIS-compliant cloud environment vendor is procured and contract is in place by .	N/A	N/A	N/A	1=Yes
Outcome	Successful migration to the MCDA-approved solution and production data from the CRIMES system to a CJIS-	N/A	N/A	N/A	1=Yes

**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	2023	2023	2024	2024
Personnel	\$0	\$0	\$159,508	\$0
Materials & Supplies	\$0	\$0	\$756,743	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$916,251</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$916,251</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:

**Department:** District Attorney

**Program Contact:** Jamila Williams

**Program Offer Type:** Support

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of employees supported	219	215	236	220
Outcome	Percent of new staff identified as BIPOC.	31%	31%	40%	33%
Output	Number of new hires	95	25	50	30

### Performance Measures Descriptions

MCDA is working to retain employees. If successful, this will reduce the number of new hires. However, MCDA maintains goals for the racial and ethnic diversity of new hires that exceed those of the county population as a whole.

## 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 8.850 - 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 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	2023	2023	2024	2024
Personnel	\$861,860	\$0	\$982,624	\$0
Contractual Services	\$11,500	\$0	\$11,500	\$0
Materials & Supplies	\$9,750	\$0	\$9,750	\$0
Internal Services	\$112,492	\$0	\$123,728	\$0
<b>Total GF/non-GF</b>	<b>\$995,602</b>	<b>\$0</b>	<b>\$1,127,602</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$995,602</b>		<b>\$1,127,602</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 15003 Finance/Human Resources

The Equity Manager position that was newly purchased in FY 2023 in PO 15023 - Equity Manager is moved to this program offer.

**Department:** District Attorney

**Program Contact:** Jamila Williams

**Program Offer Type:** Support

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of Discovery packets	15,279	13,500	11,756	12,000
Outcome	Total Discovery revenue	\$271, 574	\$370,000	\$219,000	\$250,000

### Performance Measures Descriptions

Discovery packets are reports, photos, forensic results, audio, and video evidence which is required to be provided to the defense after arraignment. In FY 2023, MCDA launched electronic discovery to increase the efficiency of this function.

## 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	2023	2023	2024	2024
Personnel	\$613,877	\$0	\$642,058	\$0
Contractual Services	\$17,000	\$0	\$17,000	\$0
Materials & Supplies	\$23,000	\$0	\$25,970	\$0
Internal Services	\$156,867	\$0	\$133,507	\$0
<b>Total GF/non-GF</b>	<b>\$810,744</b>	<b>\$0</b>	<b>\$818,535</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$810,744</b>		<b>\$818,535</b>	
<b>Program FTE</b>	6.97	0.00	7.00	0.00

Program Revenues				
Service Charges	\$380,000	\$0	\$228,605	\$0
<b>Total Revenue</b>	<b>\$380,000</b>	<b>\$0</b>	<b>\$228,605</b>	<b>\$0</b>

## Explanation of Revenues

\$205,105 Office of the Oregon Public Defense Services (OPDS) charges for records/discovery. Calculated by FY 2023 mid-year actuals.

\$23,500 Non-OPDS charges for records/discovery. Calculated by FY 2023 mid-year actuals.

## Significant Program Changes

Last Year this program was: FY 2023: 15004 Records/Discovery

**Department:** District Attorney

**Program Contact:** Caroline Wong

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Data analysis reports, data tasks or dashboard creation	290	260	600	500
Outcome	Number of dashboard updates	90	150	128	130
Outcome	Number of MCDA website pages dedicated to sharing prosecution metrics (new measure)	26	N/A	28	30

### Performance Measures Descriptions

The rise in gun violence and MCDA's focus on transparency and accountability 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	2023	2023	2024	2024
Personnel	\$171,719	\$0	\$186,313	\$0
Materials & Supplies	\$1,000	\$0	\$1,000	\$0
Internal Services	\$22,499	\$0	\$19,154	\$0
<b>Total GF/non-GF</b>	<b>\$195,218</b>	<b>\$0</b>	<b>\$206,467</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$195,218</b>		<b>\$206,467</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15013 MCDA Research & Planning Unit

**Department:** District Attorney

**Program Contact:** Mike Schmidt

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Prosecutors must be leaders in ensuring that convictions are the result of fair and transparent processes consistent with the pursuit of justice. MCDA's Justice Integrity Unit 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 criminal legal system has disproportionately impacted communities of color. This unit works closely with defense attorneys and community groups to identify appropriate cases for this unit to consider.

### Program Description

More than 45 jurisdictions across the country have established Justice Integrity Units (JIUs) as a mechanism for scrutinizing past cases. MCDA's JIU addresses all issues that arise after conviction and sentencing including, but not limited to, post conviction relief (PCR) hearings, motions to set aside convictions (expungements), Psychiatric Security Review Board (PSRB) Hearings, Parole Board Hearings, and reviewing clemency petitions. The JIU investigates claims of actual innocence, and instances where prosecutorial or law enforcement misconduct is alleged that is uncovered post-conviction. MCDA's JIU is led by a Senior Deputy who is experienced in all levels of casework.

It is also the role of this unit to ensure that MCDA is a leader in justice integrity in the state. To that end, the head of the JIU maintains and updates policies, protocols and materials related to: discovery obligations; eyewitness identification; recorded police interviews; ethics and professionalism; confidential informants; forensic evidence retention; proffers and cooperation agreements; and homicide file closing protocols.

Even as MCDA moves forward with better practices, building public trust in the criminal justice system requires addressing the past harm that has been perpetrated by the criminal legal system. MCDA acknowledges that harm has fallen disparately on communities of color. Therefore, the intention and expectation of the JIU is that MCDA will address disparity in the criminal legal system. JIU tracks the demographic information related to cases that it works on in order to measure that impact, and to ensure that this unit does not increase disparities that already exist.

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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Justice Integrity Unit cases	N/A	60	550	N/A
Outcome	Number of clemency petitions reviewed and MCDA position (support/oppose) determined.	N/A	60	200	60
Outcome	Number of applications screened for eligibility for resentencing under SB 819.	N/A	N/A	80	60
Outcome	Number of expunged convictions	6,422	N/A	6,500	5,000

### Performance Measures Descriptions

MCDA proposes to replace Performance Measure 1 with more precise measures. The Justice Integrity Unit is handling several types of cases. 1)The Governor's office asks for MCDA's opinion on petitions for clemency. In the final months of Governor Brown's term, there was a surge of those requests. 2) MCDA accepts applications for resentencing under SB 819. These include claims of innocence, over-sentencing and collateral consequences. 3) Expungements are now conducted by JIU.



**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$394,248	\$160,361	\$625,491	\$153,740
Materials & Supplies	\$6,223	\$0	\$6,223	\$0
Internal Services	\$22,499	\$0	\$64,018	\$37,959
<b>Total GF/non-GF</b>	<b>\$422,970</b>	<b>\$160,361</b>	<b>\$695,732</b>	<b>\$191,699</b>
<b>Program Total:</b>	<b>\$583,331</b>		<b>\$887,431</b>	
<b>Program FTE</b>	2.00	0.56	2.10	0.46

Program Revenues				
Intergovernmental	\$0	\$160,361	\$0	\$191,699
<b>Total Revenue</b>	<b>\$0</b>	<b>\$160,361</b>	<b>\$0</b>	<b>\$191,699</b>

**Explanation of Revenues**

This program generates \$37,959 in indirect revenues.  
 \$191,699 Edward Byrne Justice Assistance Grant (JAG) pass through from City of Portland - funds 0.46 FTE of a DDA4 + \$37,959 indirect expense.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 15021A Justice Integrity Unit

The 1.56 FTE that were purchased, in the expansion program offer B in FY 2023, have been moved to this original program offer.

**Department:** District Attorney

**Program Contact:** Glen Banfield

**Program Offer Type:** Administration

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Division I Cases Reviewed (DV, MTU, Juvenile, SED)	3,134	4,718	2,514	3,000
Outcome	Amount of child support collected (in millions)	28	32	26	28

**Performance Measures Descriptions**

## Legal / Contractual Obligation

ORS 8.760 - Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$367,284	\$0	\$396,600	\$0
Materials & Supplies	\$3,000	\$0	\$3,000	\$0
Internal Services	\$22,499	\$0	\$19,418	\$0
<b>Total GF/non-GF</b>	<b>\$392,783</b>	<b>\$0</b>	<b>\$419,018</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$392,783</b>		<b>\$419,018</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15100 Division I Administration

**Department:** District Attorney

**Program Contact:** Glen Banfield

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases reviewed.	715	1,590	636	1,000
Outcome	Cases diverted from formal system involvement.	105	400	116	120

**Performance Measures Descriptions**

## 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	2023	2023	2024	2024
Personnel	\$1,771,454	\$0	\$1,742,817	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$27,000	\$0	\$27,000	\$0
Internal Services	\$202,484	\$0	\$200,169	\$0
<b>Total GF/non-GF</b>	<b>\$2,003,938</b>	<b>\$0</b>	<b>\$1,972,986</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,003,938</b>		<b>\$1,972,986</b>	
<b>Program FTE</b>	9.00	0.00	9.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15101 Juvenile Unit

**Department:** District Attorney

**Program Contact:** Glen Banfield

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	All DV cases reviewed (felony, misdemeanor, violation of restraining order).	2,419	3,100	1,878	2,500
Outcome	Percentage of presumptively prison-eligible defendants diverted from prison to community supervision.	68%	65%	63%	65%
Output	Number of underserved victims/survivors served through case consultation/contacts-VAWA	234	364	250	250
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. The Violence Against Women Act (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	2023	2023	2024	2024
Personnel	\$2,040,271	\$67,797	\$1,963,560	\$109,579
Contractual Services	\$48,000	\$0	\$48,000	\$0
Materials & Supplies	\$27,000	\$0	\$27,000	\$0
Internal Services	\$247,481	\$12,412	\$211,702	\$23,746
<b>Total GF/non-GF</b>	<b>\$2,362,752</b>	<b>\$80,209</b>	<b>\$2,250,262</b>	<b>\$133,325</b>
<b>Program Total:</b>	<b>\$2,442,961</b>		<b>\$2,383,587</b>	
<b>Program FTE</b>	10.63	0.37	10.41	0.59

Program Revenues				
Intergovernmental	\$0	\$80,209	\$0	\$133,325
<b>Total Revenue</b>	<b>\$0</b>	<b>\$80,209</b>	<b>\$0</b>	<b>\$133,325</b>

## Explanation of Revenues

This program generates \$23,746 in indirect revenues.

\$133,325 Federal thru State Stop Violence Against Women (VAWA) Formula Competitive Grant - funds 0.59 FTE of a DDA2 + \$23,746 indirect expense.

## Significant Program Changes

Last Year this program was: FY 2023: 15102 Domestic Violence Unit

**Department:** District Attorney      **Program Contact:** Glen Banfield  
**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:** Backfill State/Federal/Grant, One-Time-Only Request

**Executive Summary**

This program 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 program, which was previously funded by American Rescue Plan (ARP) funding, is now backfilled with one-time-only General funding. It addresses the increased number of unresolved domestic violence cases, which aligns with the County's goal to end domestic violence and foster equity and reduce disparities for community members.

**Program Description**

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. As of 02/13/2023, there were 337 of DV backlog (direct presents) cases.

The prosecutor funded by this program offer will be dedicated solely to the Domestic Violence Unit. They 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Cases resolved	N/A	109	78	109
Outcome	Percentage decrease in Domestic Violence case backlog	N/A	12%	15%	12%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$191,354	\$195,805	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$191,354</b>	<b>\$195,805</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$191,354</b>		<b>\$195,805</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$191,354	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$191,354</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15900 ARP - Domestic Violence Case Backlog

**Department:** District Attorney      **Program Contact:** Glen Banfield  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of families (cases) assisted each month	6,249	7,584	5,922	5,900
Outcome	Dollars of child support collected (in millions)	\$28	\$32	\$26.5	\$27

**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	2023	2023	2024	2024
Personnel	\$845,466	\$2,361,431	\$809,194	\$2,467,762
Contractual Services	\$10,000	\$10,000	\$0	\$7,700
Materials & Supplies	\$29,034	\$29,479	\$20,410	\$52,990
Internal Services	\$183,341	\$920,118	\$196,427	\$969,519
<b>Total GF/non-GF</b>	<b>\$1,067,841</b>	<b>\$3,321,028</b>	<b>\$1,026,031</b>	<b>\$3,497,971</b>
<b>Program Total:</b>	<b>\$4,388,869</b>		<b>\$4,524,002</b>	
<b>Program FTE</b>	4.49	20.11	4.44	19.16

Program Revenues				
Intergovernmental	\$0	\$3,454,395	\$0	\$3,461,690
Beginning Working Capital	\$0	\$33,503	\$0	\$36,281
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,487,898</b>	<b>\$0</b>	<b>\$3,497,971</b>

## Explanation of Revenues

This program generates \$609,292 in indirect revenues.

\$203,194 Direct State General Fund

\$451,702 Federal Through State Incentives

\$36,281 Program Fees (collected in the prior fiscal year and brought forward as Beginning Working Capital)

\$2,806,794 Federal Through State Reimbursement

## Significant Program Changes

**Last Year this program was:** FY 2023: 15104 Child Support Enforcement

A decrease in 2.00 FTE from program: 1.00 FTE vacant support enforcement agent position will not be filled as a result of a retirement; 1.00 FTE in the System Administrator position moved from PO 15104 (Support Enforcement) to 15002 (IT) due to shift in role. The shift from SED to IT results in a shift from Other Funds to General Funds.

**Department:** District Attorney

**Program Contact:** Glen Banfield

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Misdemeanor cases set for trial resolved	458	1,700	394	N/A
Outcome	Misdemeanor cases offered specialty court diversion	367	3,000	196	1,038
Output	Percent of issued misdemeanor cases disposed of within 90 days.	N/A	N/A	N/A	45%

### Performance Measures Descriptions

MCDA proposes to substitute Measure 1 with a new measure captured in Measure 3. This measure is publicly available on the Prosecutorial Performance Indicators dashboard on the MCDA website and reflects Department of Justice standards for case disposition.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,982,972	\$0	\$1,898,400	\$0
Contractual Services	\$14,000	\$0	\$44,000	\$0
Materials & Supplies	\$28,000	\$0	\$28,000	\$0
Internal Services	\$269,980	\$0	\$232,873	\$0
<b>Total GF/non-GF</b>	<b>\$2,294,952</b>	<b>\$0</b>	<b>\$2,203,273</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,294,952</b>		<b>\$2,203,273</b>	
<b>Program FTE</b>	12.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15105 Misdemeanor Trial Unit

1.0 FTE DDA position has been cut in order to meet FY 2024 General Fund constraint. That position is in an out-of-target restoration program offer, PO 15105B - Misdemeanor Trial Unit - Restore DDA Position.

**Department:** District Attorney

**Program Contact:** Kirsten Snowden

**Program Offer Type:** Administration

**Program Offer Stage:** 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 Description

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 ; 2) the Pretrial Unit: a non-trial unit ; and 3) the Strategic Prosecution and Services Unit: a trial unit prosecuting major and minor felonies. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Division II criminal cases reviewed for prosecution	5,630	10,500	4,790	7,500
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

## 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	2023	2023	2024	2024
Personnel	\$367,284	\$0	\$396,600	\$0
Materials & Supplies	\$8,500	\$0	\$8,500	\$0
Internal Services	\$22,499	\$0	\$36,879	\$0
<b>Total GF/non-GF</b>	<b>\$398,283</b>	<b>\$0</b>	<b>\$441,979</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$398,283</b>		<b>\$441,979</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15200 Division II Administration

**Department:** District Attorney      **Program Contact:** Kirsten Snowden  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Unit C is a major felony trial unit 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases reviewed for prosecution by Unit C	956	1,000	926	1,000
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	62%	60%	55	60%
Outcome	Percent of Felony cases disposed of within 120 days	N/A	N/A	N/A	45%

**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	2023	2023	2024	2024
Personnel	\$2,730,065	\$0	\$2,966,678	\$0
Contractual Services	\$58,250	\$0	\$58,250	\$0
Materials & Supplies	\$23,000	\$0	\$23,000	\$0
Internal Services	\$269,980	\$0	\$234,007	\$0
<b>Total GF/non-GF</b>	<b>\$3,081,295</b>	<b>\$0</b>	<b>\$3,281,935</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,081,295</b>		<b>\$3,281,935</b>	
<b>Program FTE</b>	12.00	0.00	12.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15201 Unit C

**Department:** District Attorney

**Program Contact:** Kirsten Snowden

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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.

The East County Courthouse is staffed daily by an Pretrial 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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Misdemeanor cases reviewed for prosecution	4,674	13,000	3,864	5,000
Outcome	Number of applications received to set aside criminal convictions	6,433	2,400	6,500	N/A
Outcome	Number of fugitive cases, extraditions, public records requests and public records appeals.	N/A	N/A	800	874

### Performance Measures Descriptions

MCDA is receiving fewer misdemeanor cases from law enforcement. Discussions and analyses are under way to understand if this will continue to be the case or if changes like increased staffing at PPB will impact the number of misdemeanor case referred. MCDA's expungement function (setting aside criminal convictions) is now assigned to the Justice Integrity Unit. MCDA proposes to replace Performance Measure 2 with Performance Measure 3.

## 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	2023	2023	2024	2024
Personnel	\$3,011,068	\$0	\$3,063,192	\$0
Contractual Services	\$34,000	\$0	\$34,000	\$0
Materials & Supplies	\$29,000	\$0	\$34,155	\$0
Internal Services	\$474,713	\$0	\$934,048	\$0
<b>Total GF/non-GF</b>	<b>\$3,548,781</b>	<b>\$0</b>	<b>\$4,065,395</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,548,781</b>		<b>\$4,065,395</b>	
<b>Program FTE</b>	21.10	0.00	20.10	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 15204 Pretrial

1.0 FTE DDA position has been cut in order to meet FY 2024 General Fund constraint. That position is in an out-of-target restoration program offer, PO 15204B - Pretrial - Restore DDA Position.

**Department:** District Attorney

**Program Contact:** Kirsten Snowden

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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 7.50 FTE at approximately \$1.3 million to completely accomplish this goal.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hours of body camera footage reviewed	591	1,000	1,288	1,000
Outcome	Hours of body camera footage received	2,962	4,200	3,220	3,000

**Performance Measures Descriptions**

## Legal / Contractual Obligation

Oregon Constitution: Article VII Section 17. Prosecuting Attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct. Oregon Revised Statute (ORS): 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	2023	2023	2024	2024
Personnel	\$408,133	\$0	\$421,259	\$0
Materials & Supplies	\$11,577	\$0	\$11,577	\$0
Internal Services	\$43,968	\$0	\$74,065	\$0
<b>Total GF/non-GF</b>	<b>\$463,678</b>	<b>\$0</b>	<b>\$506,901</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$463,678</b>		<b>\$506,901</b>	
<b>Program FTE</b>	2.50	0.00	2.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 15205A Body Worn Cameras - Gresham

In FY 2023, an additional DA Investigator position was purchased in PO 15205B - Body Worn Cameras - Expansion. In FY 2024, this position has been moved into this program offer.

**Department:** District Attorney

**Program Contact:** Kirsten Snowden

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases/Search warrants/police reports reviewed	12,000	6,700	15,000	12,000
Outcome	Prosecutor contacts with community members and agency partners	18,200	18,000	25,000	20,000

**Performance Measures Descriptions**

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,057,926	\$978,930	\$1,535,848	\$885,661
Materials & Supplies	\$17,000	\$1,800	\$17,000	\$0
Internal Services	\$214,355	\$37,866	\$187,450	\$37,516
<b>Total GF/non-GF</b>	<b>\$1,289,281</b>	<b>\$1,018,596</b>	<b>\$1,740,298</b>	<b>\$923,177</b>
<b>Program Total:</b>	<b>\$2,307,877</b>		<b>\$2,663,475</b>	
<b>Program FTE</b>	5.00	4.84	6.44	4.06

<b>Program Revenues</b>				
Intergovernmental	\$0	\$787,510	\$0	\$923,177
Other / Miscellaneous	\$0	\$231,086	\$316,569	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,018,596</b>	<b>\$316,569</b>	<b>\$923,177</b>

## Explanation of Revenues

This program generates \$37,516 in indirect revenues.

General Fund:

Revenue IGA (Direct Other - Local) TriMet = \$316,569

Other Funds:

MC Agreement with CJC Justice Reinvestment (MCJRP) Formula Grant Program (Direct State) = \$412,669

MC Agreement with CJC Justice Reinvestment (MCJRP) Supplemental Grant Program (Direct State) = \$309,680

BJA Edward Byrne Discretionary Community Grant (Direct Federal) = \$100,000

BJA Hate Crimes Reporting and Response Grant (Direct Federal) = \$100,828

## Significant Program Changes

**Last Year this program was:** FY 2023: 15206 Strategic Prosecution Unit

BJA Hate Crimes Reporting and Response Grant (Direct Federal), in the amount of \$100,828, is a new grant for FY 2024. This funds .56 FTE of DDA 1 position.



**Program #15206B - Strategic Prosecution Unit – Port of Portland Contract Funded FTE** **FY 2024 Proposed**

**Department:** District Attorney **Program Contact:** Kirsten Snowden  
**Program Offer Type:** New **Program Offer Stage:** 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 Description**

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.

This program offer is for 1.0 FTE DDA position that is funded through a service contract with the Port of Portland. The funding from the Port of Portland will be posted to the General fund.

This position will primarily perform work related to the Port of Portland. This includes reporting of Port cases and their disposition; consulting and assistance in Clackamas and Washington Counties, as well as Multnomah County; Work with the United States Attorney’s Office to assist U.S. Attorneys in the preparation and prosecution of special cases at the Port of Portland to the extent appropriate; Provide training to police and Port employees, as needed; Participate in pro-active projects, community affairs, etc.; Be on-call, prepared to advise in handling of crime investigations, arrests, etc., respond to a scene.; Participate in Port-related meetings, trainings, etc., as needed; Visit, observe Port operations, processes to develop orientation and familiarity. Recommend needed improvements relating to prosecutions of crimes; Evaluate current legislation, develop improvements as pertain to Port security and operations.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases/Search warrants/police reports reviewed	0	0	2000	2000
Outcome	Prosecutor contacts with community members and agency partners	0	0	4000	4000

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$313,467	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$313,467</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$313,467</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$313,467	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$313,467</b>	<b>\$0</b>

Explanation of Revenues

Revenue IGA (Direct Other - Local) Port of Portland = \$313,467

Significant Program Changes

Last Year this program was: FY 2023: 15206 Strategic Prosecution Unit

This program offer will add 1.0 FTE DDA 2 position to this program offer.

**Department:** District Attorney

**Program Contact:** Kirsten Snowden

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The MCDA Access Attorney Program (MAAP) improves public safety by engaging and empowering community members, while increasing the public's understanding of the criminal justice system and MCDA's role. There are currently MAAP attorneys in three sites, focusing each attorney's work on that particular geographic area. The MAAP attorneys and their support staff work with local community members, stakeholders, and law enforcement to identify and address local crime. The MAAP attorneys are located in a shared space with community agencies to encourage contact, and also reach out to the community by hosting and attending meetings and events.

### Program Description

The MCDA Access Attorney Program strategically places deputy district attorneys (DDAs) into the community which allows each MAAP DDA to work with local community members, stakeholders, and law enforcement to identify the issues and priorities of that discrete area. MAAP DDAs also build relationships with the residents, businesses, and other agencies in that area by hosting and attending meetings and events relevant to their work and the community's requests. MAAP DDAs will maintain these relationships over time, and will be responsive, creative, and flexible when addressing their district's needs. MAAP DDAs help to address local safety issues driven by local priorities, incorporating non-carceral solutions such as diversion programs, treatment, and restorative justice where possible, while pursuing accountability for high volume systems users. MAAP DDAs will not be housed in police precincts because the presence of law enforcement may discourage some members of the community from accessing resources. To prevent this, MAAP utilizes shared spaces in the community, funded by nonprofit agencies, allowing partnerships to exist and engagement to occur without this unintended impact.

Because the MAAP DDAs work under the umbrella of the Strategic Prosecution and Services Unit (15206), they prosecute their district's cases with focus, precision, and intentionality. The use of strategic prosecution ensures positive outcomes for the community and connects people directly to housing services, drug and mental health treatment, occupational training, and other resources which address the root causes of criminality and are proven to reduce recidivism. The resources of the program are focused within each MAAP DDA's geographical area on the places with the highest concentration of poverty, crime victims, and historically marginalized or under-represented communities.

MAAP DDAs are supported by several critical support staff positions: A shared Victim's Advocate will facilitate constructive relationships with crime victims, bringing added cultural competence and trauma-informed approaches to the program and community. A shared Legal Assistant will provide the logistical support necessary for the MAAP DDAs to efficiently initiate, maintain, and organize cases, contacts, and events in the community.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of contacts with community members and stakeholders	N/A	N/A	194	240
Outcome	Number of cases issued as a result of contacts	N/A	N/A	N/A	N/A
Quality	% of contacts that rate service from MAAP program as meeting or exceeding their expectation	N/A	N/A	N/A	N/A
Output	Number of community member resource referrals	N/A	N/A	24	30

### Performance Measures Descriptions

As the MAAP is now up and running, MCDA proposes to eliminate Performance Measures 2 and 3 due to in ability to accurately collect required data.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$805,681	\$62,917	\$899,793	\$0
Materials & Supplies	\$0	\$0	\$9,000	\$0
Internal Services	\$0	\$0	\$90,493	\$0
<b>Total GF/non-GF</b>	<b>\$805,681</b>	<b>\$62,917</b>	<b>\$999,286</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$868,598</b>		<b>\$999,286</b>	
<b>Program FTE</b>	4.57	0.43	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$153,598	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$153,598</b>	<b>\$0</b>

Explanation of Revenues

Revenue IGA (Direct Other-Local) with the City of Gresham, Gresham Police Department \$153,598 - funds 1.00 FTE investigator for Gresham, BWC, and misdemeanor cases.

Significant Program Changes

Last Year this program was: FY 2023: 15207 MCDA Access Attorney Program (MAAP) Pilot

Other Funds FTE is increased due to renegotiated IGA revenue contract that previously funded only 0.43 FTE, but now funds 1.00 FTE for the services provided. This GPD-funded investigator position moved from Division 4 (PO 15402 Investigations) to Division 2.

**Department:** District Attorney **Program Contact:** Kirsten Snowden

**Program Offer Type:** New **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The MCDA Access Attorney Program (MAAP) improves public safety by engaging and empowering community members, while increasing the public’s understanding of the criminal justice system and MCDA’s role. There are currently MAAP attorneys in three sites, focusing each attorney’s work on that particular geographic area. The MAAP attorneys and their support staff work with local community members, stakeholders, and law enforcement to identify and address local crime. The MAAP attorneys are located in a shared space with community agencies to encourage contact, and also reach out to the community by hosting and attending meetings and events.

### Program Description

The MCDA Access Attorney Program strategically places deputy district attorneys (DDAs) into the community which allows each MAAP DDA to work with local community members, stakeholders, and law enforcement to identify the issues and priorities of that discrete area. MAAP DDAs also build relationships with the residents, businesses, and other agencies in that area by hosting and attending meetings and events relevant to their work and the community’s requests. MAAP DDAs will maintain these relationships over time, and will be responsive, creative, and flexible when addressing their district’s needs. MAAP DDAs help to address local safety issues driven by local priorities, incorporating non-carceral solutions such as diversion programs, treatment, and restorative justice where possible, while pursuing accountability for high volume systems users. MAAP DDAs will not be housed in police precincts because the presence of law enforcement may discourage some members of the community from accessing resources. To prevent this, MAAP utilizes shared spaces in the community, funded by nonprofit agencies, allowing partnerships to exist and engagement to occur without this unintended impact.

The purpose of this program offer is to create an MCDA Access Attorney Program in the Rockwood Area. 1.0 FTE DDA 3 position will work with local community members, stakeholders, and law enforcement to identify and address local crime, as well as to build relationships with the residents, business, and other agencies in the area by hosting and attending meetings and events relevant to the work and the community’s requests.

This FTE is funded through service contracts with the City of Gresham and the City of Portland. The funding from both cities will be posted to the General fund.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of contacts with community members and stakeholders	N/A	N/A	97	120
Outcome	Number of cases issued as a result of contacts	N/A	N/A	N/A	N/A
Quality	% of contacts that rate service from MAAP program as meeting or exceeding their expectation	N/A	N/A	N/A	N/A
Output	Number of community member resource referrals	N/A	N/A	12	15

### Performance Measures Descriptions

As the MAAP is now up and running, MCDA proposes to eliminate Performance Measures 2 and 3 due to in ability to accurately collect required data.

## Legal / Contractual Obligation

Revenue IGA (Direct Other - Local) MAAP DA - City of Gresham = \$137,000  
Revenue IGA (Direct Other - Local) MAAP DA - City of Portland = \$137,000

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$274,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$274,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$274,000</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$274,000	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$274,000</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 15207 MCDA Access Attorney Program (MAAP) Pilot

This program offer will add 1.0 FTE DDA 3 position to this program offer.

**Department:** District Attorney **Program Contact:** Don Rees  
**Program Offer Type:** Administration **Program Offer Stage:** 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 Description

The CDDA of Division III is a member of the executive team 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of cases reviewed	3,315	3,900	2,754	3,000
Outcome	Percentage of cases in Unit D with a crime victim or sexual assault survivor	92%	92%	94%	N/A
Outcome	Average number of sex crime and assaults open at the end of a month.	N/A	N/A	N/A	550
Outcome	Average number of open child abuses at the end of a month	N/A	N/A	N/A	75

### Performance Measures Descriptions

MCDA proposes to eliminate the measure 2 and add two new measures that are supported by the Prosecutorial Performance Indicator dashboard.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$367,284	\$0	\$396,600	\$0
Contractual Services	\$3,000	\$0	\$3,000	\$0
Materials & Supplies	\$14,000	\$0	\$14,000	\$0
Internal Services	\$22,499	\$0	\$19,156	\$0
<b>Total GF/non-GF</b>	<b>\$406,783</b>	<b>\$0</b>	<b>\$432,756</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$406,783</b>		<b>\$432,756</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15300 Division III Administration

**Program #15301A - Unit A/B - Property/Drugs/Human Trafficking FY 2024 Proposed**

**Department:** District Attorney      **Program Contact:** Don Rees  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Unit A/B prosecutes property crimes, including wage theft, auto theft, organized retail theft, and commercial drug delivery cases. The Human Trafficking Unit protects survivors of human trafficking many of whom are minors, using a trauma-informed, victim-centered approach. BIPOC community members are disproportionately impacted by human trafficking. Deputy District Attorneys seeks to establish safety and trust with trafficking survivors.

**Program Description**

Unit A/B prosecutes property crimes and commercial drug offenses. Unit Prosecutors are aware that property crimes disproportionality affect BIPOC, low income persons and other underserved communities. Crime victims who can least afford property damage or loss, fraud or theft suffer the most. When the interests of public safety may be best served, MCDA presents to the court sentencing recommendations for supervised mental health, alcohol and drug addiction treatment. Multnomah County has a very high auto and retail theft rate. The number of cases submitted for prosecution is expected to grow.

The Human Trafficking Unit acknowledges that historical inequities and structural racism contribute to the overrepresentation of BIPOC community members among those who are trafficked. The average age of trafficked survivors is under 16 years of age. Prosecutors work with community and system-based advocates focused on the safety and privacy of the survivors. Investigations and prosecutions commence only with victim consent.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases issued for prosecution.	1,722	1,623	1,936	1,900
Outcome	Percentage of presumptive prison cases diverted to community supervision.	62%	80%	62%	85%
Outcome	Number of opioid methamphetamine trafficking/sale convictions or dismissals	N/A	N/A	N/A	20
Outcome	Percent of all felony sexual crime referrals the resulted in case issuance.	N/A	N/A	N/A	60%

**Performance Measures Descriptions**

MCDA proposes to add performance measures that are supported by the Prosecutorial Performance Indicators dashboard.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$3,827,659	\$141,320	\$3,636,763	\$140,761
Contractual Services	\$7,000	\$0	\$7,000	\$0
Materials & Supplies	\$46,000	\$2,000	\$46,000	\$2,000
Internal Services	\$461,215	\$10,930	\$392,489	\$10,923
<b>Total GF/non-GF</b>	<b>\$4,341,874</b>	<b>\$154,250</b>	<b>\$4,082,252</b>	<b>\$153,684</b>
<b>Program Total:</b>	<b>\$4,496,124</b>		<b>\$4,235,936</b>	
<b>Program FTE</b>	20.00	0.50	18.81	0.69

<b>Program Revenues</b>				
Intergovernmental	\$0	\$152,250	\$0	\$151,684
Other / Miscellaneous	\$0	\$1,000	\$0	\$1,000
Beginning Working Capital	\$0	\$1,000	\$0	\$1,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$154,250</b>	<b>\$0</b>	<b>\$153,684</b>

Explanation of Revenues

This program generates \$10,923 in indirect revenues.  
 \$66,231 State Child Abuse Multidisciplinary Intervention (CAMI) Grant (0.28 FTE DDA handling child abuse human trafficking cases)  
 \$85,453 Federal thru State CJC START Court Grant (0.41 FTE DDA 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 2023: 15301 Unit A/B - Property/Drugs/Human Trafficking

1.0 FTE DDA position is in a restoration program offer, PO 15301B - Unit A/B - Restoration of DDA 2 Position.

**Department:** District Attorney

**Program Contact:** Don Rees

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Unit A/B prosecutes property crimes, including wage theft, auto theft, organized retail theft, and commercial drug delivery cases. The Human Trafficking Unit protects survivors of human trafficking many of whom are minors, using a trauma-informed, victim-centered approach. BIPOC community members are disproportionately impacted by human trafficking. Deputy District Attorneys seeks to establish safety and trust with trafficking survivors.

**Program Description**

This program offer is a restoration request for 1.0 DDA 2 position. Unit A/B prosecutes property crimes, including wage theft, auto theft, organized retail theft, and commercial drug delivery cases. The Human Trafficking Unit protects survivors of human trafficking many of whom are minors, using a trauma-informed, victim-centered approach. BIPOC community members are disproportionately impacted by human trafficking. Deputy District Attorneys seeks to establish safety and trust with trafficking survivors. Reduction in these DDAs will increase caseloads for remaining DDAs to levels that are not manageable and will exacerbate challenges to retain prosecutors. Impacts such as delays in prosecutions and less attention to each case further harms victims and do not benefit most defendants either.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Cases issued for prosecution.	1,722	1,623	1,936	1,900
Outcome	Percentage of presumptive prison cases diverted to community supervision.	62%	80%	62%	85%
Outcome	Number of opioid methamphetamine trafficking/sale convictions or dismissals	N/A	N/A	N/A	20
Outcome	Percent of all felony sexual crime referrals the resulted in case issuance.	N/A	N/A	N/A	60%

**Performance Measures Descriptions**

MCDA proposes to add performance measures that are supported by the Prosecutorial Performance Indicators dashboard.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$0	\$228,586	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$228,586</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$228,586</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 15301 Unit A/B - Property/Drugs/Human Trafficking

1.0 DDA position has been moved to this restoration program offer.

Department: District Attorney

Program Contact: Don Rees

Program Offer Type: New

Program Offer Stage: Proposed

Related Programs:

Program Characteristics: One-Time-Only Request

**Executive Summary**

The DDA will organize and lead a task force involving law enforcement and retailers to address barriers to tackling retail crime, including improved strategies to address the most prolific offenders, training on loss reduction and investigative work, and case preparation. The outcome of this effort will be a reduction in organized retail theft, a safer environment for consumers, and an improved business climate.

**Program Description**

The DDA assigned to this position will work with business owners and law enforcement to combat an epidemic of organized retail theft. Unlike shoplifting, organized retail theft involves multiple persons working together to steal merchandise with the intention of reselling for profit. This theft represents nearly \$100 billion in losses for the retail industry nationwide. Small business owners in the community are impacted alongside large retailers. Locally, some retailers, including Nike have closed their operations due to an overwhelming number of merchandise thefts.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of felony theft cases involving a business victim reviewed by prosecutor assigned to the task force	N/A	N/A	N/A	240
Outcome	Percent of referred felony theft cases involving a business victim issued for prosecution by the prosecutor	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$209,044	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$209,044</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$209,044</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

**Department:** District Attorney                      **Program Contact:** Don Rees  
**Program Offer Type:** New                                      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Auto Task Theft Task Force DDA will reduce auto thefts in Multnomah County by collaborating with law enforcement in ongoing programs such as the data driven PPB/OHSU stolen car project as well new efforts to prevent auto theft and target offenders.

**Program Description**

The DDA assigned to this position will coordinate an organized effort with the Portland Police Bureau, Gresham Police Department, and the Multnomah County Sheriff's Office to reduce auto theft through improved investigations, case preparation, law enforcement training, prosecutions, and community outreach aimed at vehicle theft prevention.

This position is needed because reported auto thefts are up in Multnomah County 68% since 2019.

Case referrals to MCDA are up 80%, with 2022 marking the highest number of referrals in the history of the office. Nationally, in 2021, Portland/Multnomah County ranked 5th in the nation per capita for auto theft according to the National Insurance Crime Bureau.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of stolen vehicle cases reviewed by the prosecutor assigned to task force	N/A	N/A	N/A	300
Outcome	Percent of PPB/MCSO/GPD/PoP-referred probable cause stolen vehicle issued for prosecution by the prosec	73%	0	75%	84%

**Performance Measures Descriptions**

PPB: Portland Police Bureau; MCSO: Multnomah County Sheriff's Office; GPD: Gresham Police Department; PoP: Port of Portland Police

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$0	\$209,044	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$209,044</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$209,044</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last Year this program was:

**Department:** District Attorney

**Program Contact:** Don Rees

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Deputy District Attorneys in Unit D (Violent Person Crimes) are responsible for prosecuting the most serious crimes in Multnomah County including homicides, crimes involving gun violence and stranger on stranger 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 have increased dramatically impacting Unit D.

**Program Description**

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Case issued for prosecution.	720	N/A	340	550
Outcome	Percentage of presumptive prison defendants diverted to community supervision.	54%	60%	55%	60%

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,451,111	\$0	\$2,651,015	\$0
Contractual Services	\$39,000	\$0	\$39,000	\$0
Materials & Supplies	\$19,494	\$0	\$19,494	\$0
Internal Services	\$202,484	\$0	\$210,481	\$0
<b>Total GF/non-GF</b>	<b>\$2,712,089</b>	<b>\$0</b>	<b>\$2,919,990</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,712,089</b>		<b>\$2,919,990</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15304 Unit D - Violent Person Crimes

In FY 2023, 2.0 FTE DDA 3 positions were purchased through PO 15304B - Gun Violence Case Backlog. In FY 2024, those positions will be moved into this program offer.



**Program #15304B - Unit D – Gun Violence Case Management** FY 2024 Proposed

**Department:** District Attorney **Program Contact:** Don Rees  
**Program Offer Type:** New **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**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 continues that funding for one deputy district attorney and one investigator, with ongoing General Fund.

**Program Description**

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 and two investigators assigned to gun violence reduction efforts in the community and to assist existing staff. As of 2/28/2023, there were 323 open (pending resolution) cases with at least one charge that constitutes gun violence, more than double the number of open gun violence cases compared to February 2019.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of gun violence cases prosecuted.	220	N/A	208	220
Outcome	Number of BIPOC offenders diverted from prison to treatment based case resolutions.	11	N/A	14	20

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$821,802	\$373,134	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$821,802</b>	<b>\$373,134</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$821,802</b>		<b>\$373,134</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
Intergovernmental	\$0	\$821,802	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$821,802</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15901 ARP - Gun Violence Case Backlog

In FY 2024, this Program Offer was submitted as PO 15901 with 4.00 FTE funded with ARP. In the Proposed Budget, the funding for this program changed from ARP to the General Fund and the program offer name changed to 15304B. Additionally, 2.00 FTE was moved to PO 15304C funded by OTO GF.



**Program #15304C - Unit D – Gun Violence Case Management OTO**

FY 2024 Proposed

**Department:** District Attorney  
**Program Offer Type:** New  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant, One-Time-Only Request  
**Program Contact:** Don Rees  
**Program Offer Stage:** Proposed

**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 continues that funding for one deputy district attorney and one investigator, with one-time-only General Fund.

**Program Description**

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 and two investigators assigned to gun violence reduction efforts in the community and to assist existing staff. As of 2/28/2023, there were 323 open (pending resolution) cases with at least one charge that constitutes gun violence, more than double the number of open gun violence cases compared to February 2019.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output					
Outcome					

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$373,134	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$373,134</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$373,134</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** [FY 2023: 15901 ARP - Gun Violence Case Backlog](#)

In FY 2024, this Program Offer was submitted as PO 15901 with 4.00 FTE funded with ARP. In the Proposed Budget, the funding for this program changed from ARP to the OTO General Fund and the program offer name changed to 15304C. Additionally, this program offer's FTE was reduced from 4.00 to 2.00. The other 2.00 FTE is located in PO 15304B.

**Department:** District Attorney

**Program Contact:** Don Rees

**Program Offer Type:** Existing

**Program Offer Stage:** 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 and supports child protection efforts by working with advocates, investigators and physicians to develop equitable practices and policies.

### Program Description

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 through the protection of children. 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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Dependency/Criminal Case reviewed	128	285	106	200
Outcome	Percentage of presumptively prison eligible defendants diverted from prison to community supervision	7%	42%	25%	N/A
Outcome	Number of cases in which the primary charge received a downward dispositional departure sentence.	N/A	N/A	N/A	40%
Outcome	Percent of felony cases in which the defendant pled guilty and received a prison sentence.	N/A	N/A	N/A	40%

### Performance Measures Descriptions

MCDA proposes to eliminate Performance Measure 2 and add two new measures which are supported by the Prosecutorial Performance Indicators dashboard.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,363,213	\$223,005	\$1,225,319	\$226,293
Contractual Services	\$31,700	\$627,473	\$31,700	\$649,787
Materials & Supplies	\$17,500	\$63,543	\$17,500	\$31,004
Internal Services	\$157,489	\$45,701	\$133,712	\$45,354
<b>Total GF/non-GF</b>	<b>\$1,569,902</b>	<b>\$959,722</b>	<b>\$1,408,231</b>	<b>\$952,438</b>
<b>Program Total:</b>	<b>\$2,529,624</b>		<b>\$2,360,669</b>	
<b>Program FTE</b>	5.00	2.00	5.00	2.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$959,722	\$0	\$952,438
<b>Total Revenue</b>	<b>\$0</b>	<b>\$959,722</b>	<b>\$0</b>	<b>\$952,438</b>

## Explanation of Revenues

This program generates \$45,354 in indirect revenues.  
\$952,438 (Direct State) Child Abuse Multidisciplinary Intervention (CAMI) Grant

## Significant Program Changes

Last Year this program was: FY 2023: 15309 MDT - Child Abuse Unit

**Department:** District Attorney

**Program Contact:** Peter Simpson

**Program Offer Type:** Administration

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Personal Service Subpoenas Issued	2,909	4,200	2,126	2,300
Outcome	Personal Service Subpoenas Served	639	3,750	458	500

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$226,622	\$0	\$224,337	\$0
Materials & Supplies	\$17,000	\$0	\$17,000	\$0
Internal Services	\$32,720	\$0	\$33,773	\$0
<b>Total GF/non-GF</b>	<b>\$276,342</b>	<b>\$0</b>	<b>\$275,110</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$276,342</b>		<b>\$275,110</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 15400 Division IV Administration

**Department:** District Attorney      **Program Contact:** Jamila Williams  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of victims of crime assigned a victim advocate on cases	3,687	2,841	2,866	3,000
Outcome	Number of services contacts provided to victims of crime by Victims Assistance program	69,739	29,233		
Outcome					

**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	2023	2023	2024	2024
Personnel	\$499,880	\$1,388,297	\$519,072	\$1,473,014
Contractual Services	\$9,000	\$0	\$9,000	\$4,500
Materials & Supplies	\$20,000	\$0	\$20,000	\$0
Internal Services	\$382,471	\$300,852	\$326,605	\$350,490
<b>Total GF/non-GF</b>	<b>\$911,351</b>	<b>\$1,689,149</b>	<b>\$874,677</b>	<b>\$1,828,004</b>
<b>Program Total:</b>	<b>\$2,600,500</b>		<b>\$2,702,681</b>	
<b>Program FTE</b>	4.61	12.39	4.76	11.94

Program Revenues				
Intergovernmental	\$0	\$1,689,149	\$0	\$1,828,004
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,689,149</b>	<b>\$0</b>	<b>\$1,828,004</b>

## Explanation of Revenues

This program generates \$350,490 in indirect revenues.

\$915,244 Estimated (Fed through State) + \$724,446 Estimated (Direct State) Agreement with DOJ Crime Victim and Survivor Services Division (CVSSD) Victims of Crime Act (VOCA) / Criminal Fine Account Non-Competitive Grant

\$147,220 Estimated (Fed through State) Federal Fund Agreement with DOJ CVSSD VOCA Funding Initiatives Competitive Grant. The estimated is based on the assumption that MCDA would be able to secure this competitive award when the existing one expires on 9/30/23.

\$41,094 (Direct Federal) Fund Agreement with U.S. DOJ - Crime Victim Tech Enhancement Case Companion

## Significant Program Changes

Last Year this program was: FY 2023: 15401A Victims Assistance Program

**Department:** District Attorney

**Program Contact:** Peter Simpson

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Subpoenas issued	2,909	4,200	2,126	3,000
Outcome	Subpoenas served	639	3,750	456	700

**Performance Measures Descriptions**

Serving subpoenas is critical function of DA Investigators. More victims of crime are houseless and achieving personal service can be challenging.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$303,741	\$447,671	\$785,269	\$0
Materials & Supplies	\$19,500	\$0	\$24,500	\$0
Internal Services	\$175,873	\$30,662	\$235,521	\$0
<b>Total GF/non-GF</b>	<b>\$499,114</b>	<b>\$478,333</b>	<b>\$1,045,290</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$977,447</b>		<b>\$1,045,290</b>	
<b>Program FTE</b>	2.00	3.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$541,250	\$491,202	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$541,250</b>	<b>\$491,202</b>	<b>\$0</b>

Explanation of Revenues

Revenue IGA (Direct Other-Local) with the City of Portland, Portland Police Bureau:  
 \$463,868 - funds 3.00 FTE Portland Investigators + \$27,334 covers partial fleet expenses for investigators

Significant Program Changes

Last Year this program was: FY 2023: 15402 Investigations  
 Moved 1.0 FTE Investigator position from this program offer to PO 15207A MAAP.

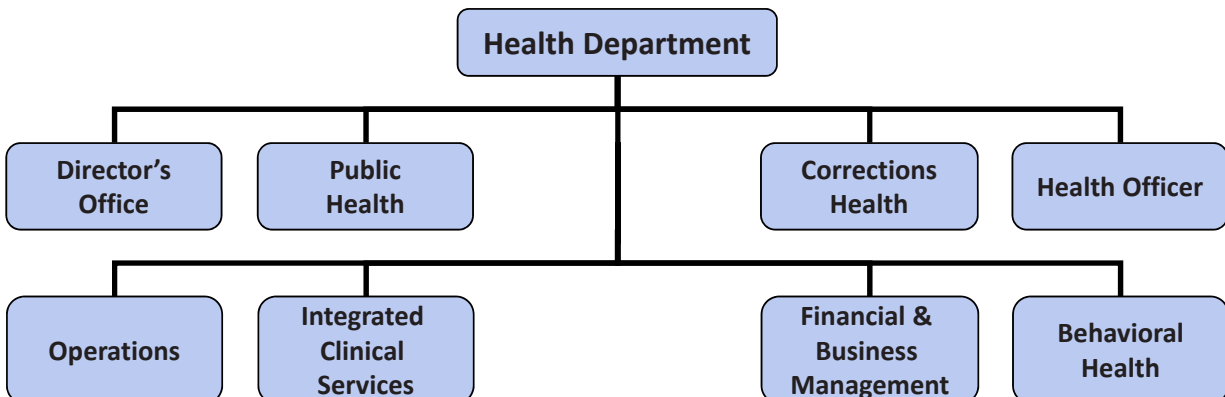
### Department Overview

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 champions the use of an equity lens in addressing the leading causes of death in our community. We monitor, analyze and respond to the critical health and environmental issues and emergencies that impact our communities, our clients and their families, and our diverse staff. We provide essential services to people across the lifespan, from newborns to elders.

The COVID-19 pandemic fundamentally altered the way we do business, resulting in a more coordinated, department-wide approach to meeting community needs. The Health Department brings this new perspective to bear on its core mission to: effectively manage disease outbreaks; promote healthy and safe behaviors; track the safety of our air, land and water; disseminate critical health alerts during public health emergencies and severe weather incidents; 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 services, school-based mental health and suicide prevention services; manage specialized behavioral health care for people experiencing severe and complex mental illness; coordinate substance use disorder services from harm reduction to treatment, recovery and support; deliver high quality and comprehensive primary care, dental care and pharmacy services through the Community Health Center; elevate community-driven priorities and solutions to complex community health issues; and partner in the development of policies and standards that address existing and emerging community health challenges.

The department’s strategic priorities center on long-term recovery efforts based on the needs of our communities and employees. Strategic priorities include:

- Enhancing our focus on racial and health equity
- Strengthening our role as the Local Public Health Authority to define and address community challenges and needs through a social justice, equity, and consumer lens
- Transforming the field of behavioral health and wellness
- Reinforcing our status as a highly desirable employer
- Enhancing foundational infrastructure for core services
- Aligning and coordinating services and strategy across the department in a unified approach, such as with our Opioid & Illicit Substance Response work



### Budget Overview

The FY 2024 Health Department budget is \$448.0 million, a \$6.7 million (1.5%) increase from the FY 2023 Adopted budget. The General Fund accounts for 31.4% of the total budget, and General Fund expenses increased by \$12.8 million (10.0%). Other Funds (besides American Rescue Plan) increased by \$29.2 million (10.7%). American Rescue Plan and COVID-19 funding decreased by \$35.3 million.

The FY 2024 budget includes \$6.1 million of new ongoing General Fund for programs. The largest investment was an additional \$2.5 million in the Behavioral Health Resource Center (BHRC) that opened in mid-FY 2023. The total BHRC budget (40105A/B/C) includes \$4.9 million of General Fund, along with \$4.0 million in Other Funds. The budget also includes \$1.2 million to augment staffing in Corrections Health to prevent the heavy reliance on overtime (40107). Another \$2.0 million of opioid revenue in the General Fund is funding the Behavioral Health Emergency Coordinating Network (BHECN) (40108). Other new ongoing General Fund programs include \$125,000 for Medical Examiner State Backfill (40052B) and \$280,000 of opioid revenue for Harm Reduction (40061B).

The budget also includes the following one-time-only General Fund investments:

- Behavioral Health Finance Billing (40040D) \$228,142
- Behavioral Health - Continuing COVID Response (40109) \$586,793
- Old Town Inreach (40069B) \$1,100,000
- Gun Violence Impacted Families Behavioral Health Team (40110) \$1,214,400
- Culturally Specific Mental Health Workforce Development (40111) \$150,000

A list of one-time-only programs can be found in the Budget Director's Message.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	1,460.75	1,607.52	1,594.52	1,595.20	0.68
Personnel Services	\$204,197,197	\$212,532,142	\$252,271,344	\$262,892,877	\$10,621,533
Contractual Services	82,871,724	95,819,116	94,183,917	84,157,868	(10,026,049)
Materials & Supplies	31,038,139	32,702,312	35,063,708	38,168,895	3,105,187
Internal Services	51,874,300	60,055,776	59,454,363	62,804,448	3,350,085
Capital Outlay	<u>118,679</u>	<u>1,411,837</u>	<u>350,000</u>	<u>10,000</u>	<u>(340,000)</u>
<b>Total Costs</b>	<b>\$370,100,039</b>	<b>\$402,521,183</b>	<b>\$441,323,332</b>	<b>\$448,034,088</b>	<b>\$6,710,756</b>

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

## Successes and Challenges

Despite the ongoing challenges of the evolving COVID-19 pandemic, the Health Department achieved significant accomplishments in FY 2023.

- As disparate impacts to our BIPOC communities continue, our commitment to lead with race is reflected in resource allocations and activities that have the greatest impact on health disparities experienced in BIPOC communities across the full array of health services and programs.
- Public Health, Corrections Health and the Community Health Center rapidly mobilized an effective emergency response to the fast-moving mpox outbreak. Using lessons learned from the COVID-19 pandemic, the department tracked cases, provided medical care and support, provided up-to-date information tailored to and influenced by impacted communities, offered regular information to the public via the media and to date has provided more than 5,100 vaccinations to almost 4,000 individuals.
- Our Community Immunization Program along with the Community Health Center and Corrections Health continued to provide COVID-19 vaccinations and boosters, as well as seasonal flu shots, through regularly scheduled community events and health sites. These programs are also providing COVID-delayed childhood vaccinations to children and families through a series of community catch-up events.
- Our Community Health Center continued to provide quality, low-barrier medical, dental and pharmacy services to 56,000 people -- 60% BIPOC, 40% best served in a language other than English, and 95% with incomes under 200% of Federal Poverty Level (FPL).
- The Finance and Business Management team distributed nearly \$3 million in client assistance gift cards to help individuals and families impacted by COVID-19 meet basic household needs.
- The COVID Call Center fielded 22,000 calls and emails in the first six months of FY 2023 with requests for information, vaccination appointments, and wraparound support for COVID-19, other respiratory illnesses and mpox. The Call Center was integral to the department's mpox response and mpox vaccination effort.
- The Behavioral Health Division opened the Behavioral Health Resource Center, a day center offering basic services and providing peer-led mental health and substance use services to more than 1,000 people each week who are living outside.
- Corrections Health collaborated with Behavioral Health to develop a system of coordinated care for Adults in Custody returning from Oregon State Hospital as a result of the Mosman order. The division also increased partner coordination of transition services. In December 2022 alone the Transition Services Program managed 247 referrals, and released 33 individuals with a plan for continued management of behavioral and physical health issues.



## Successes and Challenges

- The Health Department supported the Multnomah County Board in passing a ban on the sale of flavored tobacco products including menthol, a long-standing, community-driven public health priority.

No one could have predicted the challenges we faced as a lead agency in the continuing COVID-19 response in the midst of persistent racism. Additionally, the unexpected mpox outbreak response and an increase in extreme weather events strained department resources. Throughout, we have remained agile, applying lessons learned and shifting our approaches to best address ongoing and emergent community needs. Our principal challenge has been maintaining an adequate workforce to carry out our mission. Other challenges include:

- Management of ever-changing and unique public health challenges, including unprecedented labor shortages and extreme weather events.
- Significant safety challenges for our employees working in the field, at departmental worksites, and at temporary vaccine and testing sites.
- The need to redesign HR practices as a result of the significant increase in the number of recruitments and the high turnover the department is experiencing.
- 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 and the impacts of continued racial violence.

### COVID-19 & American Rescue Plan

The Health Department was the County's lead for all COVID-19 response activities. In FY 2023, the Health Department began a complex transition from COVID-19 response to recovery. In FY 2024, we will continue to wrap up our pandemic response and refocus on our core Health Department services. The infrastructure built during the pandemic and our collective learnings will prepare us for new emergencies and communicable disease functions. The FY 2024 budget demonstrates the department's significantly declining reliance on American Rescue Plan (ARP) funds. In FY 2024, all Health Department divisions are shifting to managing the ongoing, long-term impacts of the pandemic and refocusing on the core services of the Health Department.

The Health Department led the County's COVID-19 pandemic response efforts through the start of FY 2023 with key pandemic-related activities including, facility-specific outbreak response, testing and vaccination in clinical, community and corrections settings, County staff vaccination, crisis counseling, culturally-specific wrap-around supports, and data analysis. As the pandemic evolved and national, state and local case numbers began to subside, the department pivoted from an emergency response to long-term disease management efforts. In FY 2023, the ramp down of most public health interventions for COVID-19 – testing, vaccination, isolation and quarantine, wrap-around support – will continue. These services will fully ramp down by mid-year or be pivoted to address needs associated with other ongoing communicable diseases and respiratory illnesses, such as mpox, RSV and influenza.

In FY 2024, the department will continue its transition from pandemic response to ongoing support of core Health Department services and planning for new emergencies and continuing disease outbreak functions.

It will be many years before the full impact of the COVID-19 pandemic is known. However, even in the last two years the physical, psychological and economic impacts of the pandemic have taken a toll on communities already sagging under the weight of health disparities. Postponed care for chronic diseases, increased mental health challenges, complex and compounded substance use, economic stress and increased community violence are just some of the pandemic effects that we are already seeing. Demand for Health Department core services is as high now as ever and continues to grow.

In this year's budget, American Rescue Plan (ARP) requests have been kept narrow and directed toward projects or programs that can be delivered in the coming year. The Violence Prevention work will likely continue beyond FY 2024.

## 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 Strategic Plan (WESP)

The Health Department uses an equity and inclusion lens to create an equitable workplace and deliver equitable services. The Workforce Equity Strategic Plan (WESP) is one of the primary vehicles for making progress toward the County's and department's internal equity goals.

The WESP aims to support an organizational culture of safety, trust, and belonging. This foundation is the basis for equity work in the areas of promotion and professional development, employee retention, and recruitment and workforce development. By working along all avenues of the employee experience, we can attract, cultivate, and retain a dynamic, diverse workforce to best serve the needs of Multnomah County communities.

The Health Department carries out WESP work through our Mentoring Matters program, our commitment to diverse interviewing panels, our active review of our class compensation to ensure positions are appropriately classed for the work required, and our current review of position descriptions. One important expression of our continuing focus on WESP goals is our ongoing equity training series.

### Equity-Centered Budgeting and the Community Budget Advisory Committee (CBAC)

Equity considerations are at the heart of all Health Department work, not just in budgeting. From program development and ongoing community engagement to hiring practices and vendor selection, we strive to embed equity in all our processes. However, equity in department budgeting is key to ensuring our equity goals are being promoted in both our staffing and service decisions.

### Diversity, Equity, and Inclusion (continued)

In preparing the FY 2024 budget, department leaders were directed to submit budgets that identified specific equity impacts of any reductions or reallocations of program offers. In addition, leaders were asked to provide mitigation strategies for those reductions/reallocations that would reduce their impact on our Black, Indigenous and other People of Color (BIPOC) communities.

Division leaders used the following questions to guide their budgeting:

- How does this change in spending impact our ability to achieve our racial equity goals?
- Does a shift in spending disproportionately benefit or hurt specific groups in our internal and external/public communities, including staff?
- What steps have we taken to ensure that the proposed budget decision does not cause disproportionate harm to marginalized groups in our community, or perpetuate existing racial inequities?
- Do the staff or leaders involved in the decision-making process provide diverse racial perspectives?
- Might the proposed spending change have negative long-term impacts on communities who have been hit hardest by the COVID-19 pandemic?
- How can the department/division budget be balanced in a way that protects efforts to work towards racial equity?

In addition to the work being done by division leaders, the Health Department's Community Budget Advisory Committee (CBAC) is active throughout the year. Starting in the summer, the Committee meets with leadership from each division who are asked to describe how their functions and services support the Department's mission, vision and values.

The CBAC is responsible for making recommendations to the Board of County Commissioners on the priority of out of target program offers. Each out of target program offer is evaluated by the CBAC using the following criteria:

- Alignment with the CBAC's values which include advancing racial justice
- Impact on communities who experience health disparities, including BIPOC communities

Through input from divisional leaders, our frontline program staff, and our CBAC we ensure that we identify any potential equity impacts of our budgeting decisions. We prioritize areas of the greatest need and seek to fill identified gaps in our regional public health systems for the benefit of Multnomah County residents.

#### **Health Department Office of Equity and Inclusion**

In general, the Department's Office of Equity and Inclusion (OEI) provides key leadership and guidance as we continually strengthen our accountability around equity issues. This work includes providing budget input, policy

### Diversity, Equity, and Inclusion (continued)

leadership, systematic data review to monitor equity impacts, and guidance to departmental leadership on best practices for integrating equity into decision making. They provide education, facilitation, coaching and technical support across the department. The Equity Manager has regular contact with senior leadership as a member of the Department Leadership Team.

In FY 2023, the Office of Equity and Inclusion (OEI) was moved into the Health Department Director’s office, with the Equity Manager reporting directly to the Department Director. When the Health Department’s Equity Manager accepted a leadership role in another County department, Health Department leadership initiated a national search for our new Equity Manager.

The Health Department’s Equity Manager will lead the implementation of OEI’s strategic goals for FY 2022 through FY 2024, which include:

- Accelerate culture change efforts to support our organization’s recovery from the trauma and intensity of the COVID-19 response and help institute healthy, inclusive and equitable work environments for employees across the department.
- Ensure the Health Department implements recommendations prioritized in the Workforce Equity Strategic Plan (WESP).
- Build capacity among Health Department managers and supervisors to lead inclusively with race.

### Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$4,738,625	\$0	\$4,738,625	14.00
Operations	8,909,000	290,595	9,199,595	46.68
Financial And Business Management	18,283,337	0	18,283,337	70.00
Health Officer	5,839,977	1,984,542	7,824,519	32.13
Public Health	34,368,542	44,937,183	79,305,725	314.95
Integrated Clinical Services	0	183,861,803	183,861,803	660.27
Corrections Health	31,524,715	0	31,524,715	138.03
Behavioral Health	36,904,671	80,042,517	116,947,188	298.71
COVID-19 & American Rescue Plan	0	5,748,581	5,748,581	20.43
<b>Total Health Department<sup>1</sup></b>	<b>\$140,568,867</b>	<b>\$316,865,221</b>	<b>\$457,434,088</b>	<b>1,595.20</b>

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

### 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 system 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

With the creation of an Operations Division the Director's Office, Operations and Finance and Business Management divisions have gone through a restructuring of roles and responsibilities. The Director's Office now includes the Director and the Office of Diversity and Equity, with other responsibilities delegated to Operations or Finance and Business Management.

The creation of an additional Deputy Director of Operations position in FY 2023 added leadership capacity at the operational level which allows the Director to have a more strategic focus on large-scale initiatives such as the Behavioral Health Resource Center, the Behavioral Health Emergency Coordination Network, Gun Violence Prevention, and enhanced measurement and assessment of quality outcomes and accreditation- as well as helping develop an overarching strategic plan featuring pillars of Public and Population Health, Behavioral Health, Workforce Development, Infrastructure, and Racial Equity.

### Operations

The Health Department Operations Division provides foundational support to the entire Health Department with a focus on timely hiring, enhanced employee experience, increased employee retention, globally mapped quality outcomes, increased policy compliance, enhanced privacy and HIPAA protections, meaningful messaging to diverse communities, and heightened readiness for emergencies.

Human Resources provides expertise, leadership, consultation for hiring, transfers and promotions. This team supports all staff through the life-cycle of their tenure with the department in terms of pay, benefits, and other aspects of the employee experience. The Learning and Development team is responsible for professional development opportunities, mentoring support, and leadership development and coordination of training across the department.

The Communications and Marketing team is responsible for crafting and distributing essential health information to diverse communities across Multnomah County through campaigns and messaging including social media, print mailers, highly visible public service campaigns, radio announcements, and in brochures and guides designed to reach Multnomah County's many culturally specific communities. They also offer a suite of services to other divisions including graphic design, branding, website management, social media management, internal communications, and video productions.

The division's centralized and strategic data and quality programs provide data analytics, data governance, and policy administration. The division is also responsible for planning for continuity of operations during any emergency to ensure the department can meet its mission.

### Significant Changes

This new division is under the consolidated leadership of a new Deputy Director of Operations, a position added in FY 2023, with a goal of ensuring that staff across the Department have the resources, information, and support they need to effectively serve the community.

### Financial & Business Management

Finance and business management services underpin the department's ability to achieve its mission. Its teams are the infrastructure required to effectively and responsibly manage the department's \$400+ million budget. Services include accounting, financial reporting, budget development and monitoring, compliance, medical billing, procurement, and contract services. Teams collaborate with the Department of County Management, County's Budget Office, the CFO's Office, Central Finance, the County Attorney and our internal services providers in the Department of County Assets. More than 15,000 invoices, 250,000 medical claims, 700 contract and procurement actions, and more than 150 federal and state grants were paid, submitted, executed, and reported on during the 2022 fiscal year.

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. 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 continue to experience increased workloads due to the department's pandemic 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 cross-County coordination.

From June 2022 to July 2022 the division distributed approximately \$3 million in client assistance payments to 7,500 clients who participated in our various services. Client assistance payments helped individuals and families who were financially impacted by the pandemic to meet basic needs. These efforts were led by FBM staff, and included trauma-informed approaches to troubleshooting and addressing participant concerns and questions.

The division continues to engage with our community in a more direct and impactful way. To reduce barriers in the procurement and contracting process the division is creating virtual and in-person training and materials for our internal and external partners which make the process more accessible. In addition, in alignment with federal requirements the billing team collaborated with services across the department to implement Good Faith Estimates (GFE). GFEs provide the total expected cost of any health care item and service provided in our clinics.



### Health Officer

The Health Officer Division includes the regional Health Officer, Medical Examiner, Emergency Medical Services (EMS), and Public Health Emergency Preparedness programs. These programs provide vital services 24 hours per day, 7 days per week, 365 days per year. The regional Health Officer program provides statutorily required public health physician consultation, technical direction, and leadership to support public health activities across the three Portland metro region counties. Through a combination of EMS franchise fees and County General Fund, the regional Multnomah County Health Officer supervises four health officers and serves as the physician link to health systems and underserved communities.

The Medical Examiner's Office (MEO) operates 24/7/365 providing death investigations to determine the cause and manner for approximately 1 in 3 deaths in Multnomah County. Investigations are required by statute for deaths including homicides, suicides, overdoses, and accidental deaths.

The Emergency Medical Services (EMS) program includes EMS Administration, the EMS Medical Director and the Tri-County 911 (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 by state grants. The program works to improve response readiness by maintaining emergency plans, operations, and Public Health response capabilities. The staff of this program are also responsible for management of the Medical Reserve Corp (MRC) volunteer program. The MRC organizes local volunteers who hold appropriate medical licenses or certifications to donate their time and expertise to prepare for and respond to emergencies and support ongoing preparedness initiatives.

The Health Officer Division's programs are critical to the County's public health emergency response. Our functions support the entire public health system to respond to all types of crises, including respiratory virus surges, new threats such as mpox, or the current epidemic levels of substance use disorder and fatal overdose.

### Significant Changes

The Medical Examiner program continues to adjust to a very high caseload as the number of deaths needing investigation continues to increase year over year, leading to increased body storage costs and a need for additional administrative support. Additionally, the State Medical Examiner recently announced that the State will turn over work they have traditionally done, the majority of routine death certification to counties. A Physician will be responsible for signing death certificates corresponding to record review and death investigation results. This change will significantly impact the Health Officer division and this budget makes an initial investment in addressing this need as we continue to assess the impact (40052B).

### Public Health

The Public Health Division is the local public health authority (LPHA) for Multnomah County. It is responsible for protecting the health of the public, including through mandated functions, 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 recovery. Public Health works from a foundation of leading with race in partnership with community across the following program areas:

- Communicable Disease Services, which prevents the spread of reportable contagious diseases, through epidemiology, investigation, harm reduction, partnerships, and clinical and immunization services.
- Environmental Health, which protects the safety of residents by inspecting licensed facilities such as restaurants and pools; 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.

Public Health's COVID-19 work was and continues to be coordinated with other Department Divisions, County Departments, the BOH, and community stakeholders over the last three years. Toward the end of FY 2023 and into FY 2024 there will be a more formal ramp down of COVID-19 specific response activities. Ongoing COVID-19 activities include epidemiology, outbreak response in high risk settings, targeted vaccination, and culturally specific communication and outreach for impacted community members.

### Significant Changes

Public Health is recovering from the years of responding to the acute phase of the COVID-19 pandemic. In FY 2024 we will be refocusing efforts on domains that have been further aggravated by the global pandemic through a modernized public health lens. This includes addressing the leading causes of death and years of life lost through a health equity lens working with health data and community voice. Pressing areas in this budget include addressing communicable diseases that have increased as a result of the pandemic, addressing the increase and complexity of drug overdoses, addressing the social determinants of health that drive chronic disease disparities, addressing climate change and climate adaptation needs, and maintaining our culturally-specific liaison and coalition work that crosses all of our program areas.

Non COVID-19 related changes include: Implementation of some sizable grant investments (OHA Public Health Modernization and a large CDC Infrastructure Grant) to support work across the Division and among community partners. Also, Community Epidemiology Services is integrated into Program Design and Evaluation Program (40096A), Community Immunization Program has two program offers (40199B, 40010C); and Parent, Child, and Family Health is implementing Epic Electronic Health Record across programs (40096B, 40097). One-time-only ARPA funded Public Health Approach to Gun Violence (40199X).

### 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 56,000 unique clients per year, with a focus on people who otherwise have limited access to health care. Health Center services include highly specified care for persons living with HIV, as well as for immigrant and refugee populations. As a Federally Qualified Health Center, the program must follow federal Health Resources and Services Administration (HRSA) regulatory requirements and specific governance, financial, operational, and clinical quality policies.

The Health Center Program welcomes all persons, regardless of insurance status, ability to pay, or documentation status. Our Health Center prioritizes culturally and linguistically appropriate care, supporting clients in a way that works for them. Sixty percent of our clients 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 clients 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 have been deeply involved in prevention, testing, treatment, and outreach to high-risk populations. ICS will continue to support the COVID-19 pandemic response through the integration of testing and treatment into clinical operations across all services areas. ARPA roles that have been supported by time-limited funds and are not linked to integrated care programs will end in FY 2023. In FY 2024 the Health Center will seek to expand access to care for persons experiencing homelessness through a new mobile healthcare program offering primary care, dental, and behavioral health services. The Mobile Clinic will assist these populations with Oregon Health Plan and other health services enrollment and navigation. This work is part of Program Offer 40027.

As part of ongoing financial and quality improvement initiatives, the Health Center will also transition central lab processing to an external vendor. This will reduce the wait time on test results. Health Center Medical Laboratory Technicians will continue to lead quality assurance activities, training and competencies, and the processing of "point of care" specimens collected during the client appointment at the Health Center. All existing services will continue to be offered to clients at the Health Center.

Workforce development programming and support roles will be added in FY 2024, including innovative training programs for Expanded Function Dental Assistants and Pharmacy Technicians. These initiatives will enable the division to fill high demand roles, and will provide improved health care access to our clients and robust professional development opportunities for our staff.

### Corrections Health

Corrections Health works to ensure access to health care and safeguard the health of individuals detained at Multnomah County Detention Center, Multnomah County Inverness Jail, and the Donald E. Long Juvenile Detention Center. 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. A disproportionate percentage of Multnomah County's Black, Indigenous, and other People of Color (BIPOC) community are incarcerated, which underscores the equity impacts of the work done by Corrections Health. As health risks and diseases rarely impact all communities equally, the work of Corrections Health addresses some of the most vulnerable in our community.

Corrections Health staff at the adult facilities provide around-the-clock evaluation, diagnosis and treatment to over 30,000 individuals each year. Many people in our care have serious, unstable or chronic health conditions, including severe behavioral health challenges. 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 of the people served by Corrections Health 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 community at large. By stabilizing substance use and behavioral health conditions, detainees can more fully participate in their legal cases, which protects their constitutional rights and promotes a more fair and efficient judicial process.

### Significant Changes

Recruitment and hiring practices promote a workforce that resembles the BIPOC demographic of the population served. Further efforts will continue in FY 2024 to evaluate policies, procedures and practices to ensure that equity is embedded throughout Corrections Health processes, while maintaining appropriate access to essential care. A significant enhancement of the nursing and Mental Health Consultant staffing models, funded in the FY 2024 budget (40107, 40059B, 40050, 40051, 40049) will function to reduce overtime and mandatory overtime work shifts, while promoting morale to staff who work in a challenging environment.

The rising cost of pharmaceuticals and outside medical services – including specialty clinic evaluations, ambulance services and emergency room visits – continues to be a challenge, particularly as Corrections Health continues to address the impacts of COVID-19. Corrections Health continues to improve transition planning efforts before release, so that people with significant medical (including substance use disorders) or behavioral needs, receive continuity of care upon their release. These efforts improve community health and are aimed at reducing recidivism. The scope of work in the transition program continues to grow and the need for transition services is regularly highlighted in court proceedings.

### 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. The division's budget decisions are grounded in the values of racial justice and equity, cultural humility, stewardship, transparency, integrity and courage. In FY 2024, BHD will prioritize programs and services working at an intersection of homelessness and behavioral health. These include county-delivered services and those delivered by contracted community providers.

The BHD is committed to addressing gaps in the system of care for the most vulnerable, including individuals who are chronically homeless, victims of abuse, and other marginalized communities and people. The Division prioritizes upholding a consumer-driven system and creating access to supportive housing.

The division operates the Community Mental Health Program (CMHP) which provides "safety net" services to the most vulnerable adults and historically marginalized people and communities. This work includes providing oversight of adult residential services programs; intensive care coordination including the CHOICE Model program; behavioral health crisis services; a 24/7 crisis line available to all residents in Multnomah county; involuntary commitment services; adult protective services; mobile crisis response; and culturally-specific services and programming to support jail diversion efforts.

The division also provides prevention and early intervention to children, youth and young adults. This includes wrap-around services, school-based mental health programs in more than 39 schools across the county; mental health services and consultation for those impacted by gun violence, as well as intervention with young adults experiencing their first episode of psychosis. In addition, the Addictions and Prevention Program provides services for gambling and substance use disorders (SUD) in children and adults; and prevention programs to address substance use, gambling, and suicide.

For FY 2024, BHD prioritized promising programs launched in FY 2023, including the Gun Violence Impacted Families Team (40109), Behavioral Health Resource Center (40105A/B/C), and the Old Town Inreach Program (40069B). BHD is excited to demonstrate the significant impacts these programs have made in the lives of community members in the months to come.

The division will take the lead in overseeing the Behavioral Health Emergency Coordinating Network (BHECN). BHECN will 1) function as a structure that coordinates stakeholder resources towards new community sobering, stabilization and triage services; 2) ensure alignment of other stakeholder resources outside the scope of BHECN; and 3) act as a model for the future network upon the launch of new services (40108).

The BHD is setting in motion a new multi-phase revenue strategy. The goal of this strategy involves maximizing opportunities for revenue with all third party funders for contracted services. This will allow the division and the County to focus limited county resources on new innovation and expanded services for the most vulnerable in our community.

### Significant Changes

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## Health Department

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

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Director's Office</b>					
40000A	Health Department Director's Office	\$4,173,437	0	\$4,173,437	11.00
40000B	Director's Office - In/Out of Scope Services	126,000	0	126,000	0.00
40003	Health Department Facilities, Safety and Administrative Support	439,188	0	439,188	3.00
<b>Operations</b>					
40039A	Human Resources	4,609,376	290,595	4,899,971	24.88
40039B	Human Resources - ICS Recruitment	152,753	0	152,753	1.00
40046	Health Department Operations	4,146,871	0	4,146,871	20.80
<b>Financial &amp; Business Management</b>					
40040A	Financial and Business Management Services	10,101,993	0	10,101,993	39.00
40040D	Behavioral Health Finance Billing	228,142	0	228,142	0.00
40041	Medical Accounts Receivable	2,074,175	0	2,074,175	12.00
40042A	Contracts & Procurement	2,613,450	0	2,613,450	14.00
40044	Health Data and Analytic Team	3,265,577	0	3,265,577	5.00
<b>Health Officer</b>					
40002	Tri-County Health Officer	531,652	421,840	953,492	1.94
40004	Ambulance Services (Emergency Medical Services)	2,521,018	1,257,075	3,778,093	13.80
40005	Public Health & Regional Health Systems Emergency Preparedness	64,814	305,627	370,441	1.39
40052	Medical Examiner	2,550,776	0	2,550,776	15.00
40052B	Medical Examiner State Backfill	125,000	0	125,000	0.00
40106	Health Officer In/Out of Scope Services	46,717	0	46,717	0.00
<b>Public Health</b>					
40001	Public Health Administration and Quality Management	2,097,689	452,505	2,550,194	12.80
40006	Tobacco Prevention and Control	738,588	1,491,369	2,229,957	7.35
40007	Health Inspections and Education	6,745,307	32,620	6,777,927	37.40
40008	Vector-Borne Disease Prevention and Code Enforcement	2,287,645	0	2,287,645	12.10
40009	Vital Records	3,899	882,936	886,835	5.10
40010A	Communicable Disease Prevention and Control	1,877,388	3,031,030	4,908,418	20.25

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Public Health (continued)</b>					
40010B	Communicable Disease Clinical and Community Services	1,796,945	4,204,749	6,001,694	26.12
40010C	Communicable Disease Community Immunization Program	0	196,470	196,470	1.07
40012B	Services for Persons Living with HIV - Regional Education and Outreach	76,826	6,172,394	6,249,220	5.80
40018	Women, Infants, and Children (WIC)	2,785,683	4,232,932	7,018,615	45.00
40037	Environmental Health Community Programs	846,074	1,520,267	2,366,341	11.30
40048	Community Epidemiology	1,359,669	177,609	1,537,278	7.67
40053	Racial and Ethnic Approaches to Community Health	710,144	1,044,695	1,754,839	6.07
40054	Nurse Family Partnership	857,455	2,287,186	3,144,641	9.20
40055	Home and Community Based Consulting	172,422	550,762	723,184	3.80
40056	Healthy Families	853,657	3,292,023	4,145,680	5.56
40058	Healthy Birth Initiative	1,586,174	2,525,541	4,111,715	17.75
40060	Community & Adolescent Health	1,970,702	2,420,304	4,391,006	20.13
40061	Harm Reduction	1,867,113	3,510,637	5,377,750	9.70
40061B	Harm Reduction - Opioid Settlement Investment	280,000	0	280,000	1.00
40096A	Public Health Office of the Director	3,591,270	6,677,189	10,268,459	37.48
40096B	Public Health In/Out of Scope Services	548,291	0	548,291	3.87
40097	Parent, Child, and Family Health Management	1,315,601	233,965	1,549,566	8.44
<b>Integrated Clinical Services</b>					
40012A	FQHC-HIV Clinical Services	0	7,848,493	7,848,493	35.25
40016	FQHC-Medicaid/Medicare Eligibility	0	3,109,143	3,109,143	20.40
40017	FQHC-Dental Services	0	28,519,559	28,519,559	120.46
40019	FQHC-North Portland Health Clinic	0	5,751,342	5,751,342	24.95
40020	FQHC-Northeast Health Clinic	0	6,579,772	6,579,772	27.03
40022	FQHC-Mid County Health Clinic	0	13,543,213	13,543,213	55.10
40023	FQHC-East County Health Clinic	0	11,934,229	11,934,229	47.25
40024	FQHC-Student Health Centers	0	7,844,173	7,844,173	33.96
40026	FQHC-La Clinica de Buena Salud	0	3,563,322	3,563,322	13.90
40027	FQHC-Southeast Health Clinic	0	6,098,114	6,098,114	26.30
40029	FQHC-Rockwood Community Health Clinic	0	6,487,688	6,487,688	27.65
40030	FQHC-Clinical Director	0	1,844,547	1,844,547	3.00
40031	FQHC-Pharmacy	0	39,142,849	39,142,849	61.63

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Integrated Clinical Services (continued)</b>					
40032	FQHC-Lab and Medical Records	0	3,427,424	3,427,424	18.50
40033	FQHC-Primary Care and Dental Access and Referral	0	4,700,662	4,700,662	30.25
40034A	FQHC-Administration and Operations	0	9,644,951	9,644,951	43.80
40034B	FQHC - Contingency and Reserves	0	9,400,000	9,400,000	0.00
40036	FQHC-Community Health Council and Civic Governance	0	679,500	679,500	3.00
40102	FQHC Allied Health	0	6,562,370	6,562,370	38.84
40103	FQHC-Quality Assurance	0	7,180,452	7,180,452	29.00
<b>Corrections Health</b>					
40049	Corrections Health Juvenile Detention	1,766,187	0	1,766,187	6.00
40050A	Corrections Health Multnomah County Detention Center (MCDC)	4,009,348	0	4,009,348	21.35
40050B	Corrections Health MCDC Clinical Services and 4th Floor Housing	3,662,482	0	3,662,482	9.90
40050C	Corrections Health MCDC Housing Floors 5, 6, 7 & 8	3,561,522	0	3,561,522	14.00
40050D	Corrections Health - In/Out of Scope Services	1,145,176	0	1,145,176	8.08
40051A	Corrections Health Inverness Jail (MCIJ) Clinical Services	4,696,329	0	4,696,329	24.65
40051B	Corrections Health MCIJ General Housing Dorms 4 - 11	3,147,068	0	3,147,068	7.50
40051C	Corrections Health MCIJ Dorms 12 - 18 and Infirmary	2,283,037	0	2,283,037	8.50
40059A	Corrections Health Behavioral Health Services	5,852,906	0	5,852,906	30.65
40059B	Corrections Health Behavioral Health Nurse Practitioner Restoration	189,552	0	189,552	0.80
40107	Corrections Health Staff Augmentation	1,211,108	0	1,211,108	6.60
<b>Behavioral Health</b>					
40065	Behavioral Health Division Administration	2,119,398	2,022,466	4,141,864	13.08
40067	Medical Records for Behavioral Health Division	243,430	414,727	658,157	4.75
40068	Behavioral Health Quality Management	1,447,776	2,789,828	4,237,604	20.82
40069	Behavioral Health Crisis Services	1,181,469	14,783,611	15,965,080	30.58
40069B	Old Town Inreach	1,100,000	0	1,100,000	0.00
40070	Mental Health Crisis Assessment & Treatment Center (CATC)	642,969	0	642,969	0.00
40071	Behavioral Health Division Adult Protective Services	1,206,991	257,342	1,464,333	8.00
40072	Mental Health Commitment Services	1,978,768	2,967,953	4,946,721	24.10



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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Behavioral Health (continued)</b>					
40073	Peer-run Supported Employment Center	117,045	0	117,045	0.00
40074	Mental Health Residential Services	1,523,961	8,703,688	10,227,649	11.80
40075	Choice Model	0	5,197,814	5,197,814	13.32
40077	Mental Health Treatment & Medication for the Uninsured	686,110	0	686,110	0.00
40078	Early Assessment & Support Alliance	484,949	2,094,381	2,579,330	13.10
40080	Community Based MH Services for Children & Families	754,221	314,395	1,068,616	5.77
40081	Multnomah County Care Coordination	0	11,317,721	11,317,721	49.68
40082A	School Based Mental Health Services	2,397,192	2,948,333	5,345,525	31.39
40082B	School Based Mental Health Services - In/Out of Scope Services	593,995	0	593,995	2.35
40083	Behavioral Health Prevention Services	206,430	421,878	628,308	3.30
40084A	Culturally Specific Mental Health Services	2,027,713	0	2,027,713	0.00
40084B	Culturally Specific Mobile Outreach and STP	764,942	0	764,942	0.00
40085	Adult Addictions Treatment Continuum	2,438,300	10,889,602	13,327,902	5.40
40086	Addiction Services Gambling Treatment & Prevention	0	1,497,907	1,497,907	3.20
40087	Addiction Services Alcohol & Drug Prevention	0	745,983	745,983	1.30
40088	Coordinated Diversion for Justice Involved Individuals	1,763,552	4,830,981	6,594,533	22.50
40089	Addictions Detoxification & Post Detoxification Housing	1,608,079	829,079	2,437,158	0.50
40090	Family & Youth Addictions Treatment Continuum	118,468	159,787	278,255	0.00
40091	Family Involvement Team	34,656	356,139	390,795	0.00
40099A	Early Childhood Mental Health Program	1,804,760	544,390	2,349,150	11.89
40099B	Preschool For All Early Childhood	0	1,731,715	1,731,715	10.98
40099C	Early Childhood Mental Health Program - In/Out of Scope Services	101,061	0	101,061	0.50
40100	Trauma Intervention Services	56,378	0	56,378	0.00
40101	Promoting Access To Hope (PATH) Care Coordination Continuum	613,695	237,467	851,162	8.90
40105A	Behavioral Health Resource Center (BHRC) - Day Center	1,339,025	2,030,330	3,369,355	1.50
40105B	Behavioral Health Resource Center (BHRC) - Shelter/Housing	1,098,145	1,955,000	3,053,145	0.00
40105C	Behavioral Health Resource Center (BHRC) - Day Center CGF Support	2,500,000	0	2,500,000	0.00

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Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Behavioral Health (continued)</b>					
40108	BHECN - Behavioral Health Emergency Coordinating Network	2,000,000	0	2,000,000	0.00
40109	Behavioral Health - Continuing COVID Response	586,793	0	586,793	0.00
40110	Gun Violence Impacted Families Behavioral Health Team	1,214,400	0	1,214,400	0.00
40111	Culturally Specific Mental Health Workforce Development	150,000	0	150,000	0.00
<b>COVID-19 &amp; American Rescue Plan</b>					
40199B	ARP - Public Health Communicable Disease Community Immunization Program	0	1,718,068	1,718,068	8.88
40199T	Public Health CDC COVID-19 Health Disparities	0	2,623,098	2,623,098	4.50
40199U	Public Health REACH COVID-19/Flu Vaccine Supplement	0	825,000	825,000	3.05
40199X	ARP - Public Health Gun Violence	0	449,082	449,082	3.00
40199Y	Early Assessment and Support Alliance (EASA) COVID-19 Stimulus Funding	0	<u>133,333</u>	<u>133,333</u>	<u>1.00</u>
<b>Total Health Department<sup>1</sup></b>		<b>\$140,568,867</b>	<b>\$316,865,221</b>	<b>\$457,434,088</b>	<b>1,595.20</b>

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

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**Department:** Health Department      **Program Contact:** Valdez Bravo  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 Description**

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 the Health Department's primary liaison to Federal, State, County and local elected officials. The Director works with other County departments and community partners to foster 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 health care services to improve 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.

This program offer also includes \$1,898,602 in funds set aside to support the operations of Integrated Clinical Services.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$2,018,536	\$0	\$1,867,003	\$0
Contractual Services	\$1,898,136	\$0	\$2,009,707	\$0
Materials & Supplies	\$106,755	\$0	\$97,184	\$0
Internal Services	\$186,766	\$0	\$199,543	\$0
<b>Total GF/non-GF</b>	<b>\$4,210,193</b>	<b>\$0</b>	<b>\$4,173,437</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,210,193</b>		<b>\$4,173,437</b>	
<b>Program FTE</b>	10.75	1.00	10.00	1.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 40000A Health Department Director's Office

In FY 2024 this division now houses the department's Equity Team. Program offer 40003, which oversees facilities and safety is now a part of the Financial & Business Management Division. In FY 2023 this program was a part of the Director's Office.

**Department:** Health Department      **Program Contact:** Valdez Bravo  
**Program Offer Type:** Support      **Program Offer Stage:** 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. 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Contractual Services	\$90,000	\$0	\$126,000	\$0
<b>Total GF/non-GF</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$126,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$90,000</b>		<b>\$126,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40000B Director's Office - In/Out of Scope Services

**Department:** Health Department      **Program Contact:** Jessica Guernsey  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,917,731	\$308,902	\$1,784,259	\$357,022
Contractual Services	\$0	\$170,959	\$17,535	\$27,512
Materials & Supplies	\$101,850	\$14,018	\$111,539	\$8,942
Internal Services	\$215,440	\$60,365	\$184,356	\$59,029
<b>Total GF/non-GF</b>	<b>\$2,235,021</b>	<b>\$554,244</b>	<b>\$2,097,689</b>	<b>\$452,505</b>
<b>Program Total:</b>	<b>\$2,789,265</b>		<b>\$2,550,194</b>	
<b>Program FTE</b>	11.80	2.00	10.80	2.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$554,244	\$0	\$452,505
<b>Total Revenue</b>	<b>\$0</b>	<b>\$554,244</b>	<b>\$0</b>	<b>\$452,505</b>

## Explanation of Revenues

This program generates \$49,876 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.

State \$ 204,409- PHM Local - OPS

Federal \$ 248,096- PE-62 Overdose Prevention-Counties

## Significant Program Changes

**Last Year this program was:** FY 2023: 40001 Public Health Administration and Quality Management



<b>Department:</b>	Health Department	<b>Program Contact:</b>	Jennifer Vines
<b>Program Offer Type:</b>	Existing	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	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 regional 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 provides executive level oversight to the County’s Emergency Medical Services Program, the Medical Examiners 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 Description**

The Multnomah County Health Officers provide physician authorization and clinical oversight for the full scope of Communicable Disease Services, including the Sexually Transmitted Disease Clinic, tuberculosis diagnosis and treatment, and many other types of outbreaks. They close gaps in services, recent examples include COVID-19 testing and vaccination, naloxone availability, and rapid HIV testing. Working in concert with community-based staff and programs, the Multnomah County Health Officers extend the reach of public health interventions to those disproportionately affected by specific health threats. They also offer a unique perspective in the realm of local and state health policy that is prevention-focused and equity-based.

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 to cover regional duties.

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: measles, Ebola, extreme cold/heat, poor air quality, and the drug overdose crisis.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$412,802	\$651,248	\$435,451	\$361,088
Contractual Services	\$0	\$264,972	\$0	\$0
Materials & Supplies	\$7,506	\$36,139	\$0	\$10,308
Internal Services	\$72,727	\$109,155	\$96,201	\$50,444
<b>Total GF/non-GF</b>	<b>\$493,035</b>	<b>\$1,061,514</b>	<b>\$531,652</b>	<b>\$421,840</b>
<b>Program Total:</b>	<b>\$1,554,549</b>		<b>\$953,492</b>	
<b>Program FTE</b>	0.99	1.16	0.99	0.95

Program Revenues				
Intergovernmental	\$0	\$1,061,514	\$0	\$421,840
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,061,514</b>	<b>\$0</b>	<b>\$421,840</b>

## Explanation of Revenues

This program generates \$50,444 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

This program generates \$50,444 in indirect revenues.  
 \$ 41,840 - Tri-County Health Officer Clackamas County  
 \$ 380,000 - Tri-County Health Officer Washington County

## Significant Program Changes

**Last Year this program was:** FY 2023: 40002 Tri-County Health Officer

The Multnomah County Health Officer FTE increased from 0.90 FTE to 1.00 FTE starting in 2020 and has remained at the level throughout the pandemic. Multnomah County added additional Health Officer position and capacity in FY 2023 using American Rescue Plan (ARP) funds, which increased the total number of Health Officers from two to three. Washington County has a reduction in FY24 which will reduce both the revenue and the Washington County Health Officer FTE from 1.0 down to 0.8 FTE. Multnomah likewise will see a reduction of Multnomah County funded Health officer time back to the pre pandemic coverage level of 0.9 FTE. The Health Officer program will see a reduction of 1.1 FTE in FY24 due to loss of the ARPA funded Health Officer 0.8 FTE, reduction of Washington County's Health Officer 0.2 FTE, and the reduction of the Multnomah County Health Officer 0.1 FTE.

**Department:** Health Department      **Program Contact:** Wendy Lear  
**Program Offer Type:** Support      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program provides facilities, safety, and administrative support for the department and includes operations, safety support for the department and lobby and building support for the Health Department Headquarters, the Gladys McCoy Building.

**Program Description**

This team provides scheduling, meeting/event preparation, technical support, project management, and communication support. This team provides 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. The Facilities and Safety Liaison conducts safety planning, leads coordination with contracted security personnel and leads development and revisions of department safety and security policy. The Facilities and Safety Liaison works closely with the office of Workplace Security.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of Safety and Security Advisory Committee meetings held to address safety concerns reported by Health Depa	4	N/A	6	12
Outcome	% of incidents that received a response/follow-up within 2 weeks of report submission	N/A	N/A	50%	60%

**Performance Measures Descriptions**

The annual number of safety and security advisory committee meetings. Regular meetings will ensure prompt and consistent follow-up on reported incidents. The percentage of incidents that received a response or follow-up within 2 weeks of the incident report submission.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$396,388	\$0	\$363,061	\$0
Materials & Supplies	\$158	\$0	\$166	\$0
Internal Services	\$71,389	\$0	\$75,961	\$0
<b>Total GF/non-GF</b>	<b>\$467,935</b>	<b>\$0</b>	<b>\$439,188</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$467,935</b>		<b>\$439,188</b>	
<b>Program FTE</b>	4.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** FY 2023: 40003 Health Department Leadership Team Support

The pandemic, telework and neighborhood safety created new challenges and opportunities. 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 Facilities and Safety Liaison established new safety and security policies, data collection systems, analysis and reporting. In collaboration with an advisory committee and Health Department leadership the Liaison identified best practices in safety and security, developed monthly communications and implemented a new program to distribute personal body alarms. This program offer reduced 1.00 FTE Administrative Analyst to meet the General Fund constraint.

**Department:** Health Department      **Program Contact:** Aaron Monnig  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 nonemergency ambulance providers. Under Medical Direction, the system receives 9-1-1- calls, dispatches resources, provides care, and transports patients to the appropriate facilities

**Program Description**

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 111,160+ 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$1,515,049	\$941,323	\$1,684,126	\$955,045
Contractual Services	\$504,647	\$18,700	\$554,696	\$18,700
Materials & Supplies	\$96,677	\$7,498	\$93,693	\$6,277
Internal Services	\$233,893	\$264,905	\$188,503	\$277,053
<b>Total GF/non-GF</b>	<b>\$2,350,266</b>	<b>\$1,232,426</b>	<b>\$2,521,018</b>	<b>\$1,257,075</b>
<b>Program Total:</b>	<b>\$3,582,692</b>		<b>\$3,778,093</b>	
<b>Program FTE</b>	7.52	6.38	7.87	5.93

Program Revenues				
Fees, Permits & Charges	\$2,067,821	\$0	\$2,166,546	\$0
Intergovernmental	\$72,566	\$0	\$67,915	\$0
Other / Miscellaneous	\$0	\$1,232,426	\$0	\$1,257,075
<b>Total Revenue</b>	<b>\$2,140,387</b>	<b>\$1,232,426</b>	<b>\$2,234,461</b>	<b>\$1,257,075</b>

## Explanation of Revenues

This program generates \$133,420 in indirect revenues.

Lic. fees \$175,000, the ambulance franchise fee \$1,421,511, and first responder medical direction contracts \$67,915 and ambulance medical direction \$551,035 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, 2024 to serve Medicaid members (\$1,257,075). 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 2023: 40004 Ambulance Services (Emergency Medical Services)

**Department:** Health Department

**Program Contact:** Aaron Monnig

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Ensure proper PH leadership and prog. representation in emerg. activation and exercise over the year.	100%	100%	100%	100%
Outcome		N/A	N/A	N/A	N/A

### 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	2023	2023	2024	2024
Personnel	\$27,043	\$259,392	\$23,588	\$263,445
Materials & Supplies	\$13,853	\$0	\$14,497	\$523
Internal Services	\$23,263	\$39,636	\$26,729	\$41,659
<b>Total GF/non-GF</b>	<b>\$64,159</b>	<b>\$299,028</b>	<b>\$64,814</b>	<b>\$305,627</b>
<b>Program Total:</b>	<b>\$363,187</b>		<b>\$370,441</b>	
<b>Program FTE</b>	0.17	1.26	0.08	1.31

Program Revenues				
Intergovernmental	\$0	\$299,028	\$0	\$305,627
<b>Total Revenue</b>	<b>\$0</b>	<b>\$299,028</b>	<b>\$0</b>	<b>\$305,627</b>

## Explanation of Revenues

This program generates \$36,803 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.

Federal: \$ 259,988 - Public Health Emergency Prep

Federal: \$ 45,639 - OHA Cities Readiness Initiative (CRI)

## Significant Program Changes

**Last Year this program was:** FY 2023: 40005 Public Health & Regional Health Systems Emergency Preparedness

**Department:** Health Department      **Program Contact:** Charlene McGee  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$550,415	\$388,871	\$602,878	\$941,569
Contractual Services	\$15,000	\$28,000	\$15,750	\$314,888
Materials & Supplies	\$25,806	\$2,019	\$24,706	\$47,317
Internal Services	\$91,772	\$106,179	\$95,254	\$187,595
<b>Total GF/non-GF</b>	<b>\$682,993</b>	<b>\$525,069</b>	<b>\$738,588</b>	<b>\$1,491,369</b>
<b>Program Total:</b>	<b>\$1,208,062</b>		<b>\$2,229,957</b>	
<b>Program FTE</b>	4.05	2.80	4.05	3.30

Program Revenues				
Fees, Permits & Charges	\$647,560	\$0	\$738,588	\$0
Intergovernmental	\$0	\$525,069	\$0	\$1,491,369
<b>Total Revenue</b>	<b>\$647,560</b>	<b>\$525,069</b>	<b>\$738,588</b>	<b>\$1,491,369</b>

## Explanation of Revenues

This program generates \$131,537 in indirect revenues.

Direct State \$ 463,369 - Tobacco Prevention

Direct State \$ 1,000,000 - Tobacco Prevention - BM 108

Other \$ 28,000 - Tobacco Prevention & Cessation

\$ 738,588 - Tobacco Retail Licenses

## Significant Program Changes

**Last Year this program was:** FY 2023: 40006 Tobacco Prevention and Control

Continued COVID-19 Impacts: Tobacco Retail License holders conduct in-person business by office appointment; trainings offered virtually; continuation of virtual inspections with some in-person inspections of retail establishments. Legal sales age inspections resumed in May 2022 and resulted in more inspections during FY23 but still not to the pre-pandemic level. In FY24, inspections expected to increase with return of in-person services and start of outreach for new policy banning the sale of flavored tobacco and nicotine products in Multnomah County as of 1/1/24. Significant increase in community partnerships due to funding offered by OHA effective 1/1/21. OHA funded direct investments in communities disproportionately impacted by tobacco use, to support culturally-specific programs, initiatives, communications, policies, systems and environmental change strategies. Funding will also result in new limited duration staffing.

**Department:** Health Department      **Program Contact:** Andrea Hamberg  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40008, 40010A  
**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 Description**

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 4,739 restaurants, mobile restaurants, hotel/motels, RV parks, organizational camps, warehouses, commissaries, vending machines, and jails. 476 pools/spas; 858 schools, childcare, adult foster care, and other service providers. 44 small water systems (inspected every 3 to 5 years) and an additional 10 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 8 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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of licenses issued	5,719	6,583	6,136	7,002
Outcome	Number of Priority & Priority Foundation violations	2,646	5,766	2,931	4,021
Output	Number of facility inspections	10,433	13,968	10,927	10,893
Output	Number of Food Worker Cards issued	9,693	11,245	10,723	12,073

**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	2023	2023	2024	2024
Personnel	\$4,890,067	\$24,588	\$5,295,253	\$27,557
Contractual Services	\$402,690	\$0	\$428,020	\$0
Materials & Supplies	\$158,627	\$501	\$226,964	\$1,213
Internal Services	\$764,913	\$3,305	\$795,070	\$3,850
<b>Total GF/non-GF</b>	<b>\$6,216,297</b>	<b>\$28,394</b>	<b>\$6,745,307</b>	<b>\$32,620</b>
<b>Program Total:</b>	<b>\$6,244,691</b>		<b>\$6,777,927</b>	
<b>Program FTE</b>	36.72	0.18	37.21	0.19

Program Revenues				
Fees, Permits & Charges	\$3,313,039	\$0	\$6,060,750	\$0
Intergovernmental	\$0	\$28,394	\$0	\$32,620
<b>Total Revenue</b>	<b>\$3,313,039</b>	<b>\$28,394</b>	<b>\$6,060,750</b>	<b>\$32,620</b>

## Explanation of Revenues

This program generates \$3,850 in indirect revenues.

Multnomah County Environmental Health receives \$32,620 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.

\$6,060,750 - Inspection Licenses and Fees; includes 6% fee increase.

## Significant Program Changes

**Last Year this program was:** FY 2023: 40007A Health Inspections and Education

COVID-19-Related - In FY 2023, HIE returned to providing in-person inspections, which saw an increase in the number of violations. 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 provided financial support to local restaurant operators through a CARES Act funded grant program.

**Department:** Health Department      **Program Contact:** Andrea Hamberg  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of rodent inspections conducted	359	700	40	700
Outcome	Number of service referrals that improve vector abatement	76	45	177	75
Output	Number of acres treated for mosquitoes	592	2,000	8,000	2,000
Quality	Inspection and monitoring of mosquito producing sites	755	600	800	600

**Performance Measures Descriptions**

1) Rodent inspections are generated by submitted complaints. 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) Pulled from database and pesticide use numbers. 4) Pulled from surveillance records.

## 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	2023	2023	2024	2024
Personnel	\$1,478,652	\$0	\$1,716,147	\$0
Contractual Services	\$34,100	\$0	\$62,355	\$0
Materials & Supplies	\$134,581	\$0	\$176,185	\$0
Internal Services	\$328,081	\$0	\$332,958	\$0
<b>Total GF/non-GF</b>	<b>\$1,975,414</b>	<b>\$0</b>	<b>\$2,287,645</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,975,414</b>		<b>\$2,287,645</b>	
<b>Program FTE</b>	11.62	0.00	12.10	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$342,446	\$0
Service Charges	\$342,446	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$342,446</b>	<b>\$0</b>	<b>\$342,446</b>	<b>\$0</b>

## Explanation of Revenues

\$ 277,000- CoP BES Vector Control Rats  
 \$ 65,446- Specified Animals

## Significant Program Changes

**Last Year this program was:** FY 2023: 40008A Vector-Borne Disease Prevention and Code Enforcement

In FY23, extreme rains and flooding created historic levels of mosquitoes and staff that were assigned to work on rodent response were redeployed to work mosquito surveillance and abatement. Before FY24, these staff will have transitioned back to rodent response. 2 FTE are vacant due to failed recruitment and will be filled by FY24.

**Department:** Health Department      **Program Contact:** Andrea Hamberg  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

The Vital Records Program 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of birth and death certificates issued	43,692	38,000	48,000	50,000
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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$601,310	\$3,515	\$587,061
Contractual Services	\$0	\$18,082	\$384	\$18,169
Materials & Supplies	\$4,000	\$13,110	\$0	\$17,405
Internal Services	\$0	\$250,434	\$0	\$260,301
<b>Total GF/non-GF</b>	<b>\$4,000</b>	<b>\$882,936</b>	<b>\$3,899</b>	<b>\$882,936</b>
<b>Program Total:</b>	<b>\$886,936</b>		<b>\$886,835</b>	
<b>Program FTE</b>	0.00	5.30	0.00	5.10

<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$882,936	\$0	\$882,936
<b>Total Revenue</b>	<b>\$0</b>	<b>\$882,936</b>	<b>\$0</b>	<b>\$882,936</b>

## Explanation of Revenues

This program generates \$82,013 in indirect revenues.

This is a fee driven, self-sustaining program. The fee schedule is established by the State of Oregon.

Fees \$ 882,936 - Vital Stats Birth Certs

## Significant Program Changes

Last Year this program was: FY 2023: 40009 Vital Records

**Department:** Health Department      **Program Contact:** Kim Toevs  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

CDS protects the people of Multnomah County from preventable infectious diseases through core public health functions. These include epidemiologic investigation; identifying causes of illness and new outbreaks; assuring preventive health measures for reportable disease exposures and outbreaks; planning and response for emerging or new infectious diseases; analyzing changes in disease patterns, and tuberculosis (TB) case management. CDS also works with government and community partners to build infectious disease capacity within the region. 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 a 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 works closely with schools and congregate settings for vulnerable populations like Long Term Care Facilities to stop outbreaks. 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).

CDS staff identify racial, ethnic, social, and other community groups who are at risk of (or are) being impacted by infectious diseases as well as those at risk of future illness, and prioritizes resources accordingly. CDS develops and uses multiple data sources and epidemiology tools to understand changes in disease and evaluate public health interventions. CDS works with individuals who experience a communicable disease, their families, community partners, and other County programs to build strong and trusting relationships, listen to community experiences, and respond to questions or concerns about the risks and impacts of communicable diseases. CDS continues to strengthen relationships by working directly with community groups or members to share data and by partnering with culturally specific credible community leaders to provide health education.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of disease report responses	4,133	5,500	4,758	4,250
Outcome	Location of contacts (pertussis, meningococcal meningitis, Hepatitis A and B) within one day	88%	70%	90%	70%
Quality	Percent of tuberculosis (TB) patients completing treatment within 12 months	100%	96%	100%	96%

**Performance Measures Descriptions**

Performance Measure 1: FY22 actual and FY23 estimate are low due to overall lower disease reports secondary to COVID-19, stay at home orders, and changing access to in person services. FY24 offer is set to follow this trend. Disease trends continue to fluctuate due to COVID-19 and other health system uncertainty.

Performance Measure 2: High priority diseases: pertussis, meningococcal meningitis, Hepatitis A and acute Hepatitis B)

## 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	2023	2023	2024	2024
Personnel	\$1,252,481	\$2,110,922	\$1,600,662	\$1,874,972
Contractual Services	\$58,395	\$381,355	\$54,483	\$124,116
Materials & Supplies	\$89,350	\$74,107	\$86,920	\$43,165
Internal Services	\$516,864	\$614,345	\$135,323	\$988,777
<b>Total GF/non-GF</b>	<b>\$1,917,090</b>	<b>\$3,180,729</b>	<b>\$1,877,388</b>	<b>\$3,031,030</b>
<b>Program Total:</b>	<b>\$5,097,819</b>		<b>\$4,908,418</b>	
<b>Program FTE</b>	7.33	14.39	8.71	11.54

Program Revenues				
Intergovernmental	\$0	\$2,925,920	\$0	\$2,785,589
Other / Miscellaneous	\$0	\$214,309	\$0	\$220,441
Service Charges	\$0	\$40,500	\$0	\$25,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,180,729</b>	<b>\$0</b>	<b>\$3,031,030</b>

## Explanation of Revenues

This program generates \$236,215 in indirect revenues.

- Federal \$ 13,180 - ST:TB Outreach
- State \$ 984,809 - ST:St Support for PH
- State \$ 101,500 - ST:TB Case Mgmt
- State \$ 25,000 - ST:OHS CDC Hep B
- Federal \$ 211,472 - EIP 93.317
- State \$ 301,015 - Public Health Modernization
- State \$ 1,033,913 - PH Modernization Local
- State \$ 49,700 - HSO County Based Services
- State \$ 90,000 - Oregon Refugee Health Promotion
- \$ 220,441 - Occ Health Fees

## Significant Program Changes

**Last Year this program was:** FY 2023: 40010A Communicable Disease Prevention and Control

The 1.5 reduction in FTE is the elimination of one vacant OA2 position and the shift of 0.5 FTE CHS2 to another cost center.

**Department:** Health Department      **Program Contact:** Kim Toevs  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**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 preventing, identifying, and treating specific infectious diseases, as well as tracking patterns of disease to inform programming and community. 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 Description**

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 engages and offers testing to communities at highest need, including 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. Due to a decrease in external funding, impacts are expected on the health and well-being of our community that will exacerbate existing health disparities among marginalized populations.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of clinical visits (STD, HIV, TB)	5,036	6,700	6,476	6,300
Outcome	Percent of all County gonorrhea/syphilis/HIV cases diagnosed through this program	14%	15%	14%	12%
Quality	Percent of syphilis/HIV cases investigated	78%	85%	78%	80%
Output	Number of patients initiated on HIV prevention medication (PrEP)	260	450	466	480

**Performance Measures Descriptions**

Measure 1: Includes STD, TB, and outreach testing. Measure 2: 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. Numbers are decreased for FY24 due to decreases in external funding.

## 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	2023	2023	2024	2024
Personnel	\$374,699	\$4,115,406	\$1,340,864	\$2,591,331
Contractual Services	\$124,681	\$2,412,167	\$0	\$541,784
Materials & Supplies	\$181,660	\$159,425	\$73	\$304,806
Internal Services	\$762,634	\$579,332	\$456,008	\$766,828
<b>Total GF/non-GF</b>	<b>\$1,443,674</b>	<b>\$7,266,330</b>	<b>\$1,796,945</b>	<b>\$4,204,749</b>
<b>Program Total:</b>	<b>\$8,710,004</b>		<b>\$6,001,694</b>	
<b>Program FTE</b>	2.80	32.45	7.55	18.57

Program Revenues				
Intergovernmental	\$0	\$7,045,823	\$0	\$3,853,542
Service Charges	\$0	\$220,507	\$0	\$351,207
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,266,330</b>	<b>\$0</b>	<b>\$4,204,749</b>

## Explanation of Revenues

This program generates \$325,209 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. \$39,700 - HSO County Based Services, Federal \$250,000 - Surveillance Network - GY05, Federal \$369,138 - HIV Prevention Block - CTS Clinic, State \$1,894,286 - HIV Early Intervention & Outreach GY06, Federal \$10,500 - ELC Gonococcal Infections, Federal \$324,500 - Sexually Transmitted Diseases Client Services, State \$732,318 - Public Health Modernization Local - STD, State \$20,100 - TB Class B Waiver, Federal \$98,000 - TB Class B Waiver, \$170,599 - STD Program Mcaid FFS, \$3,753 - STD Program Mcare, \$107,890 - STD Prog Pt Fee 3rd Party, \$68,965 - STD Program Pt Fees, Local \$115,000 - TBD Clackamas EISO in 403100

## Significant Program Changes

**Last Year this program was:** FY 2023: 40010B Communicable Disease Clinical and Community Services

In FY 2023, the OHA 5 year HIV Early Intervention Services and Outreach (EISO) grant award ended. Beginning in January, 2023, OHA has continued funding EISO activities at a significantly reduced level. Budgeted EISO grant funding to the STD program area for FY24 is \$1,894,286 in contrast to the \$4,861,365 budgeted for FY23. The EISO grant operates on a calendar year grant cycle and funding reductions went into effect January, 2023, however the program has leveraged Public Health Modernization and other revenue to maintain previous staffing levels for the second half of FY23. Effective July 2023, major program adjustments will need to be implemented in order to fit into the constraints of the drastically reduced budget. This will include reductions to staffing and direct service delivery. Prioritization of services retained will be informed by surveillance and informatics data, utilizing an equity lens.

**Program #40010C - Communicable Disease Community Immunization Program** FY 2024 Proposed

**Department:** Health Department      **Program Contact:** Kim Toevs  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Community Immunization Program (CIP) reduces the transmission and effects of vaccine-preventable infectious diseases such as COVID-19, flu, MPOX, childhood vaccines through direct vaccine administration, supporting other providers, and educating communities. The program assures that schools and childcare facilities comply with state school immunization rules. The CIP uses a racial equity focus to reduce childhood vaccine disparities. The CIP is part of public health readiness to respond to emerging infectious diseases.

**Program Description**

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:

Safety-net vaccine administration services: CIP maintains an experienced vaccination team to provide low barrier COVID, flu, and childhood vaccines with an equity focus. This resource is also the foundation to quickly scale up a culturally-competent public health vaccination response to emerging infectious diseases or large outbreaks.

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.

Community health education and Health System access improvement: CIP works with partners to identify racial, ethnic, and other community groups who are disproportionately under-represented in vaccination rates, particularly children and elders. CIP provides and supports culturally specific community education about vaccine. CIP participates in convening partners for review of data and systems/policy improvements to reduce barriers to vaccine access through private and public providers. CIP is committed to the values of innovation, collaboration, diversity, and accountability and works closely with community partners, health systems, Medicaid Coordinated Care Organizations, and the Oregon Health Authority to reach BIPOC and other underserved communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of immunizations provided to children under 18, including COVID-19 vaccines	5403	350	450	400
Outcome	Percentage of COVID-19 Vaccine provided to BIPOC individuals.	58%	70%	40%	60%
Output	Number of schools and childcare entities assisted with immunization law requirements.	450	480	450	449
Outcome	New: number of community partners and stakeholders provided with information sessions/educational materials	N/A	N/A	N/A	75

**Performance Measures Descriptions**

Measures represent past program offers 40010C and 40199B in FY23. Measure #2: The FY23 estimate reflects a lower percentage of BIPOC individuals due to the large mobilization for MPOX in Q1 and Q2, which was not primarily among BIPOC communities. Measure #4: private schools and childcares with whom CIP works directly. An additional 213 public/other schools served by MESD through subcontract.

## 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	2023	2023	2024	2024
Personnel	\$0	\$163,087	\$0	\$135,499
Contractual Services	\$0	\$11,598	\$0	\$20,000
Materials & Supplies	\$0	\$63	\$0	\$17,698
Internal Services	\$0	\$31,240	\$0	\$23,273
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$205,988</b>	<b>\$0</b>	<b>\$196,470</b>
<b>Program Total:</b>	<b>\$205,988</b>		<b>\$196,470</b>	
<b>Program FTE</b>	0.00	1.26	0.00	1.07

Program Revenues				
Intergovernmental	\$0	\$205,988	\$0	\$180,000
Service Charges	\$0	\$0	\$0	\$16,470
<b>Total Revenue</b>	<b>\$0</b>	<b>\$205,988</b>	<b>\$0</b>	<b>\$196,470</b>

## Explanation of Revenues

This program generates \$18,929 in indirect revenues.  
 Federal \$ 90,000 - State of Oregon LPHA  
 State \$ 90,000 - State of Oregon LPHA  
 \$ 16,470 - Medicaid FFS

## Significant Program Changes

**Last Year this program was:** FY 2023: 40010C Communicable Disease Community Immunization Program

Community Immunization Program work is described in 40010C and 40199B in FY23, only in 40010C for FY24.

**Department:** Health Department      **Program Contact:** Nick Tipton  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 1,550 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unduplicated HIV clinic clients	1,863	1,500	1,550	1,625
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	2023	2023	2024	2024
Personnel	\$0	\$4,749,569	\$0	\$5,689,228
Contractual Services	\$0	\$108,296	\$0	\$139,317
Materials & Supplies	\$0	\$265,904	\$0	\$274,556
Internal Services	\$0	\$1,601,320	\$0	\$1,745,392
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,725,089</b>	<b>\$0</b>	<b>\$7,848,493</b>
<b>Program Total:</b>	<b>\$6,725,089</b>		<b>\$7,848,493</b>	
<b>Program FTE</b>	0.00	31.68	0.00	35.25

Program Revenues				
Intergovernmental	\$0	\$3,416,930	\$0	\$3,352,688
Service Charges	\$0	\$3,308,159	\$0	\$4,495,805
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,725,089</b>	<b>\$0</b>	<b>\$7,848,493</b>

## Explanation of Revenues

This program generates \$677,534 in indirect revenues.

\$ 4,495,805 - Medical Fees  
 Federal: \$ 1,347,499 - RW-Part A  
 Federal: \$ 374,930 - RW-Part D  
 Federal: \$ 13,120 - RW-Part F  
 Federal: \$ 45,000 - PC 330  
 Federal: \$ 763,855 - RW-Part C  
 State: \$ 396,372 - RW-OHA  
 State: \$ 121,912 - OHA - HIV  
 Federal: \$ 90,000 - AIDS Education and Training  
 \$ 200,000 - Special Projects SPINS

## Significant Program Changes

**Last Year this program was:** FY 2023: 40012A FQHC-HIV Clinical Services

The HIV Health Services Center will add one .8 FTE Community Health Nurse to help with increasing volume of medication administration work as well as chronic disease case management and care coordination aimed at addressing impacts of social determinants of health with clients living with HIV

**Department:** Health Department      **Program Contact:** Kim Toevs  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unduplicated HGAP clients served (all service types/whole 6-county system)	2,899	2,820	2,900	2,900
Outcome	Percent of HGAP clients (all 6 counties) who are virally suppressed	90%	92%	91%	91%
Outcome	Increase viral suppression rate of Black/African Americans	88%	90%	88%	89%

### Performance Measures Descriptions

Viral load is a measure of the amount of HIV virus in the blood. Lowering (or eliminating) the viral load a specific amount is called viral suppression. Reaching and maintaining HIV viral suppression is a primary goal of HIV treatment for short and long term health. In addition, if someone is virally suppressed, they will not transmit HIV to partners through sex.

## 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	2023	2023	2024	2024
Personnel	\$3,276	\$898,803	\$0	\$956,780
Contractual Services	\$7,500	\$4,765,375	\$6,500	\$5,004,234
Materials & Supplies	\$500	\$31,673	\$525	\$24,010
Internal Services	\$61,515	\$185,860	\$69,801	\$187,370
<b>Total GF/non-GF</b>	<b>\$72,791</b>	<b>\$5,881,711</b>	<b>\$76,826</b>	<b>\$6,172,394</b>
<b>Program Total:</b>	<b>\$5,954,502</b>		<b>\$6,249,220</b>	
<b>Program FTE</b>	0.02	5.78	0.00	5.80

Program Revenues				
Intergovernmental	\$0	\$5,881,711	\$0	\$6,172,394
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,881,711</b>	<b>\$0</b>	<b>\$6,172,394</b>

## Explanation of Revenues

This program generates \$107,741 in indirect revenues.

Federal: \$ 2,671,453 - Ryan White Part A funds for 21-22: Medical, Case management, Non-medical case management, and Housing

State: \$ 3,500,941 - Oregon Health Authority Ryan White

## Significant Program Changes

**Last Year this program was:** FY 2023: 40012B Services for Persons Living with HIV - Regional Education and Outreach

This program's revenue has a net increase of \$290,683 (an increase of \$146,258 in Ryan White funds through OHA, and an increase in Federal Ryan White funds - \$144,425).

**Department:** Health Department      **Program Contact:** Belma Nunez  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 15,000 clients were screened and there were 1,300 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Annual number of clients screened	15,287	15,000	15,000	16,000
Outcome	% of Self Pay Patients in Medical	12.3%	14%	20.1%	11.5%
Outcome	% of Self Pay Patients in Dental	4.84%	7.35%	3%	7.78%

**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 Assistance is in the scope of the Primary Care 330 Grant and 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	2023	2023	2024	2024
Personnel	\$0	\$2,167,626	\$0	\$2,388,589
Contractual Services	\$0	\$24,000	\$0	\$18,000
Materials & Supplies	\$0	\$14,523	\$0	\$13,491
Internal Services	\$0	\$630,577	\$0	\$689,063
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,836,726</b>	<b>\$0</b>	<b>\$3,109,143</b>
<b>Program Total:</b>	<b>\$2,836,726</b>		<b>\$3,109,143</b>	
<b>Program FTE</b>	0.00	20.00	0.00	20.40

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$223,895
Service Charges	\$0	\$2,836,726	\$0	\$2,885,248
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,836,726</b>	<b>\$0</b>	<b>\$3,109,143</b>

## Explanation of Revenues

This program generates \$333,686 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.

\$ 223,895 - HD FQHC PC330 - NPC GY22

\$ 903,587 - HD FQHC FQHC Medicaid Wraparound

\$ 1,981,661 - HD FQHC OHP Enrollment Medicaid FFS

## Significant Program Changes

**Last Year this program was:** FY 2023: 40016 FQHC-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      **Program Offer Stage:** 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-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.

**Program Description**

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 FPL. The Dental program has three distinct service components. 7 dental clinics provide comprehensive and urgent dental treatment for Medicaid and self-pay patients. The clinics perform outreach to clients who have not had a visit in the past 12-24 months. The clinical program also focuses on services for pregnant women in order to reduce the risk of premature birth, and to foster a good oral health learning collaboration between the dental program, and expectant mothers. The School and Community Oral Health (SCOH) Program provides dental education, and dental sealant services to children in Multnomah County schools, provides outreach, education, and dental treatment specifically to children 0-36 months in our clinic setting, known as our Baby Day program. The 3rd component of the program consists of mentoring and training dental assistants, dental hygiene and students in dental schools. These students provide services under the preceptorship of our providers, which helps cultivate a workforce interested in providing public health care. In FY 24, the dental program will also have an internal workforce development program that encourages folks from communities we serve to become dental assistants in our clinic system. Dental services are an essential program that provides education, prevention, and dental treatment to the poorest and most vulnerable in Multnomah County. Services include dental sealants, which have been a mainstay at our SCOH Program for many years, preventive measures, and improving access for clients through our outreach efforts. The focus on metrics benefits the community, quality of care, and our financial picture. The Dental program continues to search for ways to deliver the best evidence based oral healthcare services, to the most people, in a reasonable, and cost-effective manner.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Billable patient visits	64,719	80,496	72,824	80,689
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	2023	2023	2024	2024
Personnel	\$0	\$19,075,421	\$0	\$20,739,587
Contractual Services	\$0	\$226,574	\$0	\$362,801
Materials & Supplies	\$0	\$1,172,506	\$0	\$1,298,895
Internal Services	\$0	\$5,658,683	\$0	\$6,118,276
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$26,133,184</b>	<b>\$0</b>	<b>\$28,519,559</b>
<b>Program Total:</b>	<b>\$26,133,184</b>		<b>\$28,519,559</b>	
<b>Program FTE</b>	0.00	130.36	0.00	120.46

Program Revenues				
Intergovernmental	\$0	\$312,000	\$0	\$312,000
Other / Miscellaneous	\$0	\$819,088	\$0	\$2,083,173
Beginning Working Capital	\$0	\$0	\$0	\$1,667,228
Service Charges	\$0	\$25,002,096	\$0	\$24,457,158
<b>Total Revenue</b>	<b>\$0</b>	<b>\$26,133,184</b>	<b>\$0</b>	<b>\$28,519,559</b>

## Explanation of Revenues

This program generates \$2,850,321 in indirect revenues.  
The primary source of revenue is Medicaid payments and patient fees.

Fees \$ 24,457,158- Dental Patient Fees  
Federal \$ 312,000 - Federal Primary Care (330) Grant  
Federal \$ 2,667,228 - Care Oregon Dental Incentives  
State \$ 1,083,173 - Strategic Oral Health Investment grant

## Significant Program Changes

**Last Year this program was:** FY 2023: 40017 FQHC-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 fiscal year, we are creating a workforce development pathway for dental assistant. The program will also leverage partnership with community colleges & dental hygiene schools to increase the workforce pipeline.

The projected number of encounters have been adjusted to align with anticipated COVID19 recovery, patient demand for services, predicted staffing, and historical no show rates. Based on this information we project that the dental program can deliver 73,777 visits in FY 24, a number that will provide ample access and program fiscal viability. Some vacant roles are being re-purposed to accommodate the workforce development pathways.

**Department:** Health Department      **Program Contact:** Veronica Lopez Ericksen, Mary

**Program Offer Type:** Existing      **Program Offer Stage:** 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 healthy foods and nutrition education, promoting and supporting breastfeeding, and providing comprehensive health and social service referrals.

**Program Description**

WIC provides nutritious food, nutrition education and counseling, growth monitoring, health screening, breastfeeding support, and other support networks to eligible families. WIC acts as a referral center for other health and social services, including prenatal care, immunizations, Head Start, housing and day care assistance, SNAP and other food assistance, as well as other County health programs, such as home visiting services 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 2022, WIC served approximately 19,000 unique clients with over 58,000 visits and Multnomah County WIC participants received healthful foods totaling \$7.8 million to support both nutritional health and food insecurity. During 2022, and continuing into 2023, WIC services have been exclusively remote, due to the federal waivers in place from the impact of 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. 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 people of color, especially Black, Indigenous, and low income women, infants, and children, which is reflected in WIC demographic data. 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, 86% 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 partners with culturally specific agencies and advisory boards and surveys clients to inform service delivery. For example, our WIC program partnered with Racial and Ethnic Approaches to Community Health (REACH) to bring culturally specific cooking and nutrition classes for our Black/African American/African Immigrant communities. In partnership with REACH, we hosted a Town Hall on Implicit Bias in Lactation Support. Our Breastfeeding Peer Counseling program has experienced a 50% increase in Caseload over the past 12 months.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of WIC clients in one year who receive healthful foods with E-WIC benefits	19,141	20,000	19,000	19,500
Outcome	% of WIC clients initiating breastfeeding	92%	94%	93%	93%
Outcome	# of nutrition education contacts with WIC families	57,078	48,000	57,000	57,000
Quality	% of clients served per month in languages other than English	25%	25%	25%	26%

**Performance Measures Descriptions**

The number of nutrition education contacts with WIC families represents almost a 3% increase in services in 2022. Percentage of clients served in a language other than English increased from 24% in January 2022 to 26% in January 2023.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,354,729	\$3,633,855	\$1,717,259	\$3,706,126
Contractual Services	\$58,881	\$0	\$59,330	\$2,495
Materials & Supplies	\$130,766	\$0	\$136,426	\$9,257
Internal Services	\$888,249	\$488,389	\$872,668	\$515,054
<b>Total GF/non-GF</b>	<b>\$2,432,625</b>	<b>\$4,122,244</b>	<b>\$2,785,683</b>	<b>\$4,232,932</b>
<b>Program Total:</b>	<b>\$6,554,869</b>		<b>\$7,018,615</b>	
<b>Program FTE</b>	12.40	31.95	14.06	30.94

<b>Program Revenues</b>				
Intergovernmental	\$0	\$3,352,540	\$0	\$4,232,932
Other / Miscellaneous	\$0	\$769,704	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,122,244</b>	<b>\$0</b>	<b>\$4,232,932</b>

## Explanation of Revenues

This program generates \$515,054 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 FY 2017, 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.

Fed Thru State \$ 3,412,320 - State WIC grant;

Fed Thru State \$ 75,000 - State Maternal & Child Health (Title V) grant

Other \$ 745,612 - HSO county Based services -WIC.

## Significant Program Changes

**Last Year this program was:** FY 2023: 40018 Women, Infants, and Children (WIC)

In FY 2024, despite increased costs, WIC anticipates retaining our FY23 budgeted FTE which maintains stability in operations and supports our efforts to promote centering race and the cultural communities WIC serves, as well as provide organizational structure to maintain capacity in equity-based services. 5.0 temporary FTE that were budgeted in PO #40199C in FY23, will be retained for 6 months to assist with the reopening of WIC.

COVID-19-Related Impacts - WIC services became completely remote in March 2020, remaining so throughout 2022.

USDA waivers to maintain exclusively remote service are currently in place through April 2023. We do not anticipate them to be additionally extended. In Spring of FY 2023, WIC anticipates moving to both remote and in-person services.

**Department:** Health Department      **Program Contact:** Katie Thornton  
**Program Offer Type:** Existing      **Program Offer Stage:** 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. 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individual patients served	4,169	4,000	4,750	5,000
Outcome	Number of visits completed	14,106	14,865	12,000	13,000

**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 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

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	2023	2023	2024	2024
Personnel	\$0	\$3,857,143	\$0	\$4,205,490
Contractual Services	\$0	\$130,815	\$0	\$122,693
Materials & Supplies	\$0	\$166,110	\$0	\$171,808
Internal Services	\$0	\$1,164,752	\$0	\$1,251,351
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,318,820</b>	<b>\$0</b>	<b>\$5,751,342</b>
<b>Program Total:</b>	<b>\$5,318,820</b>		<b>\$5,751,342</b>	
<b>Program FTE</b>	0.00	25.50	0.00	24.95

Program Revenues				
Intergovernmental	\$0	\$673,895	\$0	\$450,000
Service Charges	\$0	\$4,644,925	\$0	\$5,301,342
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,318,820</b>	<b>\$0</b>	<b>\$5,751,342</b>

## Explanation of Revenues

This program generates \$587,506 in indirect revenues.

This program is supported by a federal BPHC grant, as well as Medicaid/Medicare fee revenue.

\$ 117,126 - Medical Fees

Federal \$ 450,000 - Federal Primary Care/Homeless grant

Federal \$ 5,184,216 - FQHC Medicaid Wraparound/Medicare

## Significant Program Changes

Last Year this program was: FY 2023: 40019 FQHC-North Portland Health Clinic

**Department:** Health Department      **Program Contact:** Katie Thornton  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 4,686 clients in FY22. NEHC is an important health care safety net for the community and is part of the County's Federally Qualified Health Center (FQHC).

**Program Description**

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 specialty care including gynecology, and acupuncture
- Pharmacy and lab services
- Enabling services: Medicaid eligibility screening, medical interpretation, transportation assistance, case management and health education

In fiscal year 22, the clinic saw 4,686 patients who were provided services in more than 15 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 (28%), the Latinx diaspora (35%) and those who identify as white (28%). The remaining 10% of our patients identify as Asian, Native American and Pacific Islander.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individual patients served	4,686	5,000	5,200	5,500
Outcome	Number of visits completed	14,393	18,327	15,000	16,000

**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	2023	2023	2024	2024
Personnel	\$0	\$4,219,021	\$0	\$4,526,452
Contractual Services	\$0	\$143,287	\$0	\$143,287
Materials & Supplies	\$0	\$196,716	\$0	\$188,998
Internal Services	\$0	\$1,648,791	\$0	\$1,721,035
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,207,815</b>	<b>\$0</b>	<b>\$6,579,772</b>
<b>Program Total:</b>	<b>\$6,207,815</b>		<b>\$6,579,772</b>	
<b>Program FTE</b>	0.00	28.20	0.00	27.03

Program Revenues				
Intergovernmental	\$0	\$985,060	\$0	\$985,060
Service Charges	\$0	\$5,222,755	\$0	\$5,594,712
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,207,815</b>	<b>\$0</b>	<b>\$6,579,772</b>

## Explanation of Revenues

This program generates \$632,346 in indirect revenues.

Northeast Health Clinic is supported by the federal BPHC grant, , Medicaid/Medicare and other medical fees.

Federal \$ 1,456,881 - Charges for Services Intergovernmental  
 Federal \$ 985,060 - Federal Primary Care (330) grant  
 Federal \$ 4,012,453 - FQHC Medicaid Wraparound  
 \$ 125,378 - Patient Fees

## Significant Program Changes

**Last Year this program was:** FY 2023: 40020 FQHC-Northeast Health Clinic

There is a reduction of 0.5 fte AO 2 and 1.25 fte MA . A 0.5 fte regional LPN was added (to be shared with NPHC).

**Department:** Health Department      **Program Contact:** Amaury Sarmiento  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 8,674 clients. With the Refugee Clinic and culturally diverse staff, MCHC is an important partner and contributor to the refugee and asylee resettlement efforts.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individual patients served	9,887	9,500	9,500	9,500
Outcome	Number of visits completed	33,659	41,693	33659	35,659

**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 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

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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$8,576,099	\$0	\$9,852,797
Contractual Services	\$0	\$97,407	\$0	\$97,407
Materials & Supplies	\$0	\$608,117	\$0	\$608,116
Internal Services	\$0	\$2,739,422	\$0	\$2,984,893
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$12,021,045</b>	<b>\$0</b>	<b>\$13,543,213</b>
<b>Program Total:</b>	<b>\$12,021,045</b>		<b>\$13,543,213</b>	
<b>Program FTE</b>	0.00	54.40	0.00	55.10

<b>Program Revenues</b>				
Intergovernmental	\$0	\$928,950	\$0	\$928,950
Service Charges	\$0	\$11,092,095	\$0	\$12,614,263
<b>Total Revenue</b>	<b>\$0</b>	<b>\$12,021,045</b>	<b>\$0</b>	<b>\$13,543,213</b>

## Explanation of Revenues

This program generates \$1,376,436 in indirect revenues.

Mid County Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

Federal \$ 3,047,979 - Medical Fees  
 Federal \$ 928,950 - Federal Primary Care (330) grant  
 Federal \$ 9,391,907 - FQHC Medicaid Wraparound  
 \$ 174,377 - Patient Fees

## Significant Program Changes

**Last Year this program was:** FY 2023: 40022 FQHC-Mid County Health Clinic

An office assistant role is added to support coordination for primary care and refugee screening services.

**Department:** Health Department      **Program Contact:** Lynne Wiley  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 9,055 clients. Of clients empaneled to the East County Health Center, 53% are Spanish speaking and 20% do not qualify for insurance coverage.

**Program Description**

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 60% are best served in a language other than English, including more than 100 different languages. Nearly 20% 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 9,055 patients with services provided in many 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 (64%), and the white (23%). The remaining (13%) of our patients identify as mostly Asian, Middle Eastern/North African, and Pacific Islander.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individual Patients Served	8,684	9,931	9,800	9,800
Outcome	Number of visits completed	24,634	24,879	24, 879	24,988

**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	2023	2023	2024	2024
Personnel	\$0	\$7,881,297	\$0	\$8,754,972
Contractual Services	\$0	\$297,736	\$0	\$318,224
Materials & Supplies	\$0	\$397,518	\$0	\$397,519
Internal Services	\$0	\$2,258,855	\$0	\$2,463,514
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$10,835,406</b>	<b>\$0</b>	<b>\$11,934,229</b>
<b>Program Total:</b>	<b>\$10,835,406</b>		<b>\$11,934,229</b>	
<b>Program FTE</b>	0.00	49.20	0.00	47.25

Program Revenues				
Intergovernmental	\$0	\$1,085,315	\$0	\$1,085,315
Service Charges	\$0	\$9,750,091	\$0	\$10,848,914
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,835,406</b>	<b>\$0</b>	<b>\$11,934,229</b>

## Explanation of Revenues

This program generates \$1,223,070 in indirect revenues.

East County Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

Federal \$ 2,647,944 - Medical Fees - charges for services  
 Federal \$ 1,085,315 - Federal Primary Care (330) grant  
 Federal \$ 7,891,391 - FQHC Medicaid Wraparound  
 \$ 309,579 - Patient Fees

## Significant Program Changes

**Last Year this program was:** FY 2023: 40023 FQHC-East County Health Clinic

ECHC Added 1.0 fte Provider position and reduced 0.4 fte Program Supervisor position to be shared with RCHC. The reduction also included 2.0 fte OA 2 and a 0.5 fte MA.

**Department:** Health Department      **Program Contact:** Alexandra Lowell  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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 (29%), White (29%), Black (15%), and Asian (9%). The remaining 5% of our patients identify as Pacific Islander, Native American, and Native Hawaiian. (Seventeen percent of clients services did not share or refused to share their race/ethnicity.)

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	% of patients with one or more visits with a health assessment in the last year	45%	51%	51%	51%
Outcome	Number of visits completed	18,436	16,796	14,000	16,159

### Performance Measures Descriptions

Output: Clients (age >5 to <21) with at least one 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. Outcome: The number of visits completed indicates a general level of utilization of our services and financial viability. FY22 visit numbers include the specific COVID vaccine visits performed in SHC, in addition to the regular array of primary care visits.

## 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	2023	2023	2024	2024
Personnel	\$0	\$4,541,685	\$0	\$5,566,123
Contractual Services	\$0	\$163,378	\$0	\$173,778
Materials & Supplies	\$0	\$237,042	\$0	\$315,225
Internal Services	\$0	\$1,614,195	\$0	\$1,779,047
Capital Outlay	\$0	\$0	\$0	\$10,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,556,300</b>	<b>\$0</b>	<b>\$7,844,173</b>
<b>Program Total:</b>	<b>\$6,556,300</b>		<b>\$7,844,173</b>	
<b>Program FTE</b>	0.00	28.24	0.00	33.96

Program Revenues				
Intergovernmental	\$0	\$1,504,913	\$0	\$1,439,475
Other / Miscellaneous	\$0	\$85,000	\$0	\$95,000
Service Charges	\$0	\$4,966,387	\$0	\$6,309,698
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,556,300</b>	<b>\$0</b>	<b>\$7,844,173</b>

## Explanation of Revenues

This program generates \$777,588 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.

Federal \$ 5,886,925 - Medical Fees  
 State \$ 1,066,096 - State SHC Grant  
 Federal \$ 373,379 - PC 330 Grant  
 \$ 95,000 - Roots & Wings  
 \$ 422,773 - Charges for Services -patient fees

## Significant Program Changes

**Last Year this program was:** FY 2023: 40024 FQHC-Student Health Centers

SHC added 1.5 fte MA, 0.9 fte CHN, 1.75 fte Clinical Svcs Specialist and a 0.8 float OA Sr.

**Department:** Health Department      **Program Contact:** Amaury Sarmiento  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 2,000 people each year.

### Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individual patients served	2,083	2,100	2,100	2,100
Outcome	Number of visits completed	7,769	9,901	8,101	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 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

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	2023	2023	2024	2024
Personnel	\$0	\$2,013,157	\$0	\$2,607,371
Contractual Services	\$0	\$128,118	\$0	\$128,118
Materials & Supplies	\$0	\$99,410	\$0	\$99,410
Internal Services	\$0	\$631,094	\$0	\$728,423
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,871,779</b>	<b>\$0</b>	<b>\$3,563,322</b>
<b>Program Total:</b>	<b>\$2,871,779</b>		<b>\$3,563,322</b>	
<b>Program FTE</b>	0.00	12.50	0.00	13.90

Program Revenues				
Intergovernmental	\$0	\$826,069	\$0	\$826,068
Service Charges	\$0	\$2,045,710	\$0	\$2,737,254
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,871,779</b>	<b>\$0</b>	<b>\$3,563,322</b>

## Explanation of Revenues

This program generates \$364,250 in indirect revenues.

La Clinica de Buena Salud is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

Federal \$ 666,890 - Medical Fees - Medicaid/Medicare  
 Federal \$ 826,068 - Federal Primary Care/330 grant  
 Federal \$ 1,970,362- FQHC Medicaid Wraparound  
 \$ 100,002 - Charges for Services -Patient Fees

## Significant Program Changes

**Last Year this program was:** FY 2023: 40026 FQHC-La Clinica de Buena Salud

Added an office assistant and medical assistant to support lab and primary care services.

**Department:** Health Department      **Program Contact:** Nick Tipton  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 from 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of patients served	2,320	3,400	3,400	3,500
Outcome	Number of visits completed	5188	7,370	10,500	7,400
Outcome	Number of Mobile Clinic visits completed (medical and dental)	N/A	N/A	N/A	3,500

**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 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

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	2023	2023	2024	2024
Personnel	\$0	\$2,755,896	\$0	\$4,601,283
Contractual Services	\$0	\$67,314	\$0	\$82,314
Materials & Supplies	\$0	\$139,850	\$0	\$220,985
Internal Services	\$0	\$914,070	\$0	\$1,193,532
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,877,130</b>	<b>\$0</b>	<b>\$6,098,114</b>
<b>Program Total:</b>	<b>\$3,877,130</b>		<b>\$6,098,114</b>	
<b>Program FTE</b>	0.00	17.22	0.00	26.30

Program Revenues				
Intergovernmental	\$0	\$1,365,404	\$0	\$1,365,404
Service Charges	\$0	\$2,511,726	\$0	\$4,732,710
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,877,130</b>	<b>\$0</b>	<b>\$6,098,114</b>

## Explanation of Revenues

This program generates \$642,798 in indirect revenues.  
Southeast Health Clinic is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

Federal: \$ 166,500 - Federal Primary Care (330) grant  
 Federal: \$ 760,677 - Federal Primary Care/Homeless grant(330)  
 Federal: \$ 438,227 - Mobile Van Services(330)  
     \$ 111,688 - Charges for Services (Patient Fees)  
     \$4,116,264 - FQHC PC Mcaid/Mcare  
     \$ 504,758 - FQHC Mobile Health MCaid/Mcare

## Significant Program Changes

**Last Year this program was:** FY 2023: 40027 FQHC-Southeast Health Clinic

The Mobile Clinic aims to provide medical, dental and other health services to clients experiencing homelessness, in addition to other marginalized populations, by working with community partners across Multnomah County. The Mobile Clinic will assist these populations with OHP and other health services enrollment. The mobile clinic adds 6.0 fte and SEHC added 1.5 fte MA, 0.5 OA 2 and 1.2 Np positions.

**Department:** Health Department      **Program Contact:** Lynne Wiley  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 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.

A one time only facilities program offer for Rockwood is submitted for the FY24 Budget year related to ongoing repairs and investments into the building following its acquisition in January 2023.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individual patients served	4,246	4,560	4,455	4,760
Outcome	Number of visits completed	16,155	16,371	16,270	16,564

**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 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

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	2023	2023	2024	2024
Personnel	\$0	\$4,204,021	\$0	\$4,809,988
Contractual Services	\$0	\$241,091	\$0	\$187,057
Materials & Supplies	\$0	\$190,957	\$0	\$190,357
Internal Services	\$0	\$1,169,336	\$0	\$1,300,286
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,805,405</b>	<b>\$0</b>	<b>\$6,487,688</b>
<b>Program Total:</b>	<b>\$5,805,405</b>		<b>\$6,487,688</b>	
<b>Program FTE</b>	0.00	28.10	0.00	27.65

Program Revenues				
Intergovernmental	\$0	\$764,768	\$0	\$764,768
Service Charges	\$0	\$5,040,637	\$0	\$5,722,920
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,805,405</b>	<b>\$0</b>	<b>\$6,487,688</b>

## Explanation of Revenues

This program generates \$671,956 in indirect revenues.

Rockwood Community Health Center is supported by the federal BPHC grant, Medicaid/Medicare and other medical fees.

Charges for Svcs: \$ 98,794 - FQHC Rockwood Patient Fees

Federal: \$ 764,768 - Federal Primary Care (330) grant

Federal: \$ 5,624,126 - Mcaid/Mcare Charges for Services, FFS;APM

## Significant Program Changes

**Last Year this program was:** FY 2023: 40029 FQHC-Rockwood Community Health Clinic

One front desk office assistant is added to support primary care, and a Nurse Practitioner Fellow has been added as limited duration. Additionally, challenges in hiring permanent staff have led to an increase in budgeting for Temp. All of this combined with the increased wages, indirect, fringe and insurance account for the significant increases in permanent and temp staffing.

**Department:** Health Department      **Program Contact:** Bernadette Thomas  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
Quality	Implement quarterly peer review, all services.	NA	NA	NA	100%

### 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	2023	2023	2024	2024
Personnel	\$0	\$1,400,488	\$0	\$1,317,565
Contractual Services	\$0	\$86,000	\$0	\$106,000
Materials & Supplies	\$0	\$87,144	\$0	\$112,408
Internal Services	\$0	\$307,311	\$0	\$308,574
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,880,943</b>	<b>\$0</b>	<b>\$1,844,547</b>
<b>Program Total:</b>	<b>\$1,880,943</b>		<b>\$1,844,547</b>	
<b>Program FTE</b>	0.00	4.10	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$87,588	\$0	\$116,413
Other / Miscellaneous	\$0	\$276,100	\$0	\$278,000
Beginning Working Capital	\$0	\$200,000	\$0	\$200,000
Service Charges	\$0	\$1,317,255	\$0	\$1,250,134
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,880,943</b>	<b>\$0</b>	<b>\$1,844,547</b>

## Explanation of Revenues

This program generates \$184,064 in indirect revenues.  
The Clinical Directors Office is funded with State grants and patient revenue.

State: \$ 116,413 - Federal and State family Planning  
 \$ 1,250,134 - FQHC Medicaid Wraparound(charges for services)  
 \$ 278,000 - Medicaid Quality and Incentives  
 \$ 200,000 - Beginning Working Capital

## Significant Program Changes

**Last Year this program was:** FY 2023: 40030 FQHC-Clinical Director

ICS hired a Human Resources specialist 2 to help recruit and retain providers and professional staff. This position was transferred to HD Human Resources.

**Department:** Health Department      **Program Contact:** Michele Koder  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 380,000 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 Description

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 a limited supply of medications for individuals upon release from County Corrections, Expedited Partner Therapy, and naloxone to community partners and first responders. The pharmacies tailor services to each individual and provide talking prescription labels, dual language labels and customized adherence packaging.

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 but not limited to, medication disposal services and the Clinical Pharmacy program.

The Clinical Pharmacy program currently consists of 10 clinical pharmacists who are embedded in primary care clinics and the HIV Health Services 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prescription Volume	369,584	372,000	380,000	390,000
Outcome	Average Prescription Cost	32	38	34	36
Outcome	Capture rate	52%	60%	55%	60%
Quality	Adherence Support	715	700	750	800

### 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 and revenue 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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$10,633,173	\$0	\$11,895,116
Contractual Services	\$0	\$114,464	\$0	\$318,037
Materials & Supplies	\$0	\$21,940,418	\$0	\$23,097,544
Internal Services	\$0	\$3,617,083	\$0	\$3,832,152
Capital Outlay	\$0	\$200,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$36,505,138</b>	<b>\$0</b>	<b>\$39,142,849</b>
<b>Program Total:</b>	<b>\$36,505,138</b>		<b>\$39,142,849</b>	
<b>Program FTE</b>	0.00	63.53	0.00	61.63

Program Revenues				
Service Charges	\$0	\$36,505,138	\$0	\$39,142,849
<b>Total Revenue</b>	<b>\$0</b>	<b>\$36,505,138</b>	<b>\$0</b>	<b>\$39,142,849</b>

## Explanation of Revenues

This program generates \$1,661,747 in indirect revenues.  
Pharmacy is funded exclusively through prescription fees (third party reimbursements) and patient fees.

Federal \$ 36,470,054 - Intergovernmental  
\$ 2,672,795 - Patient Fees/Charges for services

## Significant Program Changes

Last Year this program was: FY 2023: 40031 FQHC-Pharmacy

Pharmacy program reduced 1.0 OA 2, 1.0 fte Program Specialist and 1.0 Program supervisor positions and added 1.0 fte Operations Supervisor position.

**Department:** Health Department      **Program Contact:** Matthew Hoffman

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of records requests completed	12644	13,000	13,000	13,000
Outcome	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; 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	2023	2023	2024	2024
Personnel	\$0	\$3,635,018	\$0	\$2,347,550
Contractual Services	\$0	\$86,500	\$0	\$54,500
Materials & Supplies	\$0	\$139,818	\$0	\$39,338
Internal Services	\$0	\$1,122,931	\$0	\$986,036
Capital Outlay	\$0	\$150,000	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,134,267</b>	<b>\$0</b>	<b>\$3,427,424</b>
<b>Program Total:</b>	<b>\$5,134,267</b>		<b>\$3,427,424</b>	
<b>Program FTE</b>	0.00	31.60	0.00	18.50

Program Revenues				
Beginning Working Capital	\$0	\$500,000	\$0	\$334,426
Service Charges	\$0	\$4,634,267	\$0	\$3,092,998
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,134,267</b>	<b>\$0</b>	<b>\$3,427,424</b>

## Explanation of Revenues

This program generates \$327,952 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

\$ 856,329 - Fee for Services (FFS) - Medicaid - CareOregon

\$ 848,995 - Fee for Services (FFS) - Medicare

### Medical Records

\$ 334,426 - Other - Medicaid Quality and Incentives

\$ 1,387,674 - FQHC Medicaid Wraparound

## Significant Program Changes

**Last Year this program was:** FY 2023: 40032 FQHC-Lab and Medical Records

Beginning in FY 2024, Central Lab operations will be discontinued (this does not impact sterilization, records mgt, or HIPAA). This change will bring Quest Diagnostics directly into the primary care clinic laboratories. Quest will be installing their own computers with their own laboratory information system (LIS) and will provide phlebotomists for venipuncture and specimen processing. Current MLTs will bring greater support for the medical assistants and nurses by continuing their expertise in quality control, quality assurance, quality improvement and training staff on point of care testing.

**Department:** Health Department      **Program Contact:** Tony Gaines  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Multnomah County Health Center 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, as well as triage and recall appointments.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$2,728,817	\$0	\$3,540,156
Contractual Services	\$0	\$45,660	\$0	\$110,000
Materials & Supplies	\$0	\$12,401	\$0	\$24,922
Internal Services	\$0	\$888,235	\$0	\$1,025,584
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,675,113</b>	<b>\$0</b>	<b>\$4,700,662</b>
<b>Program Total:</b>	<b>\$3,675,113</b>		<b>\$4,700,662</b>	
<b>Program FTE</b>	0.00	27.00	0.00	30.25

Program Revenues				
Intergovernmental	\$0	\$758,626	\$0	\$906,600
Other / Miscellaneous	\$0	\$640,000	\$0	\$640,000
Beginning Working Capital	\$0	\$605,000	\$0	\$111,362
Service Charges	\$0	\$1,671,487	\$0	\$3,042,700
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,675,113</b>	<b>\$0</b>	<b>\$4,700,662</b>

## Explanation of Revenues

This program generates \$494,560 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.

\$ 3,042,700 - Medical Fees FQHC Medicaid Wraparound

\$ 751,362 - Medicaid Quality and Incentive & Beginning Working Capital(BWC)

Federal: \$ 906,600 - Federal Primary Care (330) grant

## Significant Program Changes

**Last Year this program was:** FY 2023: 40033 FQHC-Primary Care and Dental Access and Referral

PAC added 3.5 CHN triage nurse positions and eliminated 1.0 fte OA2 position. A Manager 2 position was transferred from PC Planning and infrastructure program offer to PAC.

**Department:** Health Department      **Program Contact:** Adrienne Daniels

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$7,272,998	\$0	\$7,240,023
Contractual Services	\$0	\$224,500	\$0	\$225,000
Materials & Supplies	\$0	\$123,125	\$0	\$169,143
Internal Services	\$0	\$1,953,711	\$0	\$2,010,785
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,574,334</b>	<b>\$0</b>	<b>\$9,644,951</b>
<b>Program Total:</b>	<b>\$9,574,334</b>		<b>\$9,644,951</b>	
<b>Program FTE</b>	0.00	46.40	0.00	43.80

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,120,963	\$0	\$1,225,755
Other / Miscellaneous	\$0	\$1,887,481	\$0	\$2,796,500
Beginning Working Capital	\$0	\$1,450,000	\$0	\$650,000
Service Charges	\$0	\$5,115,890	\$0	\$4,972,696
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,574,334</b>	<b>\$0</b>	<b>\$9,644,951</b>

## Explanation of Revenues

This program generates \$1,011,431 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.

\$ 5,116,696 - FQHC Medicaid Wraparound

\$ 3,302,500 - Federal Primary Care (330) grant

Federal: \$ 1,225,755 - Medicaid Quality and Incentives

## Significant Program Changes

**Last Year this program was:** FY 2023: 40034 FQHC-Administration and Operations

Staff realignment with services and moving staff to the appropriate programs.

**Department:** Health Department      **Program Contact:** Adrienne Daniels  
**Program Offer Type:** Administration      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Integrated Clinical Services (ICS) Division of the Health Department has negotiated new FQHC and APM rates with the State of Oregon for healthcare services reimbursement. The State established the new rates retroactively and reimbursed ICS for the difference. The newly established ICS (FQHC) enterprise fund is required to establish reserve and contingency funds to provide fiscal stability and compliance with HRSA requirements to ensure continuity of services.

**Program Description**

**ISSUE:** The ICS revenue will fluctuate from year to year.

**PROGRAM GOAL:** Reserve and contingency funds will help to provide ongoing fiscal stability and compliance.

**PROGRAM ACTIVITY:** ICS, the Federally Qualified Health Center, is majority funded by visit revenue from State and Federal sources. Both Federal and State revenue sources may fluctuate from year to year. During FY22 the State has approved and implemented new reimbursement rates and made retroactive payments. These funds are required to be utilized for the continuation and of mandated healthcare services for the most vulnerable people of Multnomah County.

Reserve and contingency funds will create ongoing stability for ICS 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, Health Resource and Services Administration (HRSA) guidelines, and by Multnomah County's Financial and Budget Policies.

The reserve and contingency funds will be established in FY 2023. Each year, funding will be added to the reserve. The reserve fund will ensure the long-term financial stability of the program. The contingency fund will allow ICS to address unforeseen future expenses.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of reserve goal met	N/A	N/A	N/A	100%
Outcome	Compliance with all HRSA 330 Grant financial requirements	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Unappropriated & Contingency	\$0	\$9,400,000	\$0	\$9,400,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,400,000</b>	<b>\$0</b>	<b>\$9,400,000</b>
<b>Program Total:</b>	<b>\$9,400,000</b>		<b>\$9,400,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$9,400,000	\$0	\$9,400,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,400,000</b>	<b>\$0</b>	<b>\$9,400,000</b>

Explanation of Revenues

\$9.4 million of Beginning Working Capital

Significant Program Changes

Last Year this program was: FY 2023: 40034B FQHC - Contingency and Reserves

**Department:** Health Department      **Program Contact:** Adrienne Daniels

**Program Offer Type:** Administration      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$311,265	\$0	\$524,333
Contractual Services	\$0	\$32,000	\$0	\$36,000
Materials & Supplies	\$0	\$5,450	\$0	\$14,700
Internal Services	\$0	\$70,617	\$0	\$104,467
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$419,332</b>	<b>\$0</b>	<b>\$679,500</b>
<b>Program Total:</b>	<b>\$419,332</b>		<b>\$679,500</b>	
<b>Program FTE</b>	0.00	2.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$419,332	\$0	\$679,500
<b>Total Revenue</b>	<b>\$0</b>	<b>\$419,332</b>	<b>\$0</b>	<b>\$679,500</b>

## Explanation of Revenues

This program generates \$73,249 in indirect revenues.  
 \$ 679,500- HD FQHC PCPM Funding - Health Council

## Significant Program Changes

**Last Year this program was:** FY 2023: 40036 FQHC-Community Health Council and Civic Governance

Added 1.0 Manager 1 position that was transferred from Admin and Operations program offer.

**Department:** Health Department      **Program Contact:** Andrea Hamberg  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40199T  
**Program Characteristics:**

**Executive Summary**

Environmental Health Community Programs (EHCP) works 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 Description**

EHCP is a continuum of services that ensure all county residents have access to optimal living conditions. 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. Housing: upholds County regulations on habitability, provides technical assistance and decision support relating to encampments, energy efficiency upgrades, and household toxics. 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Reach and impressions of community members receiving information on environmental threats	7,008,203	800,000	22,814,212	14,000,000
Outcome	Number of children with reduced EBLL as a result of environmental investigations	704	60	70	65
Outcome	Number of policies adopted that include health- and health justice-based recommendations	7	10	9	15
Outcome	Proportion of people aware of and complying with the woodsmoke curtailment ordinance	32	50%	81%	80%

**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. 2) Dependent on refugee arrivals 3) Policy recommendations are developed with an environmental justice lens. FY24 offer reflects increased staffing. 4) Measured by a survey. Compliance defined as respondents reporting burning wood only on "green days" or not at all.



## Legal / Contractual Obligation

City of Portland codes 8.20.210, 8.20.200, 29.30.110, 29.30.060, and Multnomah County Housing Code 21.800; Multnomah County Code Chapter 21.450 Air Quality Regulation of wood burning devices and recreational burning. Contract with State of Oregon, Port of Portland and Portland Bureau of Environmental Services to provide outreach & education related to consuming fish from Portland Harbor Superfund site. Contract with Port of Portland for similar outreach for Columbia Slough. Contract with Metro for brownfields analysis. Contract with Portland Water Bureau to provide information, education and access to water testing for lead. Contract with Health Share of Oregon to provide climate and health services.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$517,922	\$1,340,459	\$748,597	\$991,835
Contractual Services	\$5,124	\$85,055	\$21,276	\$269,849
Materials & Supplies	\$13,936	\$70,633	\$75,601	\$40,278
Internal Services	\$520	\$255,016	\$600	\$218,305
<b>Total GF/non-GF</b>	<b>\$537,502</b>	<b>\$1,751,163</b>	<b>\$846,074</b>	<b>\$1,520,267</b>
<b>Program Total:</b>	<b>\$2,288,665</b>		<b>\$2,366,341</b>	
<b>Program FTE</b>	3.75	9.75	4.65	6.65

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,518,342	\$0	\$1,369,024
Service Charges	\$0	\$232,821	\$0	\$151,243
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,751,163</b>	<b>\$0</b>	<b>\$1,520,267</b>

## Explanation of Revenues

This program generates \$138,561 in indirect revenues.

\$ 128,000 - PWB City Lead Line

\$ 115,000 - Fish Advisory Outreach funding

State: \$ 868,211 - Modernization Local

\$ 22,813 - Brownfield Public Health Assessment Tool

\$ 151,243 - Fish Advisory IGA with EPA

\$ 175,000 - HealthShare of Oregon

\$ 60,000 - Columbia Slough Fish Consumption

## Significant Program Changes

**Last Year this program was:** FY 2023: 40037 Environmental Health Community Programs

The program filled permanent management positions. Due to recruitment delays, some new positions in FY23 have not been filled; we expect to do so before the start of FY24.

**Department:** Health Department      **Program Contact:** Steve Sutton  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

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, Dentists, Physicians and Psychiatrists, Pharmacists and Oregon Nurses Association collective bargaining agreements.

Other priorities include maintaining organizational effectiveness within our functional 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 any emergency response coordination and actions.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$4,180,668	\$0	\$4,184,573	\$0
Contractual Services	\$7,859	\$0	\$8,252	\$0
Materials & Supplies	\$15,029	\$0	\$15,781	\$0
Internal Services	\$688,908	\$0	\$400,770	\$290,595
<b>Total GF/non-GF</b>	<b>\$4,892,464</b>	<b>\$0</b>	<b>\$4,609,376</b>	<b>\$290,595</b>
<b>Program Total:</b>	<b>\$4,892,464</b>		<b>\$4,899,971</b>	
<b>Program FTE</b>	26.68	0.00	24.88	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$290,595
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$290,595</b>

Explanation of Revenues

State: Public Health Modernization - \$152,720  
 Federal: Federal Strengthening Public Health Infrastructure & Workforce - \$137,875

Significant Program Changes

Last Year this program was: FY 2023: 40039A Human Resources

Human Resources reduced 2.00 FTE to meet constraint - One Office Assistant and one Human Resource Analysts II.

**Department:** Health Department      **Program Contact:** Steven Sutton  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Integrated Clinical Services Provider Recruitment Specialist program will provide targeted recruitment for highly qualified and diverse healthcare providers for the organization. This position will be responsible for actively seeking out and recruiting dentists, physicians, nurse practitioners, physician assistants, pharmacists, and other providers within ICS. The Specialist will also support the credentialing process, ensuring that all new providers meet ICS standards and requirements.

**Program Description**

Provider vacancies can have a significant impact on the financial stability of a health center. When a provider position remains unfilled, patients may choose to seek care elsewhere, resulting in a loss of revenue. This can have a ripple effect, as the health center may have to cancel or reschedule appointments, leading to decreased patient satisfaction and further reductions in revenue. Additionally, the cost of recruiting and training a new provider can be substantial, and a prolonged vacancy can result in increased labor costs as other providers are asked to pick up the slack. In order to maintain financial stability, it is important for health centers to fill provider vacancies in a timely manner. The ICS Provider Recruitment Specialist program is a strategically developed position, intended help mitigate the negative effects of provider vacancies by actively seeking out and recruiting the best candidates for open positions. The ICS Provider Recruitment Specialist will play a crucial role in the organization by helping to address equity in healthcare. The Specialist will be tasked with attracting a diverse pool of providers, including those from underrepresented groups, to ensure that all patients receive quality care regardless of their background or identity. To achieve this goal, the Specialist will use a variety of recruitment methods, such as attending job fairs, conducting outreach to professional organizations, and utilizing social media. The position is supported by research that shows that a diverse healthcare workforce leads to improved patient outcomes. Studies have shown that patients are more likely to trust and feel comfortable with providers who come from similar backgrounds or experiences. By attracting a diverse pool of providers, ICS will be able to better serve the needs of its patients and help close disparities in healthcare. The ICS Provider Recruitment Specialist program is an important step in ensuring that the organization provides equitable and quality healthcare to all patients. With the Specialist's expertise and dedication, ICS can attract and retain the best providers and continue to provide exceptional care for years to come.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of successful recruitments	N/A	N/A	N/A	20
Outcome	Reduction in vacancy days	N/A	N/A	N/A	30

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$152,753	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$152,753</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$152,753</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

**Department:** Health Department      **Program Contact:** Wendy Lear  
**Program Offer Type:** Support      **Program Offer Stage:** Proposed  
**Related Programs:** 40041, 40042, 40040B, 40040C, 40040D  
**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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of invoices processed	15,442	12,500	14,500	14,000
Outcome	Yearly average % of all cash receipts recorded in the month in which they were received.	N/A	N/A	97%	97%
Quality	Number of audit findings in County's annual financial audit.	No findings	No findings	No findings	No findings

**Performance Measures Descriptions**

'# of invoices processed' measures output for the accounts payable unit. 'Yearly average % of all cash receipts recorded in the month in which they were received' measures the average timeliness of deposits through the fiscal year. This is a new measure implemented in FY23. 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	2023	2023	2024	2024
Personnel	\$6,069,203	\$0	\$6,719,167	\$0
Contractual Services	\$308,638	\$0	\$266,507	\$0
Materials & Supplies	\$81,627	\$0	\$189,549	\$0
Internal Services	\$2,889,724	\$0	\$2,926,770	\$0
<b>Total GF/non-GF</b>	<b>\$9,349,192</b>	<b>\$0</b>	<b>\$10,101,993</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$9,349,192</b>		<b>\$10,101,993</b>	
<b>Program FTE</b>	38.00	0.00	39.00	0.00

Program Revenues				
Other / Miscellaneous	\$13,753,490	\$0	\$16,060,066	\$0
<b>Total Revenue</b>	<b>\$13,753,490</b>	<b>\$0</b>	<b>\$16,060,066</b>	<b>\$0</b>

Explanation of Revenues

Departmental Indirect - \$16,060,066

Significant Program Changes

**Last Year this program was:** FY 2023: 40040A Financial and Business Management Services

Financial and Business Management eliminated a 1.00 FTE administrative analyst position. In addition, the division added a 1.0 FTE Budget Analyst to assist with a growing workload in Behavioral Health and a 1.00 Financial Reporting Project Manager to provide expertise and management to the Financial Reporting team.

**Department:** Health Department      **Program Contact:** Braidy Estevez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40040A  
**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 a practice management system for accurate and timely billing.

**Program Description**

This program offer supports two positions on the finance team providing targeted support to the Behavioral Health division. This program offer will improve data quality and billing processes. The team will be responsible for cleaning up accounts receivable data to allow billing staff to reprocess Behavioral Health Division’s claims. This will allow the Behavioral Health division to maximize County revenue by adjusting payment, identifying 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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of encounters processed for payment	N/A	7,000	7,000	7,000
Outcome	Percent of behavioral health receivables aged (older than 90 days )	N/A	33%	33%	33%

**Performance Measures Descriptions**

Number of encounters demonstrates the volume of work. % of receivables older than 90 days – is the percentage of total receivables that is over 90 days excluding self-pay balances. This metric measures the efficiency of collecting payments on older accumulating balances. Maintaining a lower rate is financially healthy. This program will support the ability to provide performance data.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$242,082	\$0	\$228,142	\$0
<b>Total GF/non-GF</b>	<b>\$242,082</b>	<b>\$0</b>	<b>\$228,142</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$242,082</b>		<b>\$228,142</b>	
<b>Program FTE</b>	2.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program was funded with one-time-only funding in FY 2023. The program is requesting one-time-only funding for a second year in FY 2024 after evaluating the program's needs.

**Department:** Health Department      **Program Contact:** A Blumenauer  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of encounters processed for payment	255,124	260,000	207,894	210,000
Outcome	Percent of receivables aged (older than 90 days )	32%	33%	26%	33%
Quality	Average Days In Accounts Receivable	22	32	20	32

**Performance Measures Descriptions**

Number of encounters demonstrates the volume of work. % of receivables older than 90 days – is the percentage of total receivables that is over 90 days excluding self-pay balances. This metric measures the efficiency of collecting payments. Average Days in Accounts Receivable is the number of days it takes to resolve outstanding balances.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,393,057	\$0	\$1,741,111	\$0
Materials & Supplies	\$101,687	\$0	\$106,771	\$0
Internal Services	\$219,917	\$0	\$226,293	\$0
<b>Total GF/non-GF</b>	<b>\$1,714,661</b>	<b>\$0</b>	<b>\$2,074,175</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,714,661</b>		<b>\$2,074,175</b>	
<b>Program FTE</b>	10.00	0.00	12.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40041 Medical Accounts Receivable

FY 2023 – program has been working strategically on different initiatives aimed at improving performance which include quality improvement projects as well as training and development support for staff. To reduce reliance on contracted services the team added 2.00 additional Financial Specialists.

The team collaborated with program staff and successfully implemented system builds that facilitated the administration of Covid-19 treatment drugs and the MPXV (monkeypox) vaccine during the outbreak in 2022. In alignment with federal requirements the billing team collaborated with services across the department to implement Good Faith Estimates (GFE). GFEs provide the total expected cost of any health care item and service.

**Department:** Health Department      **Program Contact:** Nicole Rose  
**Program Offer Type:** Support      **Program Offer Stage:** Proposed  
**Related Programs:** 40040A, 40042B  
**Program Characteristics:**

**Executive Summary**

Health Department Contracts and Procurement prepares and processes all contracts, intergovernmental and professional service agreements for the department. They provide purchasing support for a wide array of products, goods and services.

**Program Description**

This program processes more than 700 contract and procurement action requests. They procure a wide array of products, goods and services, totaling more than \$67 million per year. By writing clear and comprehensive agreements and by complying with federal, state and county procurement laws and regulations, the program safeguards the department from risk and procures cost effective high quality goods and services.

This program offer includes the vaccine depot where vaccines are received, stored and distributed. The depot processes on average 85+ orders per month. This is the primary point of contact for routine vaccine services management. The depot has a key role in emergency public health responses that require vaccine prophylaxis.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Action Request Forms Submitted	700	N/A	750	775
Outcome	Contract Cycle Time Report (days)	70.03	N/A	70.00	70.00
Output	MMP Item Purchasing	\$3.3 mil	N/A	\$4.0 mil	\$4.2 mil

**Performance Measures Descriptions**

The number of Action Request Forms (ARF) submitted describes the workload for the procurement and contract specialist. Contract Cycle time is a measure of how efficiently the team completes its work. Cycle time describes the time it takes for a contract specialist to complete the review process for a contract. MMP Item purchasing is an output measure of individual health department program goods requests processed by procurement in the marketplace.

## 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	2023	2023	2024	2024
Personnel	\$1,953,294	\$0	\$2,281,214	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$321,387	\$0	\$332,236	\$0
<b>Total GF/non-GF</b>	<b>\$2,274,681</b>	<b>\$0</b>	<b>\$2,613,450</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,274,681</b>		<b>\$2,613,450</b>	
<b>Program FTE</b>	13.00	0.00	14.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 40042 Contracts & Procurement

The team added and additional procurement associate to meet a growing workload.

As part of our intention to engage with our community in a more direct and impactful way and reduce barriers in the procurement and contracting process, the team is working to create virtual and in-person training and materials for our internal and external partners which make the process more accessible. Team members participated in a countywide effort to review our process and look for improvement and receive feedback from community partners.

**Department:** Health Department      **Program Contact:** Kathryn McKelvey  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$891,781	\$0	\$944,664	\$0
Contractual Services	\$290,000	\$0	\$304,500	\$0
Materials & Supplies	\$1,778,506	\$0	\$1,867,431	\$0
Internal Services	\$147,655	\$0	\$148,982	\$0
<b>Total GF/non-GF</b>	<b>\$3,107,942</b>	<b>\$0</b>	<b>\$3,265,577</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,107,942</b>		<b>\$3,265,577</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40044 Health Data and Analytic Team

**Department:** Health Department      **Program Contact:** Chantell Reed  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Operations 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 Description**

This program offer includes organizational learning and communications.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$2,954,364	\$0	\$3,656,719	\$0
Contractual Services	\$50,000	\$0	\$52,500	\$0
Materials & Supplies	\$118,865	\$0	\$124,809	\$0
Internal Services	\$301,393	\$0	\$312,843	\$0
<b>Total GF/non-GF</b>	<b>\$3,424,622</b>	<b>\$0</b>	<b>\$4,146,871</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,424,622</b>		<b>\$4,146,871</b>	
<b>Program FTE</b>	16.80	0.00	20.80	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

**Last Year this program was:** FY 2022: 40046 Organizational Development

In FY 2023 the Organizational Development and Human Resources Divisions were combined under a new division - Operations. This program offer represents the Communications and Leadership components of the new division.

**Department:** Health Department      **Program Contact:** Dr. Julie Maher  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40096A  
**Program Characteristics:**

**Executive Summary**

Program Design and Evaluation Services (PDES) performs the public health foundational role of assessment and epidemiology. PDES 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 PDES' approach are working to engage with community partners to make meaning of the data.

**Program Description**

PDES is an applied public health research, evaluation, and epidemiology unit shared between the Health Department's Public Health Division (PHD) and the Oregon Health Authority. PDES includes PHD's Community Epidemiology Services (CES) team. 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 the 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 PHD, including the 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). 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 PHD in using data to assess racial/ethnic and other health disparities in collaboration with community partners. 5) Developing and implementing decolonizing data methods and working with community partners to make meaning of data. In addition to this work of their CES team, PDES secures about \$4 million annually in grants and contracts to provide program and policy evaluation services to the county PHD, OHA and other agencies, and to conduct public health research projects on key emerging issues. PDES evaluates whether PHD programs and policies are effective, collaborating with partners to identify areas for improvement and highlight successes (e.g., Healthy Birth Initiative, REACH, and STRYVE).

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of data-related community collaborations that involve all partners and combine data with action	13	9	16	9
Outcome	# of reports monitoring health status through surveillance, assessment, & community engagement	50	9	26	9
Outcome	# of analytic and reporting platforms to monitor COVID responses and health status of vulnerable populations	27	7	32	N/A
Outcome	# of dissemination products (presentations, briefs, reports, manuscripts) created for PDES evaluation contra	N/A	N/A	N/A	20

**Performance Measures Descriptions**

The calculated performance measures for FY22 and FY23 include the products from the Communicable Disease team because during COVID-19 we used a hybrid work model; hence, the measures are higher than expected. The performance measure offers for FY24 do not include the Communicable Disease team products. A performance measure was added for FY24; that measure is for PDES evaluation contracts and research grants done outside the CES team.

## 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.

Program Design and Evaluation Services (PDES) is primarily grant and contract funded, and program continuation is required by those grants and contracts.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,242,378	\$221,229	\$1,221,894	\$142,450
Materials & Supplies	\$10,840	\$2,480	\$19,435	\$3,392
Internal Services	\$111,468	\$42,301	\$118,340	\$31,767
<b>Total GF/non-GF</b>	<b>\$1,364,686</b>	<b>\$266,010</b>	<b>\$1,359,669</b>	<b>\$177,609</b>
<b>Program Total:</b>	<b>\$1,630,696</b>		<b>\$1,537,278</b>	
<b>Program FTE</b>	7.17	1.48	6.85	0.82

Program Revenues				
Intergovernmental	\$0	\$266,010	\$0	\$177,609
<b>Total Revenue</b>	<b>\$0</b>	<b>\$266,010</b>	<b>\$0</b>	<b>\$177,609</b>

## Explanation of Revenues

This program generates \$19,901 in indirect revenues.  
State - \$177,609 - Public Health Modernization

## Significant Program Changes

**Last Year this program was:** FY 2023: 40048 Community Epidemiology

The Communicable Epidemiology Services (CES) team joined Program Design and Evaluation Services during FY23. PDES budget is included in program offer 40096A.

**Department:** Health Department      **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Providing health care to detained youth is the responsibility of Corrections Health. Corrections Health personnel care for 35 detained youth at any one time (+1,500 per year) from Multnomah, Washington and Clackamas counties who are brought in from the streets, other jurisdictions and other community holding facilities. Detainees include females and males who need their health issues addressed in a timely manner in order to prevent emergencies, pain and suffering which is the constitutional measure of quality care. Stabilizing their health allows them to participate fully in their legal processes

**Program Description**

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 FY24 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 35 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of client visits conducted by a CH nurse per year	2,000	1,500	1,500	1,500
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	2023	2023	2024	2024
Personnel	\$1,082,252	\$0	\$1,193,920	\$0
Contractual Services	\$121,455	\$0	\$127,528	\$0
Materials & Supplies	\$74,504	\$0	\$78,229	\$0
Internal Services	\$340,120	\$0	\$366,510	\$0
<b>Total GF/non-GF</b>	<b>\$1,618,331</b>	<b>\$0</b>	<b>\$1,766,187</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,618,331</b>		<b>\$1,766,187</b>	
<b>Program FTE</b>	5.60	0.00	6.00	0.00

Program Revenues				
Service Charges	\$102,198	\$0	\$102,198	\$0
<b>Total Revenue</b>	<b>\$102,198</b>	<b>\$0</b>	<b>\$102,198</b>	<b>\$0</b>

## 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 2023: 40049 Corrections Health Juvenile Detention

Increase four 0.80 FTE CHN positions to 0.90 FTE to reduce mandates, overtime, burnout and to increase staff morale while reducing staff turnover. The increase will also allow care to increase from 16 hours/day to 24 hours/day.



**Program #40050A - Corrections Health Multnomah County Detention Center (MCDC) FY 2024 Proposed**

**Department:** Health Department **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$3,657,714	\$0	\$3,617,013	\$0
Contractual Services	\$15,000	\$0	\$15,750	\$0
Materials & Supplies	\$45,770	\$0	\$48,058	\$0
Internal Services	\$345,568	\$0	\$328,527	\$0
<b>Total GF/non-GF</b>	<b>\$4,064,052</b>	<b>\$0</b>	<b>\$4,009,348</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,064,052</b>		<b>\$4,009,348</b>	
<b>Program FTE</b>	17.70	0.00	21.35	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40050A Corrections Health Multnomah County Detention Center (MCDC)

Add 4 new CHN positions to reduce mandates, overtime, burnout and increase morale in staff, while increasing retention.



**Program #40050B - Corrections Health MCDC Clinical Services and 4th Floor Housing** FY 2024 Proposed

**Department:** Health Department **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$1,846,124	\$0	\$2,046,284	\$0
Contractual Services	\$731,748	\$0	\$768,335	\$0
Materials & Supplies	\$430,522	\$0	\$463,894	\$0
Internal Services	\$420,913	\$0	\$383,969	\$0
<b>Total GF/non-GF</b>	<b>\$3,429,307</b>	<b>\$0</b>	<b>\$3,662,482</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,429,307</b>		<b>\$3,662,482</b>	
<b>Program FTE</b>	10.30	0.00	9.90	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40050B Corrections Health MCDC Clinical Services and 4th Floor Housing

Reduced 2 CHN positions from 0.80 FTE to 0.60 FTE. These requests were made by staff to prevent burnout.

**Department:** Health Department      **Program Contact:** Myque Obiero

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$2,529,299	\$0	\$2,795,848	\$0
Contractual Services	\$375,000	\$0	\$393,750	\$0
Materials & Supplies	\$15,906	\$0	\$16,701	\$0
Internal Services	\$280,610	\$0	\$355,223	\$0
<b>Total GF/non-GF</b>	<b>\$3,200,815</b>	<b>\$0</b>	<b>\$3,561,522</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,200,815</b>		<b>\$3,561,522</b>	
<b>Program FTE</b>	14.20	0.00	14.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40050C Corrections Health MCDC Housing Floors 5, 6, 7 & 8

Reduced 1 CHN position from 0.80 FTE to 0.60 FTE. These requests were made by staff to prevent burnout.

**Department:** Health Department      **Program Contact:** Myque Obiero

**Program Offer Type:** Support      **Program Offer Stage:** 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 reallocated the County General Fund to support these services in FY 2022 and going forward.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Infection control audits	N/A	N/A	3	3
Outcome	Staff Fit Testing	N/A	N/A	120	120

**Performance Measures Descriptions**

Measure 1: Number of facility infection control audits/year

Measure 2: Number of staff fit tested/year

## 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	2023	2023	2024	2024
Personnel	\$868,312	\$0	\$1,145,176	\$0
Contractual Services	\$78,137	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$946,449</b>	<b>\$0</b>	<b>\$1,145,176</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$946,449</b>		<b>\$1,145,176</b>	
<b>Program FTE</b>	6.67	0.00	8.08	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 40050D Corrections Health - In/Out of Scope Services

Increase in FTE for In/Out of Scope Services provided by ICS to support Corrections Health EHR and medical records needs.



**Program #40051A - Corrections Health Inverness Jail (MCIJ) Clinical Services** FY 2024 Proposed

**Department:** Health Department **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$3,774,714	\$0	\$4,129,233	\$0
Materials & Supplies	\$75,342	\$0	\$70,661	\$0
Internal Services	\$473,601	\$0	\$496,435	\$0
<b>Total GF/non-GF</b>	<b>\$4,323,657</b>	<b>\$0</b>	<b>\$4,696,329</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,323,657</b>		<b>\$4,696,329</b>	
<b>Program FTE</b>	20.65	0.00	24.65	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40051A Corrections Health Inverness Jail (MCIJ) Clinical Services

Add 6 new CHN positions to reduce mandates, overtime, burnout and to increase staff retention and morale.

**Department:** Health Department      **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$1,250,055	\$0	\$1,416,671	\$0
Contractual Services	\$1,121,748	\$0	\$1,177,835	\$0
Materials & Supplies	\$391,905	\$0	\$411,500	\$0
Internal Services	\$133,558	\$0	\$141,062	\$0
<b>Total GF/non-GF</b>	<b>\$2,897,266</b>	<b>\$0</b>	<b>\$3,147,068</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,897,266</b>		<b>\$3,147,068</b>	
<b>Program FTE</b>	7.50	0.00	7.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40051B Corrections Health MCIJ General Housing Dorms 4 - 11



**Program #40051C - Corrections Health MCIJ Dorms 12 - 18 and Infirmary** FY 2024 Proposed

**Department:** Health Department **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$2,105,620	\$0	\$2,183,642	\$0
Materials & Supplies	\$95,406	\$0	\$99,395	\$0
<b>Total GF/non-GF</b>	<b>\$2,201,026</b>	<b>\$0</b>	<b>\$2,283,037</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,201,026</b>		<b>\$2,283,037</b>	
<b>Program FTE</b>	8.50	0.00	8.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40051C Corrections Health MCIJ Dorms 12 - 18 and Infirmary

**Department:** Health Department      **Program Contact:** Jennifer Vines  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 and they provide key components of foundational public health data. Operating 24/7/365 MEO staff interface directly with loved ones of the deceased and emergency responders (police, fire, mortuary services, accident investigators) on a daily basis.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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. 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	2023	2023	2024	2024
Personnel	\$1,862,431	\$0	\$2,065,588	\$0
Contractual Services	\$108,856	\$0	\$114,298	\$0
Materials & Supplies	\$27,627	\$0	\$24,947	\$0
Internal Services	\$279,859	\$0	\$345,943	\$0
<b>Total GF/non-GF</b>	<b>\$2,278,773</b>	<b>\$0</b>	<b>\$2,550,776</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,278,773</b>		<b>\$2,550,776</b>	
<b>Program FTE</b>	14.00	0.00	15.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

All County General Funds no additional revenue

## Significant Program Changes

**Last Year this program was:** FY 2023: 40052A Medical Examiner

Addition of 1.00 FTE death investigator and administrative support approved last fiscal year, establishing minimum staffing levels for a jurisdiction of our size.

**Department:** Health Department      **Program Contact:** Kimberly DiLeo  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 40052  
**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

The State Medical Examiner announced February 13th, 2023 that they will turn over the majority of death certification to counties. County Medical Examiner Offices will now be responsible for employing a physician to act as the County Medical Examiner, signing death certificates on all cases corresponding to record reviews and death investigation results. The State Medical Examiner will continue to perform autopsies on homicides, child deaths and cases that are particularly complex on a case by case basis. This program offer is for the initial work of a on call physician to sign the approximate 1200 death certificates the State Medical Examiners office has traditionally done. This offer does not address external examinations, which will also be the responsibility of the county beginning July 1, 2023.

**Program Description**

The State currently provides Multnomah County with the following services, approximating:

- Signing 1,200 death certificates per year, including 500 extensive medical record reviews
- Performing 380 autopsies
- Providing 600 external exams

With this change, effective July 1, 2023, autopsy services may be dramatically reduced. Multnomah County may be responsible for taking over any autopsies that the State cannot and will not perform, the majority of external examinations, and the signing of death certificates. This change will impact timely and accurate reporting of deaths in our County, as current Oregon statute states that in the absence of an appointed Medical Examiner, the Health Officer shall assume these duties. Health Officers across the state and country are already stretched, and most including our Multnomah County Health Officers are not trained to perform autopsies. This change will also affect families of the deceased, should death certifications be delayed.

This program offer contains budget for a on call physician to sign the death certificates the State Medical Examiner's Office has traditionally performed. The on call physician will be a County employee and this program offer includes \$125,000 that is estimated up to 14 hours of time per week to take on this new work of signing death certificates.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	County shall employ a physician for the purpose of signing death certificates	0	0	0	1200
Outcome	Hours to research, review and appropriately determine cause of death for signing of death certificates	0	0	0	757

**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. ORS 146.065 states that in each county there shall be a Medical Examiner to certify the cause and manner of deaths for cases requiring investigation.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$125,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$125,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

All County General Funds no additional revenue

## Significant Program Changes

### Last Year this program was:

The State Medical Examiners Office has announced a defunding and reduced support of several aspects of death investigation work. This will shift almost all of the unfunded and uncovered work from the State Office to the Local County.

**Department:** Health Department      **Program Contact:** Charlene McGee  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of policy, systems, and environment strategies implemented	25	25	25	25
Outcome	# of Black/African American/African Immigrants and other communities reached through policy, systems, and enviro	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	2023	2023	2024	2024
Personnel	\$41,256	\$921,222	\$394,167	\$427,712
Contractual Services	\$320,510	\$0	\$150,000	\$499,823
Materials & Supplies	\$18,744	\$0	\$28,524	\$57,408
Internal Services	\$129,262	\$123,247	\$137,453	\$59,752
<b>Total GF/non-GF</b>	<b>\$509,772</b>	<b>\$1,044,469</b>	<b>\$710,144</b>	<b>\$1,044,695</b>
<b>Program Total:</b>	<b>\$1,554,241</b>		<b>\$1,754,839</b>	
<b>Program FTE</b>	0.32	7.33	2.60	3.47

Program Revenues				
Intergovernmental	\$0	\$1,044,469	\$0	\$1,044,695
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,044,469</b>	<b>\$0</b>	<b>\$1,044,695</b>

Explanation of Revenues

This program generates \$59,752 in indirect revenues.  
 Federal: \$ 975,000 - REACH GY08  
 State: \$ 69,695 - Community Chronic Disease Prevention

Significant Program Changes

**Last Year this program was:** FY 2023: 40053 Racial and Ethnic Approaches to Community Health

This current round of REACH funding is set to end September 2023 and the reapplication process has begun with a due date in Spring 2023. This round of funding covers 6 FTEs which includes a Program Supervisor, 4-Program Specialists who are staff leads for the 3 strategies areas (nutrition, Community Clinical Linkages, Built Environment) and Communications, a Community Health Specialist who supports the ACHIEVE Coalition.

**Department:** Health Department      **Program Contact:** Elizabeth Carroll  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40055, 40056, 40058, 40097  
**Program Characteristics:**

**Executive Summary**

Parent Child Family Health (PCFH) Nurse Family Partnership Program (NFP) is an evidence-based community healthcare program supported by more than 30 years of research. NFP supports a partnership between low-income, first-time pregnant people with a home visiting Community Health Nurse to support new parents experience a healthy pregnancy. This partnership and the education and support offered, enable families to build confidence and work towards family stability and achieve goals.

**Program Description**

NFP is a nurse home visiting program offered to first-time, low-income pregnant people through two Multnomah County teams serving the entire 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). NFP's Community Advisory Board enables clients to influence and guide how they engage in PCFH services and provide input assure services are reflective of families served, impacting program design and/or implementation.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of families served	284	200	285	330
Outcome	Percent of mothers enrolled in NFP services who are breastfeeding at 6 months	49%	65%	60%	65%
Quality	Participants who remain in program until child is two years old	85%	80%	80%	80%
Quality	Percent of participants who express satisfaction with program's cultural responsiveness	N/A	95%	97%	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	2023	2023	2024	2024
Personnel	\$90,352	\$1,580,995	\$41,456	\$1,876,725
Contractual Services	\$462,147	\$2,000	\$701,808	\$0
Materials & Supplies	\$37,906	\$23,976	\$38,997	\$23,834
Internal Services	\$147,257	\$254,842	\$75,194	\$386,627
<b>Total GF/non-GF</b>	<b>\$737,662</b>	<b>\$1,861,813</b>	<b>\$857,455</b>	<b>\$2,287,186</b>
<b>Program Total:</b>	<b>\$2,599,475</b>		<b>\$3,144,641</b>	
<b>Program FTE</b>	0.44	8.56	0.11	9.09

Program Revenues				
Intergovernmental	\$0	\$88,802	\$0	\$88,802
Other / Miscellaneous	\$0	\$46,556	\$0	\$46,556
Beginning Working Capital	\$0	\$566,348	\$0	\$0
Service Charges	\$0	\$1,160,107	\$0	\$2,151,828
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,861,813</b>	<b>\$0</b>	<b>\$2,287,186</b>

## Explanation of Revenues

This program generates \$262,178 in indirect revenues.

- \$ 46,556 - Miscellaneous Revenues
- \$ 2,151,828 - NFP Medicaid Babies First
- \$ 88,802 - State Babies First grant

## Significant Program Changes

**Last Year this program was:** FY 2023: 40054 Nurse Family Partnership

In FY23, NFP made a return to in-person services while continuing to make televising an option based on family preference and safety. NFP is scheduled, along with all of PCFH, to transition from paper charting to electronic health records (EHR) in late FY23, ultimately streamlining charting, billing and medical records workflows. This transition, and a new mix of in-home and telehealth visits, enables increased projected revenue for NFP to maximize their billing. 1.0 CHN added in FY24. Challenges in hiring new nurses, especially into cultural KSA positions, has taken exceptionally long times in the past year. New HR streamlining of processes and staff stabilization measures such as retention bonuses are expected to be helpful in maintaining full staffing and meeting visit goals. The NFP program is expected to consolidate staff into one physical location in FY24, as a part of a larger PCFH space consolidation.

**Department:** Health Department      **Program Contact:** Elizabeth Carroll  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40054, 40056, 40057, 40097  
**Program Characteristics:**

### Executive Summary

Parent Child Family Health (PCFH) Community Health Nurses (CHNs) and Community Health Workers (CHWs) routinely provide consultation and support at the individual, organizational and system levels and in a variety of settings. This Program Offer describes PCFH consultation and services in the Healthy Homes Asthma Home Visiting program, and 3 Community-based Head Starts, along with David Douglas School District (DDSD) Multnomah Early Childhood Program (MECP) providing families from African American and Latino families with early childhood CHW supports. The families are parenting children with health and developmental conditions. Services include health assessments in the home or classroom; care coordination; and technical assistance for providers who serve children with special healthcare needs.

### Program Description

HH identifies and supports remediation of environmental asthma triggers or refers families to resources for relocation. 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 Nurse Consulting in Head Starts (or subsidies for Nurse services) are subsidized to support families enrolled in the Mt. Hood Head Start program, Oregon Child Development Coalition (OCDC), and Multnomah Early Childhood Program (MECP).

In 2015 PCFH was asked to support David Douglas School District with their Multnomah Early Childhood Program, Early Intervention services. PCFH provides 4 staff with culturally specific early childhood KSA's for CHW services, (1 Nurse and 3 FTE CHWs serving African American, Latino and Vietnamese families). DDSD pays for the full cost of the staffing of this racial equity driven program enhancement.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of families receiving an environmental home inspection	14	30	12	0
Outcome	% completion of final Asthma Home assessments	80%	80%	100%	0
Output	# of technical assistance consults to service providers who work with children with special health care needs	300	300	300	0

### Performance Measures Descriptions

Output #1 Referrals and completed assessments have remained low in FY23. This program has been eliminated in order to meet PCFH County General Fund constraints.

Outcome #2 Again the low utilization of this service and plan to eliminate

Output #3 Consultations are not entered into PCFH data systems. This is an estimate as Head Starts also do not share actual reported consultations. Elimination of this service is planned for FY24.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$293,673	\$609,325	\$0	\$469,400
Contractual Services	\$59,899	\$2,000	\$0	\$0
Materials & Supplies	\$12,903	\$16,290	\$30,000	\$15,786
Internal Services	\$135,696	\$81,894	\$142,422	\$65,576
<b>Total GF/non-GF</b>	<b>\$502,171</b>	<b>\$709,509</b>	<b>\$172,422</b>	<b>\$550,762</b>
<b>Program Total:</b>	<b>\$1,211,680</b>		<b>\$723,184</b>	
<b>Program FTE</b>	1.90	5.10	0.00	3.80

<b>Program Revenues</b>				
Intergovernmental	\$0	\$34,000	\$0	\$550,762
Other / Miscellaneous	\$0	\$550,762	\$0	\$0
Service Charges	\$0	\$124,747	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$709,509</b>	<b>\$0</b>	<b>\$550,762</b>

## Explanation of Revenues

This program generates \$65,576 in indirect revenues.  
\$ 550,762 - DDSD CHN

## Significant Program Changes

**Last Year this program was:** FY 2023: 40055 Home and Community Based Consulting

Staff reductions include 2 FTE CHNs and 1 FTE CHW which also contributed to the decision to reduce a 1 FTE OA Sr. in the PCFH Administration budget.

Despite targeted outreach, and attempts to operationalize referrals from ICS, referrals for Asthma Home Visiting have remained low. PCFH, faced with significant CGF reductions in FY 24, and despite the program offering a valuable service, has elected to eliminate the Healthy Homes program. Nurse Consultation is a well utilized service to Head Starts, but is sustained entirely through CGF,, and will also be eliminated.

DDSD CHW services are fully funded by DDSD will continue in FY24 with no planned changes.

**Department:** Health Department      **Program Contact:** Elizabeth Carroll  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 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 Description**

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. HFMC has 2 primary components: 1) Eligibility screening of pregnant and newly delivered parents 2) HFMC home visiting via four community-based organizations 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 Black, Indigenous, and people of color and 93% are low income. HFMC takes a data-driven approach. A regular CQI process examines rates of engagement and retention by contractor, age, 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 majority consumer members who reflective of the HFMC program. Members evaluate data and guide program practices.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of families served with home visiting	484	480	482	500
Outcome	% of participating parents who report reading to/with a child at least 3 times/week	95%	95%	95%	95%
Outcome	% of families remaining in intensive services for 12 months or longer	64%	70%	80%	75%
Outcome	% of families served are BIPOC and/or low income	95%	95%	93%	95%

**Performance Measures Descriptions**

# of families served is expected to increase with staff stabilization funding  
 % reading is a measure from the state evaluation that has not been made available due to an interruption in the OHA data contract. We will resume this next year.  
 % retention of families by 12 months is a measure from the state evaluation that has not been made available due to an interruption in the OHA data contract. We will resume this next year.

## 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	2023	2023	2024	2024
Personnel	\$88,093	\$689,800	\$52,123	\$722,314
Contractual Services	\$628,931	\$1,878,908	\$681,438	\$2,439,202
Materials & Supplies	\$0	\$30,606	\$192	\$29,600
Internal Services	\$114,068	\$92,709	\$119,904	\$100,907
<b>Total GF/non-GF</b>	<b>\$831,092</b>	<b>\$2,692,023</b>	<b>\$853,657</b>	<b>\$3,292,023</b>
<b>Program Total:</b>	<b>\$3,523,115</b>		<b>\$4,145,680</b>	
<b>Program FTE</b>	0.50	5.33	0.29	5.27

Program Revenues				
Intergovernmental	\$0	\$2,612,023	\$0	\$3,212,023
Other / Miscellaneous	\$0	\$80,000	\$0	\$80,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,692,023</b>	<b>\$0</b>	<b>\$3,292,023</b>

## Explanation of Revenues

This program generates \$100,907 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.

State: \$ 2,866,003- State Healthy Start

Federal: \$ 346,020- OMAP Medicaid Admin

\$ 80,000- HSO Help Me Grow Program

## Significant Program Changes

**Last Year this program was:** FY 2023: 40056 Healthy Families

In FY23 HFMC resumed in-person screening in 2 maternity departments and tele-visit options. HFMC contractors will continue a mixed HV/tele-visit model in FY24. Mental Health supports will continue as funding allows. HFMC is expected to receive national reaccreditation in 10/23. A Latino team was formed in FY23 within an existing contractor org. Following reaccreditation, a full-program RFP in FY24 will identify a contractor to further develop this new culturally-adapted component. FY23 and FY24 revenue was increased by the State to raise salaries to contractor teams, to support staff and program stabilization; anticipating lower staff turn-over and fewer r gaps in hiring in FY24. In March 2023 the Help Me Grow component received new grant funds from HealthShare for FY24-about \$300,000 used to expand this culturally-specific early childhood work to the region.

**Department:** Health Department      **Program Contact:** Elizabeth Carroll  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40055, 40056, 40058, 40097  
**Program Characteristics:**

**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 Description**

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 in supporting a child's development. HBI approaches are 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 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 data along with targeted engagement with community and providers. Community Action Network (CAN) members include: parents, healthcare, social service, and culturally specific agencies working together to implement community-driven strategies, provide feedback, and support client leadership roles to influence program design and implementation.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of families served	276	350	350	350
Outcome	Percent of mothers initiating breastfeeding after delivery	97%	95%	100%	100%
Quality	Percent of participants who remain in program until child is two years old	N/A	80%	70%	70%
Quality	Percent of participants who express satisfaction with cultural specificity of program	94%	95%	100%	100%

**Performance Measures Descriptions**

\*448 individuals served in 276 families



## Legal / Contractual Obligation

Federal Uniform Grant Guidelines, LPHA State/Federal Program Requirements, FQHC Rulebook OAR 410-147-0595, 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	2023	2023	2024	2024
Personnel	\$1,125,912	\$1,188,333	\$993,999	\$1,758,680
Contractual Services	\$133,940	\$196,221	\$223,016	\$484,250
Materials & Supplies	\$73,184	\$0	\$63,743	\$36,922
Internal Services	\$288,554	\$159,712	\$305,416	\$245,689
<b>Total GF/non-GF</b>	<b>\$1,621,590</b>	<b>\$1,544,266</b>	<b>\$1,586,174</b>	<b>\$2,525,541</b>
<b>Program Total:</b>	<b>\$3,165,856</b>		<b>\$4,111,715</b>	
<b>Program FTE</b>	8.00	7.80	6.36	11.39

Program Revenues				
Intergovernmental	\$0	\$980,000	\$0	\$1,506,072
Other / Miscellaneous	\$0	\$25,092	\$0	\$25,092
Service Charges	\$0	\$539,174	\$0	\$994,377
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,544,266</b>	<b>\$0</b>	<b>\$2,525,541</b>

## Explanation of Revenues

This program generates \$245,689 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.

Federal: \$ 1,506,072 - Health Resources Services Administration grant  
 \$ 994,377 - Targeted Case Management  
 \$ 25,092 - HBI recoveries

## Significant Program Changes

**Last Year this program was:** FY 2023: 40058 Healthy Birth Initiative

HBI has resumed all operations and activities with in-person home visiting, telehealth visits, classes and community engagement events. All HRSA grant commitments are being delivered. In FY24 HBI expects to transition from paper charting to Epic Electronic Health Records. This transition will streamline data collection and efficiency. With funding from HealthShare for staffing, HBI will support neighboring counties to explore new regional supports for African American and African parents, possibly to expand HBI services to families. HBI will add a Manager (with CareOregon funds) to supervise and support high level systems outreach, coordination, operations, and other opportunities. A Health Educator is also funded. In late FY23 HBI will reapply to HRSA for grant funding/supplemental funding as available. The success of this reapplication will shape the program design and fiscal needs going into FY25.

**Department:** Health Department      **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 FY24 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$4,780,637	\$0	\$4,951,048	\$0
Contractual Services	\$80,000	\$0	\$84,000	\$0
Materials & Supplies	\$366,328	\$0	\$384,645	\$0
Internal Services	\$413,062	\$0	\$433,213	\$0
<b>Total GF/non-GF</b>	<b>\$5,640,027</b>	<b>\$0</b>	<b>\$5,852,906</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$5,640,027</b>		<b>\$5,852,906</b>	
<b>Program FTE</b>	31.45	0.00	30.65	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 40059A Corrections Health Behavioral Health Services



**Program #40059B - Corrections Health Behavioral Health Nurse Practitioner Restoration** FY 2024 Proposed

**Department:** Health Department **Program Contact:** Myque Obiero  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Corrections Health has seen an increase in the acuity of mental health issues housing. A federal Judge Mosman order has also affected the number of individuals coming back from the Oregon State Hospital, further increasing the acuity of behavioral health adults and youth in custody.

**Program Description**

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 FY24 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of mental health consultant patient encounters across MCDC, MCIJ and JDH	13,821	14,000	14,000	14,000
Outcome	Total number of provider visits by PMHNPs and Forensic Fellows across MCDC, MCIJ and JDH	4,758	5,000	5,000	5,000

**Performance Measures Descriptions**

Measure 1: Total number of MHC visits  
 Measure 2: Total number of Behavioral Health provider visits

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$0	\$189,552	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$189,552</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$189,552</b>	
<b>Program FTE</b>	0.00	0.00	0.80	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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:

**Department:** Health Department      **Program Contact:** Charlene McGee  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$1,600,281	\$1,011,004	\$1,589,529	\$1,331,072
Contractual Services	\$135,000	\$1,041,072	\$0	\$815,500
Materials & Supplies	\$91,333	\$85,016	\$59,168	\$35,560
Internal Services	\$287,946	\$207,419	\$322,005	\$238,172
<b>Total GF/non-GF</b>	<b>\$2,114,560</b>	<b>\$2,344,511</b>	<b>\$1,970,702</b>	<b>\$2,420,304</b>
<b>Program Total:</b>	<b>\$4,459,071</b>		<b>\$4,391,006</b>	
<b>Program FTE</b>	11.45	6.80	11.26	8.87

Program Revenues				
Intergovernmental	\$0	\$2,344,511	\$0	\$2,420,304
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,344,511</b>	<b>\$0</b>	<b>\$2,420,304</b>

## Explanation of Revenues

This program generates \$185,950 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
- \$ 400,739 - Public Health Modernization Local (HPCDP)
- \$ 269,565 - Federal STOP Preventing School Violence
- \$ 1,500,000 - Adolescents and Communities

## Significant Program Changes

**Last Year this program was:** FY 2023: 40060 Community & Adolescent Health

Significant Changes: In FY24, CAH will experience a reduction in grant funding from the Office of Population Affairs Teen Pregnancy Prevention (TPP) at \$1,455,000 per year. Funding supports 3.11 FTE and multiple community partner contracts that help us ensure over 8,000 youth each year receive comprehensive sexual health education in line with state standards. In FY23 this funding will end (as of June 30th 2023). Some service level will continue through a no cost extension and CAH's ongoing County General Funds. CAH plans to apply for a new round of TPP Funding in the Winter/ Spring of 2023.

**Department:** Health Department      **Program Contact:** Kim Toevs  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40061B  
**Program Characteristics:**

**Executive Summary**

Harm Reduction provides access to sterile injection supplies to reduce transmission of HIV, HCV, and bacterial infections and provides naloxone to reverse opioid overdose. The opioid epidemic, rising methamphetamine use, increased fentanyl in the drug markets, and COVID-19 have led to increased drug use and the continued need for harm reduction services. The program also links individuals to substance use treatment when ready, health education, and other resources. It also provides technical assistance to counties throughout Oregon to improve service availability outside of the Portland metro area.

**Program Description**

Harm Reduction serves people who may not be ready to stop substance use, offering strategies to mitigate negative outcomes from 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 education, naloxone and fentanyl test strip distribution help reduce fatal OD occurrence. 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 access free or discounted purchase of 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. 60% of clients report homelessness/unstable housing and rely on low barrier services and supplies offered through this program. Harm Reduction Program is expanding technical assistance and distribution of supplies to community based organizations, with a priority on culturally specific organizations. 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. The program adds a position in FY24 to support increased overdose prevention and response coordination across health department divisions, with other county departments, and external partners.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unique clients served	5,297	7,500	6,000	6,300
Outcome	Number of overdose rescues reported	899	950	800	850
Outcome	Percentage of clients served that identify as BIPOC	24%	23%	23%	27%
Output	Number of syringes distributed	8,233,821	11,000,000	5,000,000	5,000,000

**Performance Measures Descriptions**

All measures represent Multnomah County and subcontractor Outside In sites. 1 and 2) FY23 estimate and FY24 offer are lower than FY23 budgeted, as a significant portion of people have decreased injecting opioids, smoking fentanyl instead as fentanyl has increased in availability (individuals are still at risk of overdose).



## 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. CareOregon grant requires distribution of naloxone and harm reduction supply kits to public service agencies and community based organizations across Tri-County region.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$126,718	\$1,052,511	\$709,179	\$694,450
Contractual Services	\$71,534	\$352,371	\$240,082	\$101,152
Materials & Supplies	\$1,550,018	\$104,409	\$631,448	\$2,620,955
Internal Services	\$313,556	\$124,118	\$286,404	\$94,080
<b>Total GF/non-GF</b>	<b>\$2,061,826</b>	<b>\$1,633,409</b>	<b>\$1,867,113</b>	<b>\$3,510,637</b>
<b>Program Total:</b>	<b>\$3,695,235</b>		<b>\$5,377,750</b>	
<b>Program FTE</b>	0.98	8.12	4.60	5.10

Program Revenues				
Intergovernmental	\$0	\$1,257,986	\$0	\$757,504
Other / Miscellaneous	\$0	\$375,423	\$0	\$2,753,133
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,633,409</b>	<b>\$0</b>	<b>\$3,510,637</b>

## Explanation of Revenues

This program generates \$92,080 in indirect revenues.

Federal: \$ 283,328 -HIV Prevention Block - Prevention Services

State: \$ 91,249 - HIV Prevention Block - NEX

State: \$ 55,166 - HIV Harm Reduction GY06

Federal: \$ 81,994 - Naloxone Project (SOR)

State: \$ 211,767 - Public Health Modernization Local - Harm Reduction

\$ 34,000 - Harm Reduction Needle Exchange

\$ 2,553,133 - Overdose Prevention and Naloxone Distribution - Naloxone and Harm Reduction Supplies

\$ 200,000 - Harm Reduction Charges/Recoveries

## Significant Program Changes

Last Year this program was: FY 2023: 40061 Harm Reduction

A significant number of clients are transitioning from injection of other drugs to inhalation "smoking" of fentanyl. This 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). Harm Reduction methods of outreach and engagement will need to evolve to meet changing need. The Harm Reduction Center (HRC) will reduce clinical services in response to decrease in external funding.

In FY23, a \$3.95M CareOregon grant was awarded that requires distribution of naloxone and harm reduction supply kits to public service agencies and community based organizations across Tri-County region.

<b>Department:</b>	Health Department	<b>Program Contact:</b>	
<b>Program Offer Type:</b>	Existing	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	40061 Harm Reduction		
<b>Program Characteristics:</b>	Backfill State/Federal/Grant		

**Executive Summary**

The Health Department Harm Reduction Program will train clients on naloxone use and opiate overdose prevention, distribute naloxone to clients for their use, encourage clients to promote overdose prevention messages and disseminate naloxone through drug-using and social networks and families, and provide referral to clients to treatment.

**Program Description**

The opioid epidemic, rising methamphetamine use, increased fentanyl in the community have led to increased overdose deaths. Opioid overdose prevention and response education and naloxone distribution to people who use opioids and family/friends/service providers who may recognize an overdose has saved numerous lives locally and nationally. This program links individuals to substance use treatment, health education, and other resources. It also provides technical assistance to community partners to integrate overdose prevention and response activities into their service delivery.

This program funded with Opioid Settlement funds will backfill a State funding reduction, so this critical service can continue. The program provides policy, strategic, operational, and training, in coordination with Oregon Health Authority and other harm reduction leaders. Leveraging a diverse set of community based organizations in education, healthcare, housing, and correctional settings, that interact with staff and clients at risk for overdose. Giving them the tools needed to respond to an overdose on their premises. This will include training staff at each site in naloxone/overdose prevention and education. Providing guidance and best practice recommendations for staffing; organizing stakeholder inclusive planning processes; creating alignment with law enforcement; and policy creation including Standing Orders. Service promotion, staff safety, integrating naloxone with other harm reduction activities, and supporting harm reduction messaging for addictions treatment engagement will be essential components.

Culturally specific organizations will be the priority. The program collects race/ethnicity data and conducts comprehensive bi-annual surveys on demographics and drug use behaviors to inform policy and improve service delivery. Ensuring organizations who deliver culturally specific services integrate harm reduction activities, including syringe distribution and overdose prevention effectively.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of naloxone doses distributed to harm reduction clients	17,110	20,000	21,000	24,000
Outcome	Number of community partners receiving overdose response and naloxone training	112	150	200	240

**Performance Measures Descriptions**

Community partners receiving training reflects number of participants who attend a formal Naloxone train the trainer class. Additional training and TA is provided to partners individually by request.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$230,140	\$0
Materials & Supplies	\$0	\$0	\$49,860	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$280,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$280,000</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Funding from Opioid Settlement

Significant Program Changes

Last Year this program was: FY 2023: 40061 Harm Reduction

Overdose prevention was previously supported by SAMHSA SOR grant, represented in PO #40061.

**Department:** Health Department      **Program Contact:** Thomas Bialozor  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 56,000 individuals annually.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total Behavioral Health Advisory Meetings	23	23	23	23
Outcome	Advisors agree with the statement, "Overall, BHD does its job well"	93.7%	80%	90%	85%

**Performance Measures Descriptions**

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,147,526	\$1,069,243	\$1,342,413	\$1,362,210
Contractual Services	\$770,000	\$103,317	\$510,000	\$450,000
Materials & Supplies	\$35,929	\$3,159	\$37,726	\$3,317
Internal Services	\$81,904	\$381,446	\$229,259	\$206,939
<b>Total GF/non-GF</b>	<b>\$2,035,359</b>	<b>\$1,557,165</b>	<b>\$2,119,398</b>	<b>\$2,022,466</b>
<b>Program Total:</b>	<b>\$3,592,524</b>		<b>\$4,141,864</b>	
<b>Program FTE</b>	7.49	5.49	7.77	5.31

<b>Program Revenues</b>				
Intergovernmental	\$0	\$734,627	\$0	\$1,268,888
Beginning Working Capital	\$0	\$822,538	\$0	\$753,578
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,557,165</b>	<b>\$0</b>	<b>\$2,022,466</b>

## Explanation of Revenues

This program generates \$144,611 in indirect revenues.

State: \$ 343,442 - MHS-01: Division Administration CY23

\$ 358,265 - CFAA Settlement 15-17 BWC

\$ 355,229 - CareOregon - Administrative Support

State: \$ 570,217 - OHA Behavioral Health Community Mental Health Programs & Capital - MH Admin

\$ 395,313 - MA Division Admin BWC

## Significant Program Changes

**Last Year this program was:** FY 2023: 40065 Behavioral Health Division Administration

This program offer now includes 1.5 FTE within the Office of Consumer Engagement for Peer expansion which fosters more effective communication and connection across the peer service community, invests in BIPOC and other population specific peer recovery support services, and develops integrated peer support services for persons with mental health and substance use concerns. In FY2024 this includes new State OHA Behavioral Health Community Mental Health Programs & Capital funds in the amount of \$570,217.

**Department:** Health Department      **Program Contact:** Jennifer Gulzow  
**Program Offer Type:** Support      **Program Offer Stage:** Proposed  
**Related Programs:** 40065, 40068  
**Program Characteristics:**

**Executive Summary**

The Medical Records Program is responsible for the internal management of all of the Behavioral Health Division's (BHD) clinical records required by Oregon Revised Statutes, Oregon Administrative Rules and Coordinated Care Organizations. BHD staff provides services to over 20,000 enrolled clients annually, all with a clinical medical/mental health record in the Evolv system. Additionally, the Call Center serves over 22,000 people, all with crisis response notes in the Evolv system, that are managed and maintained by the Records and Evolv teams.

**Program Description**

The Behavioral Health Division's Medical Records Unit ensures that mental health, care coordination, protective services and alcohol and drug medical records are maintained in compliance with federal and state laws and regulations, and county and departmental rules, policies and procedures.

Program staff provide multiple record services including: document indexing; quality assurance; billing and administrative rule compliance auditing; data entry for reporting; archiving and retrieval; forms design and management; authorization/release of information; legal requests for records; notary services; and health information management expertise.

As the Local Mental Health Authority, BHD is also responsible for programs such as involuntary commitment, commitment monitoring, trial visit and residential services which require maintenance of an individual's medical records. BHD direct service programs are expected to serve more than 27,000 individuals, each requiring a medical record.

On October 6, 2022, the scope of the 21st Century Cures Act Information Blocking Rule expanded to prohibit health care providers from blocking or interfering with client access to any electronic information in a "designated record set," as the term is defined under HIPAA. To ensure compliance with this expanded rule, the Records Supervisor began tracking client access to records and an outcome has been added to this program offer to monitor compliance.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Count of record items processed annually plus scanned document count <sup>2</sup>	35,814	41,000	32,314	35,000
Outcome	Percent of representative sample audited for compliance with Medicaid billing rules <sup>1</sup>	100	100	100	N/A
Outcome	Percent of client records requests that are provided to requestor within allowable timelines	NEW	NEW	100	100

**Performance Measures Descriptions**

<sup>1</sup> This outcome is being deactivated. It has been 100% consistently since it started being measured.

<sup>2</sup>The Records team had vacancies that impacted work completion. These numbers reflect that, not a reduction in workload. We expect an increase in workload as new programs are initiated in BHD.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$133,147	\$343,814	\$186,781	\$315,823
Contractual Services	\$0	\$19,541	\$0	\$0
Materials & Supplies	\$4,774	\$5,000	\$5,013	\$5,250
Internal Services	\$36,614	\$106,273	\$51,636	\$93,654
<b>Total GF/non-GF</b>	<b>\$174,535</b>	<b>\$474,628</b>	<b>\$243,430</b>	<b>\$414,727</b>
<b>Program Total:</b>	<b>\$649,163</b>		<b>\$658,157</b>	
<b>Program FTE</b>	1.25	3.50	1.75	3.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$408,632	\$0	\$414,727
Beginning Working Capital	\$0	\$65,996	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$474,628</b>	<b>\$0</b>	<b>\$414,727</b>

## Explanation of Revenues

This program generates \$30,585 in indirect revenues.  
 State: \$ 108,853 - MHS-01: Medical Records CY23  
 Federal: \$ 305,874 - CareOregon - Medical Records

## Significant Program Changes

Last Year this program was: FY 2023: 40067 Medical Records for Behavioral Health Division

**Department:** Health Department      **Program Contact:** Jennifer Gulzow  
**Program Offer Type:** Support      **Program Offer Stage:** 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 regulatory and policy requirements. These teams support workforce retention by attending to onboarding and training needs of employees. . 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 Description**

The QM, QI and Compliance teams conduct: internal and external agency audits, internal investigations and Root Cause Analysis, coordinate 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 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, 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 reviewed rate changes for mental health and addiction services and updated fee schedules for internal and external providers to ensure payments for services are correct and optimized. They also developed and delivered training materials to BHD staff on Fraud, Waste and Abuse.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of clinical reviews and incident reports reviewed	12,384	13,500	13,362	13,500
Outcome	Percent of incidents residential programs mitigated through immediate safety implementations	96	98	97	96
Output	Number of requests managed by Decision Support Unit	3,455	3,800	3,549	3,800
Outcome	100% of policies and procedures will be transitioned into Health Department platform Compliance 360 in FY23 <sup>1</sup>	N/A	100	N/A	N/A

**Performance Measures Descriptions**

<sup>1</sup> This outcome is being deactivated. Health Department QM teams are reviewing department policy management software. Moving BHD policies in now would be counterproductive and inefficient.



## 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	2023	2023	2024	2024
Personnel	\$1,060,528	\$2,021,151	\$1,201,348	\$2,173,957
Contractual Services	\$0	\$216,854	\$10,752	\$185,521
Materials & Supplies	\$16,261	\$82,228	\$25,174	\$87,619
Internal Services	\$102,499	\$436,366	\$210,502	\$342,731
<b>Total GF/non-GF</b>	<b>\$1,179,288</b>	<b>\$2,756,599</b>	<b>\$1,447,776</b>	<b>\$2,789,828</b>
<b>Program Total:</b>	<b>\$3,935,887</b>		<b>\$4,237,604</b>	
<b>Program FTE</b>	6.51	13.31	7.17	13.65

Program Revenues				
Intergovernmental	\$0	\$1,501,208	\$0	\$1,687,177
Beginning Working Capital	\$0	\$1,255,391	\$0	\$1,102,651
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,756,599</b>	<b>\$0</b>	<b>\$2,789,828</b>

## Explanation of Revenues

This program generates \$199,056 in indirect revenues.

\$ 1,175,263 - Health Share of Oregon (Medicaid) Beginning Working Capital

State: \$ 744,779 - State Mental Health Grant: LA 01 System Management and Coordination

\$ 484,751 - Unrestricted Medicaid fund through CareOregon

State: \$ 80,000 - State Mental Health Grant: A&D 66 Decision Support

\$ 305,035 - Health Share Unrestricted Medicaid (Off the top) funding

## Significant Program Changes

Last Year this program was: FY 2023: 40068A Behavioral Health Quality Management

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30407B  
**Program Characteristics:**

### Executive Summary

The Behavioral Health Division is responsible for providing oversight and coordination for behavioral health crisis services to the entire population of Multnomah County. Crisis services are particularly important to ensure care to the most vulnerable and marginalized communities. Care is taken to support equitable services that prioritize addressing disparities related to access and outcomes. Additionally, there is an emphasis on further diversifying the workforce and providers of these services. Focus is given to increasing access to behavioral health support during times of crisis and decreasing use and/or reliance on law enforcement. Crisis services include immediate 24/7/365 access to phone crisis support, 24/7/365 mobile crisis outreach, and 24/365 urgent walk in care as well as access to Peer Supports and postvention care.

### Program Description

The behavioral health crisis system consists of multiple services that interconnect to support the acute behavioral health needs of the entire community regardless of age, insurance status, or other identity and there is no charge to the individual.

**Multnomah County Behavioral Health Call Center:** Serves as the hub for crisis services and response. Phone support is available 24/7/365 from masters level clinicians. Services include, and are not limited to, crisis counseling, de-escalation, referral support, resource recommendations, and triage and dispatch of mobile crisis outreach. Dedicated warm transfer lines with 911 and 988 to improve coordination of care and reduce law enforcement dispatch to behavioral health emergencies. Dedicated referral and coordination lines to streamline and improve care coordination as well as access to sub-acute and respite services for uninsured individuals. During FY22 and FY23 we added 3 KSA Latino positions to cover 7 days a week and regularly offer services in Spanish.

**Mobile Crisis Response Teams:** 24/7/365 mobile response teams of clinicians and peer support specialists available to respond anywhere within the county to meet with individuals in crisis, perform risk assessment, and develop safety plans. Services designed to provide follow up and wrap around support to reduce potential need for higher level of support. Teams prioritize response without law enforcement and when law enforcement is needed work in tandem to ensure behavioral health is addressed as primary. Services also include specific support and outreach to local Emergency Departments to connect individuals to ongoing care and reduce likelihood of crisis. Services available for all ages and in FY24 will increase culturally specific providers as well as enhance services including stabilization support for youth and families.

**Shelter Behavioral Health Team:** 7 days per week, teams of QMHA counselors and Peer Support Specialists provide onsite support to county located homeless shelters. Services included outreach, engagement, crisis counseling, de-escalation, and follow up services to those at risk of escalation.

**Urgent Walk-In Clinic:** 7/365 behavioral health clinic available to provide immediate Peer Support, crisis evaluation and triage, medication management, linkage and referral. Reduces utilization of ED's for those in need and provides immediate drop off support for law enforcement.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total Crisis System Contacts <sup>1</sup>	100,188	80,000	95,000	95,000
Outcome	% of UWIC clients seen by the UWIC that did not need to be referred to an ED	90%	90%	92%	90%
Outcome	% of language services provided directly by Call Center staff when need is identified at time of call.	52%	50%	50%	50%
Outcome	% of mobile crisis contacts that did not result in individuals going to jail.	99.7%	98%	98%	98%

### Performance Measures Descriptions

<sup>1</sup>The BHCC continued to exceed expectations with call volume this past FY. This is partially related to the BHCC serving as the referral hub for the Voluntary Isolation Motel (VIMo) from August 2021 through May 2022. We continue to add KSA Latino staff to support cultural responsiveness and increase in house language services. UWIC saw an increase of acuity in participants leading to a slight increase in those referred to ED.

## 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	2023	2023	2024	2024
Personnel	\$501,616	\$3,828,724	\$192,800	\$5,125,501
Contractual Services	\$1,172,981	\$8,354,542	\$934,387	\$8,568,933
Materials & Supplies	\$30,279	\$27,523	\$22,095	\$48,262
Internal Services	\$36,322	\$917,215	\$32,187	\$1,040,915
<b>Total GF/non-GF</b>	<b>\$1,741,198</b>	<b>\$13,128,004</b>	<b>\$1,181,469</b>	<b>\$14,783,611</b>
<b>Program Total:</b>	<b>\$14,869,202</b>		<b>\$15,965,080</b>	
<b>Program FTE</b>	3.30	19.65	1.02	29.56

Program Revenues				
Intergovernmental	\$0	\$12,924,891	\$0	\$14,783,611
Beginning Working Capital	\$0	\$203,113	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$13,128,004</b>	<b>\$0</b>	<b>\$14,783,611</b>

## Explanation of Revenues

This program generates \$428,469 in indirect revenues.

Local \$ 619,216 - Washington County Crisis

Federal \$ 8,191,514 - Behavioral Health Medicaid

Federal \$ 237,097 - HSO Medicaid

State \$ 178,182 - State OHA Behavioral Health Community Mental Health Programs & Capital

State \$ 308,519 - CFAA MHS 05

State \$ 3,506,865 - SMHG MHS 25

Federal \$ 172,656 - SMHG MHS 25

State \$ 1,569,562 - SMHD MHS 37

## Significant Program Changes

**Last Year this program was:** FY 2023: 40069A Behavioral Health Crisis Services

1) During FY23 Project Respond was able to fully realize the increased use and integration of Peer Support Specialists on the mobile crisis team. State enhancement funds have been allocated to increase cultural representation by 7 staff and expand office space in East County. Staffing struggles have been an ongoing concern, impacting capacity and response time at PR and UWIC. 2) Funds are being utilized to increase coordination with 911/BOEC (Bureau of Emergency Communications). During FY24 BHCC will pilot stationing a call center staff at BOEC to increase coordination and support warm transfer of calls from 911 to BHCC. 3) OHA is in the process of transitioning previous CATS (Crisis) funding to MHS 25 and renaming the service as MRSS (Mobile Response and Stabilization Services). Multnomah County will be looking to enhance and expand youth, family crisis services over the next year.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

In response to reports of increased behavioral health issues and disruptions of services at local non-shelter based homeless resource providers, Multnomah County initiated a pilot project to provide a combination of Peer and Clinical support services to these vital resource locations. It is imperative that additional support is available, as these incidents interfere with individuals' access to basic needs, impact staff providing these services, and impact the general community. Teams of two peers provide outreach and engagement at five agencies, each during their busiest hours of operation with the goal of decreasing critical incidents, reducing calls for emergency response, and connecting individuals to behavioral health resources.

**Program Description**

Over the past two years we have witnessed an increase in behavioral health symptoms and acuity as well as an increase in illicit substance use and violence in the downtown core. This is particularly true among our most vulnerable and marginalized population of homeless individuals. This has resulted in increased occurrences of escalated behaviors, violence, and behavioral health crises at local homeless social service providers.

This program is a direct action to intervene and support the providers of these services with additional resources and supports to reduce the impact on their staff and programming as well as support those individuals in dire need of additional support and connection. The Old Town Inreach Project (OTIP) is a truly collaborative program that partners teams of Peer Support Specialists (PSS) providers through Mental Health and Addictions Association of Oregon (MHA AO) with staff at four local homeless service providers as well as access to clinical support through Cascadia Health. The partner agencies include Blanchet House, Rose Haven, Maybelle Center, and William Temple House.

The utilization of PSS's allows the program to focus on working with individuals with a lens of recovery, hope, personal responsibility, self-determination and positive social connection. While the addition of a clinical staff enhances the teams ability to respond to behavioral health crisis situations, complete risk assessments, and access case management services as well as referral and linkage to additional providers.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of enrolled or intentionally engaged persons	28	400	86	95
Outcome	% reduction in service disruptions from baseline (1)	NEW	60%	53%	60%

**Performance Measures Descriptions**

As a pilot project, data collection has focused on developing baseline numbers of incidents and engagement opportunities. (1) Blanchet House data from FY 22 shows 12.8 service disruptions per month.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$1,100,000	\$1,100,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,100,000</b>	<b>\$1,100,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,100,000</b>		<b>\$1,100,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,100,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** FY 2023: 40199W ARP - Old Town Inreach

This is a pilot project that was funded starting part way through FY22. Work focused on development of program staffing and hiring primarily through the spring of 2022 with PSS supports in place starting the summer of 2022. Staffing has continued to improve over past months.

Unfortunately, Cascadia Health has struggled to hire the QMHP portion of this project. Conversations are ongoing regarding this challenge and the team continues to explore options and opportunities to enhance this portion of the program. In FY 2023, this program was funded with American Rescue Plan funding (ARP). It is now being funded with General Fund and is therefore marked New.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

Multnomah County strives to provide comprehensive crisis services to the whole community. Therefore, It is imperative that we support and offer varying levels of care and services to individuals. This includes ensuring that uninsured individuals, who are likely the most marginalized and at risk, have access to sub-acute services to address behavioral health crises. Multnomah County contracts with local sub-acute provider, Telecare Corp, to ensure that the Crisis Assessment and Treatment Center (CATC) provides services to the entire community. The county funds three beds (of their sixteen total) to support uninsured or underinsured individuals. CATC provides short term (under 30 days per OAR) wrap-around services including access to Peers, medication management, and physical and mental health supports in a secure environment.

### Program Description

CATC Subacute 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 with the mission of providing a non-hospital based secure environment for those at risk of harm to themselves or others due to 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. Although length of stay may vary, individuals not under civil commitment statutes can not exceed 30 days without a variance. Throughout their stays individuals are connected to programmatic support internally and externally in order to support discharge and decrease the likelihood of requiring a higher level of care or experiencing a negative consequence of hospitalization (loss of housing, services, financial stability, etc). Peer Support Specialists are an integral part of the CATC model and provide comprehensive support to individuals in care.

Multnomah County funds two beds at CATC in order to ensure that the uninsured and/or underinsured have access to this valuable resource. Individuals are referred by a behavioral health provider in order to access the services and these referrals are processed through the Multnomah County Behavioral Health Call Center (BHCC) By processing these referrals the BHCC can assist with prioritization and advocacy of the most vulnerable and at risk members of the community. The BHCC also works closely with other service providers including crisis services, Respite, and local Emergency Departments to assist individuals in crisis in accessing the correct level of support and potential stepping down or up through services as needed.

A third bed is funded by the Criminal Justice Commission (CJC) IMPACTS grant and through Oregon Health Authority to support the Aid and Assist population. This bed is specifically set aside for individuals that are having increased contact with the criminal justice system. Referrals to these Aid and Assist treatment beds come from the Coordinated Diversion program and are managed through the Call Center.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of admissions that are Non-HSO Members (Non Medicaid members) <sup>1</sup>	15	25	21	25
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. <sup>2</sup>	6%	52%	10%	10%

### Performance Measures Descriptions

<sup>1</sup>The number of admissions for CATC over FY22 were not as predicted due to the ongoing impact of COVID 19. Admissions were halted due to outbreaks and less referrals were submitted in the wake of a closure.

<sup>2</sup>The percentage of BIPOC community members served was lower than predicted, and this is related to insurance, medical issues/needs, and/or out of county residential status. Measure will be adjusted to reflect percentage of BIPOC community member access to non Medicaid CMHP admissions where admission criteria is met.

## 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	2023	2023	2024	2024
Contractual Services	\$741,017	\$0	\$642,969	\$0
<b>Total GF/non-GF</b>	<b>\$741,017</b>	<b>\$0</b>	<b>\$642,969</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$741,017</b>		<b>\$642,969</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 40070 Mental Health Crisis Assessment & Treatment Center (CATC)

During FY24 we will be transitioning one of the three beds currently funded to fully support the work of the Forensic Diversion Team

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** 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. In addition, 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 Description**

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. BDH APS is considered a safety net service, whether or not the incident qualifies for investigation, time is taken to assess risk, develop and coordinate protective services and safety planning, all to mitigate the risk for 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 two African American culturally specific, KSA abuse investigator positions to provide screening, investigation and training services in a culturally and trauma-informed manner by outreach to those Black, Indigenous, Latino and other Communities of Color who historically under report to APS. Our Community Educator, KSA 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of screenings/investigations <sup>1</sup>	1,062	1,000	1,017	1,000
Outcome	# protective services screening referred to Risk Case Management <sup>2</sup>	78	80	80	80
Output	Number of community education presentations <sup>3</sup>	21	25	25	25

**Performance Measures Descriptions**

<sup>1</sup>Adult 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.

<sup>2</sup>Cases 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	2023	2023	2024	2024
Personnel	\$908,023	\$238,592	\$1,052,220	\$237,043
Materials & Supplies	\$5,550	\$23	\$5,827	\$24
Internal Services	\$140,008	\$18,727	\$148,944	\$20,275
<b>Total GF/non-GF</b>	<b>\$1,053,581</b>	<b>\$257,342</b>	<b>\$1,206,991</b>	<b>\$257,342</b>
<b>Program Total:</b>	<b>\$1,310,923</b>		<b>\$1,464,333</b>	
<b>Program FTE</b>	6.21	1.59	6.49	1.51

Program Revenues				
Intergovernmental	\$0	\$257,342	\$0	\$257,342
<b>Total Revenue</b>	<b>\$0</b>	<b>\$257,342</b>	<b>\$0</b>	<b>\$257,342</b>

## Explanation of Revenues

State \$ 257,342 - State Mental Health Grant: LA 01 System Management and Coordination

## Significant Program Changes

**Last Year this program was:** FY 2023: 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      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

As a function of the Local Mental Health Authority (LMHA), the County is obligated to perform various duties related to involuntary mental health treatment. The Involuntary Commitment Program investigates person's being involuntarily detained for mental health treatment to make reports to the court about whether or not a person should have a civil commitment hearing. Evaluation of persons in a civil commitment hearing is conducted by mental health examiners. Post commitment monitoring and trial visit monitoring are provided. This program includes payment of involuntary hospital stays for individuals without insurance or financial means. Reduction of inpatient treatment needs are addressed by funding of an Assertive Community Treatment program and Intensive Case Management services provided through contracted services.

**Program Description**

Commitment Services consists of interconnected pre and post commitment services: Under pre-commitment services the Involuntary Commitment Program (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 employ staff who are able to provide culturally specific services to address and respond to the needs of Black/African American and Vietnamese and Japanese 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of NMIs (1)	2,386	2,700	2,361	2,400
Outcome	% of investigated NMIs that did not go to Court hearing (2)	89%	80%	86%	80%
Outcome	% of investigated NMIs taken to court hearing that resulted in commitment (3)	80%	90%	82%	90%
Output	# of commitments monitored annually (4)	258	350	260	260

**Performance Measures Descriptions**

(1) This includes NMIs for residents without insurance and residents with insurance. (2) Measure staff effectiveness in applying ORS 426 and reducing burden on the system. (3) The decrease in FY23 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	2023	2023	2024	2024
Personnel	\$1,178,312	\$2,497,990	\$1,250,417	\$2,629,995
Contractual Services	\$234,285	\$255,343	\$250,730	\$192,343
Materials & Supplies	\$9,444	\$43,992	\$9,916	\$46,191
Internal Services	\$361,668	\$170,628	\$467,705	\$99,424
<b>Total GF/non-GF</b>	<b>\$1,783,709</b>	<b>\$2,967,953</b>	<b>\$1,978,768</b>	<b>\$2,967,953</b>
<b>Program Total:</b>	<b>\$4,751,662</b>		<b>\$4,946,721</b>	
<b>Program FTE</b>	8.00	16.10	8.00	16.10

Program Revenues				
Intergovernmental	\$0	\$2,967,953	\$0	\$2,967,953
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,967,953</b>	<b>\$0</b>	<b>\$2,967,953</b>

## Explanation of Revenues

State \$ 2,967,953 - State Mental Health Grant: MHS 24: Acute & Intermdt Psych - Commit

## Significant Program Changes

**Last Year this program was:** FY 2023: 40072 Mental Health Commitment Services

The ongoing impact of the pandemic and other community challenges have resulted in continued increase in clinical acuity of individuals in the involuntary treatment services. Higher acuity, continued isolation, increased substance abuse, increased community and interpersonal violence, limitations in the availability of mental health services has strained the behavioral health care system. Providers have had to prioritize essential services and responding to crises with limited staffing. These circumstances have had some impact on service providers being able to collect and report data in a timely manner.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Northstar Clubhouse, a peer-run supported employment program offering employment, wellness and administrative support to adults with mental illness who are seeking employment is supported by this program which utilizes County, federal, state, other local and federal Substance Use and Mental Health Services Administration (SAMHSA) funding. Additional funding comes from the CCO, private foundations and in-kind donations.

**Program Description**

This program offer funds the operating costs and positions for the peer-run supported employment center, which is a nationally certified clubhouse model center, a fidelity based model. Continued funding through this offer ensures that the staff and program can continue to meet the fidelity standards required for Certification and continue to engage in diversity and equity initiatives, including data collection and reporting (ie new referral demographic data is captured). Of the persons served by this program, 13% were from Black, Indigenous and People of Color ( BIPOC) communities. Certification requires that the peer-run entity meet a defined standard of service delivery. Peer-run supported employment provides encouragement and assistance for individuals who live with a mental illness in securing continuing education, employment, volunteer opportunities and advocating for reasonable accommodations. Northstar partners with a range of culturally specific programs and communities to develop inclusive, trauma informed and equitable practices that encourage people of many backgrounds to engage in the Clubhouse community.

The World Health Organization in their Health Impact Assessment and the Robert Wood Johnson Foundation have both endorsed increased education and employment as determinants of good health. This program provides the opportunity for those who live with mental illness to pursue both educational and employment opportunities

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of active members	226	155	246	155
Outcome	Percent of members in paid employment positions	23.2%	30%	20.4%	25%
Output	Average daily attendance	20	16	21	20

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$109,368	\$0	\$117,045	\$0
<b>Total GF/non-GF</b>	<b>\$109,368</b>	<b>\$0</b>	<b>\$117,045</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$109,368</b>		<b>\$117,045</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40073 Peer-run Supported Employment Center

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Mental Health Residential Services (RS) provides health and safety oversight to residential programs that house 652 individuals 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. These units provide stability, thereby decreasing the likelihood that participants will need acute care services or become houseless. In addition, RS hosts monthly trainings for residential providers, cultivating a learning environment on topics such as mental healthcare, ancillary supports, system navigation, and changes to/interpretation of Oregon Administrative Rule. Daily, RS engages providers regarding resident admissions/evictions to address bias, racism, and culturally responsive treatment needs.

**Program Description**

The Residential Services (RS) program provides regulatory, health and safety oversight, and 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, review of appropriateness of unplanned discharges, and monitoring and enforcement of client rights. RS staff also participate in audits and licensing reviews. The RS team participates in 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 85 residential programs, with approximately 652 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. RS partners with Quality Management (QM) who hold Critical Incident Reviews with residential providers and provide a Root Cause Analysis as needed. -QM has processed approximately 12,384 incident reports.

RS supports the development of new mental health ACHs and the creation of new placement opportunities. Despite developing placements in seven new ACHs in 2022, six ACHs were lost from the provider network due to retirements, billing issues and lack of work/life balance.

The primary population served in RS programs are 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 2023 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 are referred to licensed residential programs through the RS program, referred to as CMHP placements.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of placements that receive health and safety oversight by Residential Services	651	641	653	650
Outcome	% of Non-Multnomah County Residents Placed in RTH/F and SRTF Housing	22%	22%	22%	22%
Output	# of CMHP referrals managed by Residential Services	32	42	31	32

**Performance Measures Descriptions**

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,216,902	\$506,654	\$1,356,247	\$515,664
Contractual Services	\$0	\$8,054,214	\$0	\$8,079,247
Materials & Supplies	\$4,258	\$6,620	\$4,492	\$6,930
Internal Services	\$149,731	\$120,044	\$163,222	\$101,847
<b>Total GF/non-GF</b>	<b>\$1,370,891</b>	<b>\$8,687,532</b>	<b>\$1,523,961</b>	<b>\$8,703,688</b>
<b>Program Total:</b>	<b>\$10,058,423</b>		<b>\$10,227,649</b>	
<b>Program FTE</b>	8.15	3.65	8.35	3.45

<b>Program Revenues</b>				
Intergovernmental	\$0	\$8,652,716	\$0	\$8,703,688
Beginning Working Capital	\$0	\$34,816	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$8,687,532</b>	<b>\$0</b>	<b>\$8,703,688</b>

## Explanation of Revenues

Federal \$ 182,779 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon

State \$ 8,520,909 - State Mental Health Grant based on 2019-2021 IGA with State of Oregon

## Significant Program Changes

Last Year this program was: FY 2023: 40074 Mental Health Residential Services

**Department:** Health Department      **Program Contact:** Jessica Jacobsen

**Program Offer Type:** Existing      **Program Offer Stage:** 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; 703 individuals were served in fiscal year 2022, of whom 27% identified as Black, Indigenous or other People of Color (BIPOC).

**Program Description**

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 three years, partly due to COVID. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Clients Served in Choice	703	700	697	700
Outcome	% of clients receiving direct client assistance to meet basic needs <sup>1</sup>	14.55%	15%	14%	15%

**Performance Measures Descriptions**

<sup>1</sup> 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,914,425	\$0	\$2,336,440
Contractual Services	\$0	\$1,971,628	\$0	\$2,444,698
Materials & Supplies	\$0	\$11,747	\$0	\$12,334
Internal Services	\$0	\$397,060	\$0	\$404,342
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,294,860</b>	<b>\$0</b>	<b>\$5,197,814</b>
<b>Program Total:</b>	<b>\$4,294,860</b>		<b>\$5,197,814</b>	
<b>Program FTE</b>	0.00	13.34	0.00	13.32

<b>Program Revenues</b>				
Intergovernmental	\$0	\$4,294,860	\$0	\$5,197,814
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,294,860</b>	<b>\$0</b>	<b>\$5,197,814</b>

## Explanation of Revenues

This program generates \$168,539 in indirect revenues.

Federal \$ 1,571,870 - Unrestricted Medicaid fund through CareOregon

State \$ 3,625,944 - State Mental Health Grant: CHOICE Model based on 2021 IGA with State of Oregon

## Significant Program Changes

**Last Year this program was:** FY 2023: 40075 Choice Model

It is anticipated that in FY24, 2.0 Limited Duration FTE will be funded, one housed in Diversion Courts Team and one housed in Choice team to improve support available to individuals involved in Forensic programs and coordination between program areas to meet client needs.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** 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. MTF services for uninsured individuals without financial resources that are ineligible for Medicaid through Oregon Health Plan (OHP). These individuals may have been released from jail or psychiatric hospitals and/or are at risk of hospitalization or decompensation of mental health stability. In some cases, the program creates access to critical behavioral health services for individuals who do not qualify for many public entitlements and resources because of their immigration status. 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 Description**

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. 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. 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 have continued to decrease due to Medicaid Expansion, however this service is critical to provide due to limitations on Medicaid eligibility requirements and on Medicare approved services. There are individuals who require this safety net program to receive on-going mental health case management and treatment services. Additionally, some services, such as intensive case management and general case management are not covered by Medicare. 20% of the persons served in this program were from Black, Indigenous, and People of Color ( BIPOC ) Communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total # of adults who received county-funded outpatient services or medication (1)	210	400	205	200
Outcome	Percentage of MTF clients that are hospitalized	3.2%	6.2%	3.0%	3.0%

**Performance Measures Descriptions**

(1) We have seen a decrease in utilization since FY 22, resulting in fewer clients being served through this program. Providers report that more individuals are insured who are seeking their behavioral health services.

## 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	2023	2023	2024	2024
Contractual Services	\$1,259,920	\$0	\$686,110	\$0
<b>Total GF/non-GF</b>	<b>\$1,259,920</b>	<b>\$0</b>	<b>\$686,110</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,259,920</b>		<b>\$686,110</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 40077 Mental Health Treatment & Medication for the Uninsured

The budget was decreased to match actual spending.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40199Y  
**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 enrolled individuals each year. In FY22, 47% of the enrolled EASA clients identified as people of color, 52% as white and 2% as unknown or not provided.

### Program Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total individuals enrolled in the EASA program receiving ongoing services	126	130	123	130
Outcome	% reduction in hospitalization rate three months pre and 6 months post enrollment <sup>1</sup>	85%	85%	85%	85%
Output	Number of unduplicated individuals referred to the EASA program	213	200	215	200

### Performance Measures Descriptions

<sup>1</sup> 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$350,308	\$1,546,702	\$384,222	\$1,722,629
Contractual Services	\$24,498	\$175,460	\$94,781	\$82,980
Materials & Supplies	\$51	\$12,221	\$54	\$12,832
Internal Services	\$9,525	\$269,149	\$5,892	\$275,940
<b>Total GF/non-GF</b>	<b>\$384,382</b>	<b>\$2,003,532</b>	<b>\$484,949</b>	<b>\$2,094,381</b>
<b>Program Total:</b>	<b>\$2,387,914</b>		<b>\$2,579,330</b>	
<b>Program FTE</b>	2.10	10.75	2.17	10.93

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,560,812	\$0	\$1,560,812
Service Charges	\$0	\$442,720	\$0	\$533,569
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,003,532</b>	<b>\$0</b>	<b>\$2,094,381</b>

## Explanation of Revenues

This program generates \$28,912 in indirect revenues.

\$ 523,569 - Fee For Service Insurance Receipts

\$ 10,000 - State Vocational Rehabilitation Award

State \$ 1,324,668 - State Mental Health Grant based on 2021 IGA with State of Oregon

State \$ 226,020 - SMHG MHS 38

Federal \$ 10,124 - State Community Mental Block Grant

## Significant Program Changes

Last Year this program was: FY 2023: 40078 Early Assessment & Support Alliance

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Community Based Mental Health for Children, Youth and Families provide critical safety net services from an equity lens to children and youth who are in need of culturally responsive mental health services. Evidence based, trauma-informed practices are used to deliver: family support, individual/group therapy, skill building and violence prevention services. Multnomah County is dedicated to providing behavioral health services to those impacted by gun violence and developed the Gun Violence Behavioral Health Response Team. This program provides resources to support a Mental Health Consultant to provide culturally specific mental health services to African American identified youth (age 10-18) and their families who are impacted by gun violence as well as provide outreach and education in the community.

**Program Description**

Multnomah County Community Based Mental Health offers a range of services for at risk youth includes: child abuse mental health services at CARES NW (Child Abuse Response and Evaluation Services North West) Multnomah Treatment Fund mental health services for under or uninsured children and violence prevention and mental health support for those impacted by gun violence.

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. 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. County CARES consultants along with Legacy CARES consultants served over 300 families in FY22.

The Mental Health Consultant (MHC) for the Gun Violence Behavioral Health Response team provides a range of culturally relevant, evidence based mental health services for the African American community. The MHC utilizes lived experience and community informed practices to provide culturally specific mental health prevention support, mental health services, consultation, outreach and engagement. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total children who receive Mental Health or Family Support Services at CARES NW from Mult Co staff	172	100	85	100
Outcome	ACORN Distribution of Patient Change reported by client/student as their perception of improvement <sup>2</sup>	N/A	65%	65%	65%
Output	Total Multnomah County Children who received Behavioral Health service through African American KSA	N/A	20	15	20
Output	Total # of outreach/engagement activities attended/provided	N/A	15	36	15

**Performance Measures Descriptions**

<sup>1</sup>The program model changed in FY22 where staff at the county and CARES NW now offer services to Multnomah County Clients. These #s include Multnomah county youth served by Multnomah County staff at CARES NW. There is an MHC vacancy at CARES NW which is being recruited for. <sup>2</sup> African American consultants were hired after fiscal year FY22 so there is no data for FY22. <sup>3</sup> African American consultants were hired after fiscal year FY22 so there is no data for FY22.

## Legal / Contractual Obligation

MTF Contracts with Lifeworks and Morrison.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$412,843	\$184,982	\$687,900	\$250,438
Contractual Services	\$0	\$301,319	\$0	\$0
Materials & Supplies	\$17,450	\$1,556	\$21,860	\$801
Internal Services	\$29,699	\$68,254	\$44,461	\$63,156
<b>Total GF/non-GF</b>	<b>\$459,992</b>	<b>\$556,111</b>	<b>\$754,221</b>	<b>\$314,395</b>
<b>Program Total:</b>	<b>\$1,016,103</b>		<b>\$1,068,616</b>	
<b>Program FTE</b>	2.56	1.21	4.15	1.62

<b>Program Revenues</b>				
Intergovernmental	\$0	\$556,111	\$0	\$314,395
<b>Total Revenue</b>	<b>\$0</b>	<b>\$556,111</b>	<b>\$0</b>	<b>\$314,395</b>

## Explanation of Revenues

Local \$314,395 - Head Start Contracts

## Significant Program Changes

Last Year this program was: FY 2023: 40080A Community Based MH Services for Children & Families

**Department:** Health Department      **Program Contact:** Jessica Jacobsen

**Program Offer Type:** Existing      **Program Offer Stage:** 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 for all ages f, 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 Description**

Wraparound, Youth & Adult ICC are funded by Oregon Health Plan via a delegation agreement with Coordinated Care Organization(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.

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 LGBTQIA+, Native American, African-American, Latinx and Spanish speaking clients. Peer Services are contracted out to qualified providers.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unique children served in Youth Care Coordination.	350	380	342	350
Outcome	% score measuring family's satisfaction and progress in Wraparound. <sup>1</sup>	79.02%	85%	78.94%	85%
Output	Referrals processed in Youth Care Coordination.	287	300	294	300
Output	Total number of clients served in M-ITT.	598	575	583	575

**Performance Measures Descriptions**

<sup>1</sup>WFI-EZ data is not representative of program outcomes. WFI-EZ completion rates across nearly all of Oregon are below best practice standard rates. Barriers to completion of this voluntary survey included participant pandemic-related burdens and challenges with the WFI-EZ database. Statewide training/support was provided in 2022 in addition to increased Multco administrative support, to try and improve 2023 data.



## 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	2023	2023	2024	2024
Personnel	\$148,401	\$7,014,367	\$0	\$7,675,256
Contractual Services	\$0	\$874,878	\$0	\$1,390,858
Materials & Supplies	\$511	\$77,679	\$0	\$81,564
Internal Services	\$9,200	\$1,958,797	\$0	\$2,170,043
<b>Total GF/non-GF</b>	<b>\$158,112</b>	<b>\$9,925,721</b>	<b>\$0</b>	<b>\$11,317,721</b>
<b>Program Total:</b>	<b>\$10,083,833</b>		<b>\$11,317,721</b>	
<b>Program FTE</b>	1.00	48.41	0.00	49.68

Program Revenues				
Intergovernmental	\$0	\$9,925,721	\$0	\$11,317,721
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,925,721</b>	<b>\$0</b>	<b>\$11,317,721</b>

## Explanation of Revenues

This program generates \$1,072,233 in indirect revenues.

Federal \$ 3,451,118 - Health Share Unrestricted Medicaid (Off the top) funding

Federal \$ 7,853,685 - Unrestricted Medicaid fund through CareOregon

State \$ 12,918 - State Mental Health Grant IGA with State of Oregon

## Significant Program Changes

**Last Year this program was:** FY 2023: 40081 Multnomah County Care Coordination

M-ITT length of enrollment continues to be longer than ideal due to limited outpatient system capacity due to workforce which results in fewer total clients being served by the MITT program than in earlier years.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

School Based Mental Health (SBMH) and K12 case management are essential components of the system of care for children and families. Our 26 SBMH clinicians serve over 800 children and teens with mental health needs in 36 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. K-12 Case Managers 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.

**Program Description**

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 50% of the youth served are youth of color served by a diverse staff with seven African American Knowledge Skills and Abilities (KSA), eight 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 3,800 hours of treatment, prevention, education, consultation, and outreach to students, school staff, and families every school year. Additionally, K-12 Case Managers provide comprehensive case management services to students and families in kindergarten through twelfth grade with a focus on connecting families to resources to increase attendance and improve 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total unduplicated youth referred to SBMH for assessment and/or treatment services	679	1000	700	700
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement <sup>1</sup>	51%	65%	48%	65%
Output	Total unduplicated K-12 youth/families who received case management services	91	150	94	250

**Performance Measures Descriptions**

<sup>1</sup>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	2023	2023	2024	2024
Personnel	\$2,819,490	\$1,474,550	\$2,296,470	\$2,432,451
Contractual Services	\$107,637	\$8,000	\$0	\$8,000
Materials & Supplies	\$60,910	\$48	\$55,654	\$8,328
Internal Services	\$21,144	\$390,369	\$45,068	\$499,554
<b>Total GF/non-GF</b>	<b>\$3,009,181</b>	<b>\$1,872,967</b>	<b>\$2,397,192</b>	<b>\$2,948,333</b>
<b>Program Total:</b>	<b>\$4,882,148</b>		<b>\$5,345,525</b>	
<b>Program FTE</b>	21.01	9.52	15.93	15.46

Program Revenues				
Intergovernmental	\$0	\$1,457,720	\$0	\$1,448,333
Service Charges	\$0	\$415,247	\$0	\$1,500,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,872,967</b>	<b>\$0</b>	<b>\$2,948,333</b>

## Explanation of Revenues

This program generates \$175,563 in indirect revenues.

- \$ 22,500 - Parkrose School District
- \$ 75,000 - Centennial School District
- \$ 37,500 - Reynolds School District
- \$ 177,000 - Portland Public Schools
- \$ 14,700 - Local Clackamas County Care Coordination

State: \$ 1,018,713 - State MH Grant: MHS 20 Non-Residential MH Services based on 2019-2021 IGA with the State of Oregon

- \$ 102,920 - School Based Clinics - Mental Health Expansion - Behavioral Health - Capacity
- \$ 1,500,000 - SBMH CareOregon

## Significant Program Changes

**Last Year this program was:** FY 2023: 40082A School Based Mental Health Services

The ACORN outcome measure has not reached 65% as expected, we are currently working on a quality improvement project and considering moving away from the ACORN. SBMH referrals did not reach the anticipated 1,000 because our referral process has become more efficient and we are able to turn off the referral form when MHCs are full and we have asked the SHC to not send higher acuity to the program. The K12 case management services have expanded to cover Kindergarten through 12th grade. There will be six Case Managers hired, which accounts for the FY24 Output increase. The K12 output was lower than expected due to the fact that we had multiple staff vacancies. CareOregon revenue will increase in FY2024 due to a change in revenue payment methodology for School Based Mental Health Services.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

School Based Mental Health and K-12 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 36 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 Description

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 50% of the youth served are youth of color served by a diverse staff with seven African American Knowledge Skills and Abilities (KSA), eight 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, as well as 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 3,800 hours of treatment, prevention, education, consultation, and outreach to students, school staff, and families every school year. K-12 Case Managers provide comprehensive case management services to students and families in kindergarten through 12th grade with a focus on connecting families to resources to increase attendance and improve educational success.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total unduplicated youth referred to SBMH for assessment and/or treatment services	679	1,000	700	700
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement	51%	65%	48%	65%

### Performance Measures Descriptions

<sup>1</sup>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. Some staff were not consistently obtaining ACORN and we are completing a quality improvement project and investigating a more culturally responsive outcome measure.

## 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	2023	2023	2024	2024
Personnel	\$370,310	\$0	\$400,150	\$0
Materials & Supplies	\$4,068	\$0	\$2,968	\$0
Internal Services	\$186,040	\$0	\$190,877	\$0
<b>Total GF/non-GF</b>	<b>\$560,418</b>	<b>\$0</b>	<b>\$593,995</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$560,418</b>		<b>\$593,995</b>	
<b>Program FTE</b>	2.31	0.00	2.35	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 40082B School Based Mental Health Services - In/Out of Scope Services

The ACORN outcome measure has not reached 65% as expected, we are currently working on a quality improvement project and considering moving away from the ACORN. SBMH referrals did not reach the anticipated 1,000 because our referral process has become more efficient and we are able to turn off the referral form when MHCs are full and we have asked the SHC to not send higher acuity to the program. The K12 case management services have expanded to cover Kindergarten through 12th grade. There will be six Case Managers hired, which accounts for the FY24 Output increase. The K12 output was lower than expected due to the fact that we had multiple staff vacancies.

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Behavioral Health Prevention Services program is 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 Description**

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).

Mental Health First Aid (including Youth Mental Health First Aid) is a 1-day evidence-based training offered to community members through the Tri-County “Get Trained to Help” website. The BHD Prevention program staff, in addition to subcontractors, facilitate training throughout the year. 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. QPR is a suicide awareness and prevention training, provided to churches, organizations and businesses, colleges and schools, social groups and general community members. QPR is the most widely utilized training offered through the BHD program due to its accessibility for a broad audience.

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 Psychological Autopsy Investigation based on the American Association Of Suicidology tool, and modified to be more trauma informed and culturally responsive to our community needs. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of individuals trained in Mental Health First Aid, ASIST, QPR and/or CALM and safeTalk.	399	450	450	450
Outcome	% of individuals who report greater understanding of mental illness and/or suicide prevention.	92%	85%	85%	85%
Output	Perform 25-30 psychological autopsies (if full time, 50-60 psychological autopsies).	35	45	35	35
Outcome	Improve MC understanding of completed suicide trends for FY20 through a deep analysis and report.	100%	100%	100%	100%

**Performance Measures Descriptions**

## Legal / Contractual Obligation

OAR 309-019-0150 Community Mental Health Programs  
2022-2023 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	2023	2023	2024	2024
Personnel	\$226,703	\$172,252	\$122,426	\$356,364
Contractual Services	\$43,400	\$0	\$35,000	\$12,673
Materials & Supplies	\$3,028	\$2,076	\$14,206	\$9,522
Internal Services	\$31,713	\$41,438	\$34,798	\$43,319
<b>Total GF/non-GF</b>	<b>\$304,844</b>	<b>\$215,766</b>	<b>\$206,430</b>	<b>\$421,878</b>
<b>Program Total:</b>	<b>\$520,610</b>		<b>\$628,308</b>	
<b>Program FTE</b>	1.58	1.22	0.80	2.50

Program Revenues				
Intergovernmental	\$0	\$215,766	\$0	\$421,878
<b>Total Revenue</b>	<b>\$0</b>	<b>\$215,766</b>	<b>\$0</b>	<b>\$421,878</b>

## Explanation of Revenues

This program generates \$38,506 in indirect revenues.  
State \$ 160,000 - OHA Suicide Prevention  
Federal \$ 124,205 - Federal PE 60 Suicide Prevention  
State \$ 12,673 - Family & Youth Local 2145 Beer and Wine Tax  
Federal \$ 125,000 - SAMSHA MH Aware. Training TBD

## Significant Program Changes

**Last Year this program was:** FY 2023: 40083 Behavioral Health Prevention Services

\*Due to COVID-19 and the impact on in-person training, our training model adapted to offer hybrid, virtual, and in person training with frequently smaller class sizes to manage health and safety. We partnered with MESD to create a grief readiness and response suicide and violent death postvention series, which launched in a cohort model in June. We are now able to teach Connect postvention training along with a new version of Oregon Calm which we began offering at the end of FY 22. .

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Multnomah County affirms 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. 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.

**Program Description**

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 county contracts for mental health services for individuals from communities with significant disparities in access to both treatment services and education/prevention opportunities.to ensure that all members of our community have treatment options that incorporate specific cultural needs 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 hospitals, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total culturally diverse individuals receiving services <sup>1</sup>	622	900	747	900
Outcome	Culturally specific persons served per 1,000 culturally diverse in population <sup>2</sup>	2.5	3.6	3.0	3.6

**Performance Measures Descriptions**

<sup>1</sup>This total includes all persons served under this contract and does not include those culturally-diverse persons served by Multnomah MH or in other programs.

<sup>2</sup>Service 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	2023	2023	2024	2024
Contractual Services	\$1,897,008	\$0	\$2,027,713	\$0
<b>Total GF/non-GF</b>	<b>\$1,897,008</b>	<b>\$0</b>	<b>\$2,027,713</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,897,008</b>		<b>\$2,027,713</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

**Last Year this program was:** FY 2023: 40084A Culturally Specific Mental Health Services

The program has expanded the provider base and the specific populations that are being served by the current providers.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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. Permitting for the new site and a variety of site issues have delayed the full opening. During this time a temporary site was selected and was ready for a limited number of clients and referrals as of the end of November.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of individuals served	N/A	50	22	50
Outcome	% of referrals accepted into the program (1)	N/A	90%	N/A	90%
Outcome	Individuals placed in or retained in residential services, transitional and/or permanent housing or higher care.	N/A	90%	N/A	90%

**Performance Measures Descriptions**

The program is still in the pilot phase and is not fully operational. Available values are based on limited portions of the current program that have already started.

(1) Percentage of referrals that are accepted into the program which demonstrates that the referral process is effective and well-communicated.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$738,800	\$0	\$764,942	\$0
<b>Total GF/non-GF</b>	<b>\$738,800</b>	<b>\$0</b>	<b>\$764,942</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$738,800</b>		<b>\$764,942</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40084B Culturally Specific Mobile Outreach and STP

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** 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, prosocial/drug-free activities, basic needs support, etc).

### Program Description

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 our 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. The Addictions Unit remains committed to supporting peer run and culturally specific organizations.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number served in treatment and recovery support services	2,087	3,500	2,289	3,500
Outcome	Percentage of clients who successfully complete outpatient treatment (1)	46%	42%	48%	42%

### Performance Measures Descriptions

1) "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	2023	2023	2024	2024
Personnel	\$545,745	\$326,464	\$554,743	\$312,145
Contractual Services	\$1,579,331	\$9,811,845	\$1,732,837	\$10,550,702
Materials & Supplies	\$23,323	\$2,719	\$14,246	\$537
Internal Services	\$133,078	\$36,408	\$136,474	\$26,218
<b>Total GF/non-GF</b>	<b>\$2,281,477</b>	<b>\$10,177,436</b>	<b>\$2,438,300</b>	<b>\$10,889,602</b>
<b>Program Total:</b>	<b>\$12,458,913</b>		<b>\$13,327,902</b>	
<b>Program FTE</b>	3.35	2.20	3.35	2.05

Program Revenues				
Intergovernmental	\$0	\$10,177,436	\$0	\$10,889,602
<b>Total Revenue</b>	<b>\$0</b>	<b>\$10,177,436</b>	<b>\$0</b>	<b>\$10,889,602</b>

## Explanation of Revenues

This program generates \$2,248 in indirect revenues.  
 State \$ 645,292 - Local 2145 Beer and Wine Tax  
 Federal \$ 4,361,770 - SAPT Block Grant  
 Federal \$ 1,265,400 - TANF A&D 67 Award  
 State \$ 321,499 - OHA Peer Delivered Services  
 State \$ 4,095,641 - State Mental Health Grant based on 2021 IGA with State of Oregon  
 Federal \$ 200,000 - OHA Ryan White Mental Health;

## Significant Program Changes

**Last Year this program was:** FY 2023: 40085 Adult Addictions Treatment Continuum

Pandemic impacts across SUD providers: staff shortages; service/program disruption & staffing gaps; operating at reduced censuses ; 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 FY22/FY23 may represent an undercount.

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

Multnomah County's Problem Gambling Services (PGS) 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. Problem Gambling Services includes both prevention and treatment resources, placing emphasis on quality of life issues for the person who gambles, their family members, and communities. Problem Gambling (PG) prevention programming focuses on increasing awareness of PG as an issue and develops strategies for the prevention of PG disorders. 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 their family with 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 FY23, we expanded PGS to include new staff in both prevention and treatment. The PGS will now have one FTE dedicated to care coordination for individuals seeking or referred into treatment for problematic gambling. Our PGCC will dedicate their time to expanding our provider network, including focused attention on culturally specific providers. In addition, our prevention programming will increase capacity by hiring interns to focus on developing problem gambling prevention messaging that are culturally and linguistically appropriate.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	1. Number of gamblers and family members accessing treatment annually	73	200	100	200
Outcome	2. Gambler successful treatment completion rate	39.8%	30%	30%	30%
Outcome	3. Percent of clients receiving Care Coordination services. successfully placed in gambling treatment or re	N/A	60%	60%	60%
Output	4. Number of problem gambling prevention activities delivered*	N/A	20	20	22

**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. 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. 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	2023	2023	2024	2024
Personnel	\$0	\$203,409	\$0	\$482,359
Contractual Services	\$0	\$707,672	\$0	\$949,920
Materials & Supplies	\$0	\$7,751	\$0	\$17,964
Internal Services	\$0	\$16,698	\$0	\$47,664
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$935,530</b>	<b>\$0</b>	<b>\$1,497,907</b>
<b>Program Total:</b>	<b>\$935,530</b>		<b>\$1,497,907</b>	
<b>Program FTE</b>	0.00	1.50	0.00	3.20

Program Revenues				
Intergovernmental	\$0	\$935,530	\$0	\$1,497,907
<b>Total Revenue</b>	<b>\$0</b>	<b>\$935,530</b>	<b>\$0</b>	<b>\$1,497,907</b>

## Explanation of Revenues

State \$ 1,203,097 - State Mental Health Grant: Problem Gambling Treatment Services based on IGA with State of Oregon  
 State \$ 294,810 - State Mental Health Grant: Problem Gambling Prevention Services based on IGA with State of Oregon

## Significant Program Changes

Last Year this program was: FY 2023: 40086 Addiction Services Gambling Treatment & Prevention

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 by using strategies that center on racially, culturally, and linguistically specific practices 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 increasing the number of youth in our community that meet the Positive Youth Development benchmark (as measured by the Oregon Student Health Survey). In FY24, the ADPEP program will also be focusing on improving evaluation measures across the county and for subcontractor programming. This goal includes identifying barriers and assisting schools in participating in the Oregon Student Health Survey, as well as providing technical assistance and support for prevention subcontractors.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	1. Adults and youth served by prevention services and programming	3,656	1,000	1,000	1,000
Outcome	2. Prevention activity participants with improved awareness and/or educational outcomes	70%	80%	75%	70%

**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	2023	2023	2024	2024
Personnel	\$0	\$151,644	\$0	\$183,317
Contractual Services	\$0	\$270,597	\$0	\$491,172
Materials & Supplies	\$0	\$37,863	\$0	\$50,075
Internal Services	\$0	\$18,217	\$0	\$21,419
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$478,321</b>	<b>\$0</b>	<b>\$745,983</b>
<b>Program Total:</b>	<b>\$478,321</b>		<b>\$745,983</b>	
<b>Program FTE</b>	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$478,321	\$0	\$745,983
<b>Total Revenue</b>	<b>\$0</b>	<b>\$478,321</b>	<b>\$0</b>	<b>\$745,983</b>

## Explanation of Revenues

This program generates \$16,441 in indirect revenues.

State \$ 41,667 - Oregon Alcohol and Drug Prevention Education Program (ADPEP)

Federal \$ 230,785 - SNAP Drug Free Community Grant

Federal \$ 423,531 - Oregon Alcohol and Drug Prevention Education Program (ADPEP) SAPT block grant and State general funds.

Federal \$ 50,000 - STOP Act Grant SAMHSA

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 2023: 40087 Addiction Services Alcohol & Drug Prevention

The FY24 program anticipates serving a similar number of individuals as FY23. Pandemic-related policies in schools and community based programs continue to impact our subcontractors ability to serve individual schools.

**Department:** Health Department      **Program Contact:** Christa Jones

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Coordinated diversion includes three forensic diversion programs for criminal, legal system-exposed individuals who experience serious mental illness. Programs provide assessments and care coordination to divert people from lengthy jail and state hospital stays and promote stability in the community. Black, Indigenous and People of Color (BIPOC) communities are overrepresented in the forensic population. Programs' equity practices include: participation in system improvement at the state and local level, creating workforce diversity, assuring that assessment tools, curriculum and forms are provided in a person's native language, and connecting clients to culturally specific resources and services.

**Program Description**

Aid and assist services assess, consult, and provide care coordination for individuals who have been deemed unable to aid and assist in the defense of criminal charges filed against them. In accordance with Oregon Revised Statute (ORS), Oregon Administrative Rule (OAR), and Court orders, aid and assist staff evaluate individuals for community based treatment options, maintain contact with all persons ordered to Oregon State Hospital (OSH), participate in care meeting and facilitate discharge planning for hospitalized individuals, provide community based care coordination and service linkage, make regular reports to the Court regarding the status of individuals who are unable to aid and assist.

Mental Health Court is a specialty court for individuals who have been found guilty of a crime and agree to participate in mental health treatment and probation in order to divert from prison sentences. The court team is comprised of BHD staff, probation officers, treatment providers, legal counsel, and peer support services. BHD staff assess persons referred to Mental Health Court and make recommendations regarding treatment needs and treatment availability; provide care coordination and case management services to court participants to support participants' treatment needs, housing needs, applications for benefits, and accessing other needed services. Staff provide regular reports and consultation to the court about the intersection of one's mental health needs and Court requirements. Jail Diversion services are time limited support provided to individuals with a history of judicial involvement who are at risk of further legal exposure due to psychiatric instability. Care Coordination and case management services are provided to refer and connect individuals to crisis services, mental health services, housing supports, and benefit programs to promote psychiatric stability and reduce risk of legal exposure.

In FY23, BHD received funding from the Criminal Justice Council (CJC) IMPACTS grant and the Oregon Health Authority to develop a program to address the gap in treatment services available in our community. The Bridge Treatment Team will identify individuals who are already legally and criminally exposed through the Aid and Assist program and those who are at risk of legal/criminal exposure.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of participants served by Forensic Diversion	341	300	354	350
Outcome	% of participants served in the Community by Forensic Diversion	25%	30%	23%	25%
Output	# of individuals served by Bridge Treatment Team (1)	NEW	NEW	NEW	75
Outcome	% of active clients who achieve intake +1 appointment with community treatment and/or community supports fro	NEW	NEW	NEW	45%

**Performance Measures Descriptions**

(1) New output for the Bridge Treatment team will identify the individuals being supported by this program. (2) New outcome for the Bridge Treatment team during the first year of programming will identify percentage of clients being connected to longer term supports at conclusion of brief treatment program, excluding those who are determined to have benefited from brief treatment alone, those who disengage from services and those who are referred to a higher level of care.

## 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	2023	2023	2024	2024
Personnel	\$530,183	\$1,630,152	\$863,470	\$2,739,996
Contractual Services	\$611,538	\$885,300	\$686,643	\$1,562,056
Materials & Supplies	\$2,611	\$1,726	\$2,741	\$237,118
Internal Services	\$204,046	\$151,301	\$210,698	\$291,811
<b>Total GF/non-GF</b>	<b>\$1,348,378</b>	<b>\$2,668,479</b>	<b>\$1,763,552</b>	<b>\$4,830,981</b>
<b>Program Total:</b>	<b>\$4,016,857</b>		<b>\$6,594,533</b>	
<b>Program FTE</b>	3.80	10.70	4.80	17.70

Program Revenues				
Intergovernmental	\$0	\$2,668,479	\$0	\$4,830,981
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,668,479</b>	<b>\$0</b>	<b>\$4,830,981</b>

## Explanation of Revenues

This program generates \$161,767 in indirect revenues.

State \$ 1,227,501 - Oregon Health Authority: Aid & Assist Grant

State \$ 1,588,479 - State Mental Health Grant: MHS Special Projects based on 2019-2021 IGA with State of Oregon

State \$ 1,200,000 - Assist Population - Jail Diversion

State \$ 815,001 - State Improving People's Access to Community-based Treatment (IMPACT)

## Significant Program Changes

**Last Year this program was:** FY 2023: 40088 Coordinated Diversion for Justice Involved Individuals

The Bridge Treatment Team is in development and will identify individuals who are already legally and criminally exposed through the Aid and Assist program and those who are at risk of legal/criminal exposure. The time-limited program will clinically support individuals until longer term treatment options are available and will be staffed by FY24.

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 into withdrawal management services annually. Funding for these SUD treatment services prioritizes individuals at/below 200% poverty who are uninsured or under-underinsured (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 Description**

This program provides clinical and medical care to individuals in withdrawal from substance use.. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unique indigent individuals receiving Withdrawal Management services annually*	72	80	80	80
Outcome	% of individuals served in Care Coord., exiting withdrawal mgmt & transitioning to another level of care	91%	94%	80%	80%
Output	Number of clients served in Care Coordination transition services**	2,192	2,260	2,000	2,260
Output	Number of individuals receiving supportive housing***	217	370	370	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. 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	2023	2023	2024	2024
Personnel	\$0	\$84,568	\$0	\$92,895
Contractual Services	\$1,552,807	\$695,026	\$1,608,079	\$732,205
Internal Services	\$0	\$4,097	\$0	\$3,979
<b>Total GF/non-GF</b>	<b>\$1,552,807</b>	<b>\$783,691</b>	<b>\$1,608,079</b>	<b>\$829,079</b>
<b>Program Total:</b>	<b>\$2,336,498</b>		<b>\$2,437,158</b>	
<b>Program FTE</b>	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$783,691	\$0	\$829,079
<b>Total Revenue</b>	<b>\$0</b>	<b>\$783,691</b>	<b>\$0</b>	<b>\$829,079</b>

## Explanation of Revenues

Federal \$ 274,292 - State Mental Health Grant: A&D Detoxification Housing Block Grant based on IGA with State of Oregon.  
 State \$ 554,787 - 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 2023: 40089 Addictions Detoxification & Post Detoxification Housing

Through the pandemic SUD providers have grappled with staff shortages;; operating at reduced capacity; This impacted providers' ability to collect/report data on time. OHA paused many reporting requirements for FY22. Hence, the performance measures for FY22 & FY23 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.

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This Family Youth and Addictions Treatment Continuum 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.

**Program Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	1) Number of annual outreach and engagement events	N/A	100	100	100
Outcome	2) Number of unduplicated attendees at events.	N/A	N/A	N/A	100

**Performance Measures Descriptions**

1)Data is collected from the provider's monthly outreach services report. 2) This is a new data measure that will be added to providers FY24 contracts and tracked via their monthly outreach services report.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$114,396	\$153,456	\$118,468	\$157,528
Materials & Supplies	\$0	\$2,151	\$0	\$2,259
<b>Total GF/non-GF</b>	<b>\$114,396</b>	<b>\$155,607</b>	<b>\$118,468</b>	<b>\$159,787</b>
<b>Program Total:</b>	<b>\$270,003</b>		<b>\$278,255</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$155,607	\$0	\$159,787
<b>Total Revenue</b>	<b>\$0</b>	<b>\$155,607</b>	<b>\$0</b>	<b>\$159,787</b>

## Explanation of Revenues

State \$ 66,700 - Local 2145 Beer & Wine Tax  
State \$ 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 2023: 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. Performance measure #1 has been updated to better reflect the data that SUD providers have to collect. Reporting requirements to collect data needed for program measure #2 will be added to FY 24 contract renewals.

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 by individuals with lived experience with the Child Welfare system.

**Program Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	1) Number of FIT referrals per year	793	770	770	770
Outcome	2) % of FIT clients referred who enter treatment	38%	27%	27%	27%

**Performance Measures Descriptions**

1) Measure changed in FY22, see significant program changes for details. 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$32,380	\$328,062	\$34,656	\$356,139
<b>Total GF/non-GF</b>	<b>\$32,380</b>	<b>\$328,062</b>	<b>\$34,656</b>	<b>\$356,139</b>
<b>Program Total:</b>	<b>\$360,442</b>		<b>\$390,795</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$328,062	\$0	\$356,139
<b>Total Revenue</b>	<b>\$0</b>	<b>\$328,062</b>	<b>\$0</b>	<b>\$356,139</b>

## Explanation of Revenues

State \$ 356,139 - State Mental Health Grant SE 66Family Involvement Team (FIT) based on IGA with the State.

## Significant Program Changes

**Last Year this program was:** FY 2023: 40091 Family Involvement Team

Pandemic impacts across SUD providers: staff shortages (especially compounding the historic need for BIPOC staff with BH certification); service/program disruption & staffing gaps; operating at reduced censuses; 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.

**Department:** Health Department      **Program Contact:** Jessica Guernsey  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40199T, 40048  
**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 Description

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of Multnomah County Public Health Advisory Board meetings	11	12	12	12
Outcome	# of presentations to BOH about strategies that address disparities within BIPOC communities	17	7	7	7
Output	# of cultural specific and multicultural community partners and events that promote health equity	96	85	138	150

### 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	2023	2023	2024	2024
Personnel	\$2,029,448	\$2,717,336	\$2,318,625	\$3,907,609
Contractual Services	\$807,970	\$947,129	\$631,874	\$2,001,402
Materials & Supplies	\$241,936	\$201,299	\$170,542	\$153,993
Internal Services	\$455,332	\$382,115	\$470,229	\$614,185
<b>Total GF/non-GF</b>	<b>\$3,534,686</b>	<b>\$4,247,879</b>	<b>\$3,591,270</b>	<b>\$6,677,189</b>
<b>Program Total:</b>	<b>\$7,782,565</b>		<b>\$10,268,459</b>	
<b>Program FTE</b>	12.15	18.09	13.06	24.42

Program Revenues				
Intergovernmental	\$0	\$4,247,879	\$0	\$6,677,189
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,247,879</b>	<b>\$0</b>	<b>\$6,677,189</b>

## Explanation of Revenues

This program generates \$545,893 in indirect revenues.

Other: \$ 600,000 - CareOregon State: \$100,000 - Alaska Marijuana Program Evaluation

Federal: \$ 550,000 - NIH Marijuana Legalization Other: \$121,500 - Alaska Obesity EAP - GY08

State: \$85,000 - Behavioral Risk Factor Survey System Federal: \$500,000 - PDES Morbidity Monitoring Project

State: \$17,500 - HIV Program Planning & Evaluation State: \$190,500 - PDES Public Health Modernization Support

Other: \$45,000 -Chronic Disease - Cancer Programs - GY02 Other: \$343,520 - Tobacco Prevention - GY12

Federal: \$150,000 - MCH Title V: Child and Adolescent Health - FGC

State: \$1,100,953 - Local Public Health Modernization Community Capacitation Center

Other: \$200,000 - Community Health Needs Assessment/Community Health Improvement Plan Implementation

Federal: \$2,367,216 - Federal Strengthening Public Health Infrastructure & Workforce 93.967

Federal: \$32,000 - PE19-34 Core State Injury Prevention Program

State: \$274,000 - PE19-35 Evaluation of Aid & Assist Population

## Significant Program Changes

**Last Year this program was:** FY 2023: 40096A Public Health Office of the Director

In FY24, Program Design and Evaluation Services (PDES) was supposed to be pulled out into program offer (40048). The Office of the Director has continued supporting key COVID-19 response activities through leadership as the local public health authority. In FY23, the Office will start moving to support COVID-19 Community Recovery work. New positions will support key public health capabilities and infrastructure to stabilize the Division after the COVID response including project management support for infrastructure needs Division-wide. This work includes strategic building towards Public Health Accreditation; this work will be funded in part with the new Public Health Infrastructure grant. New funding from CareOregon will fund key community collaborations including Future Generations Collaborative (FGC) and the Latinx Health Coalition work.

**Department:** Health Department      **Program Contact:** Jessica Guernsey

**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$576,700	\$0	\$548,291	\$0
Materials & Supplies	\$79,617	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$656,317</b>	<b>\$0</b>	<b>\$548,291</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$656,317</b>		<b>\$548,291</b>	
<b>Program FTE</b>	4.27	0.00	3.87	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40096B Public Health In/Out of Scope Services

**Department:** Health Department      **Program Contact:** Elizabeth Carroll  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,119,759	\$22,021	\$1,094,714	\$70,170
Contractual Services	\$61,000	\$100,000	\$13,400	\$100,000
Materials & Supplies	\$36,599	\$53,984	\$44,787	\$53,992
Internal Services	\$156,365	\$2,960	\$162,700	\$9,803
<b>Total GF/non-GF</b>	<b>\$1,373,723</b>	<b>\$178,965</b>	<b>\$1,315,601</b>	<b>\$233,965</b>
<b>Program Total:</b>	<b>\$1,552,688</b>		<b>\$1,549,566</b>	
<b>Program FTE</b>	9.00	0.17	8.00	0.44

<b>Program Revenues</b>				
Intergovernmental	\$0	\$178,965	\$0	\$233,965
<b>Total Revenue</b>	<b>\$0</b>	<b>\$178,965</b>	<b>\$0</b>	<b>\$233,965</b>

## Explanation of Revenues

This program generates \$9,803 in indirect revenues.  
 Federal \$ 153,965 - State: MCH Child and Adoles Grant  
 Federal \$ 80,000 - Early Home Visit Grant

## Significant Program Changes

**Last Year this program was:** FY 2023: 40097 Parent, Child, and Family Health Management

Staff reductions include 1 FTE OA SR. Program enhancements include the Epic EHR build and roll-out. Quality assurance via real time data will improve work flows and alter some staff roles. Space consolidation, and changing productivity expectations, reflective of the “new normal” of an integrated telework/ hybrid workforce, will be underway in FY24. Several RFPs, including the Healthy Families RFP, are planned for FY24, and will require Administrative staff supports.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

Early Childhood Mental Health Consultants provide a comprehensive continuum of culturally relevant mental health services to over 5,000 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total children receiving prevention services.	5,214	4,700	5,214	5,000
Outcome	Overall social/emotional supports in place in Head Start classrooms based on TPOT data <sup>2</sup>	N/A	75%	N/A	75%
Output	Total children receiving culturally specific treatment services <sup>3</sup>	25	30	24	30

**Performance Measures Descriptions**

<sup>1</sup> See Specific Program Changes for a full explanation of increase <sup>2</sup> Teaching Pyramid Observation Tool (TPOT): an evidence-based tool to measure teacher implementation of the 3-tiered Pyramid Model. This is an in person tool and since positions were hybrid this year it was not able to be utilized. A tool that better captures outcomes from a racial justice lens is being investigated. <sup>3</sup> 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,415,132	\$353,229	\$1,550,128	\$375,372
Contractual Services	\$40,560	\$166,465	\$176,345	\$613
Materials & Supplies	\$7,807	\$456	\$8,197	\$478
Internal Services	\$49,453	\$174,336	\$70,090	\$167,927
<b>Total GF/non-GF</b>	<b>\$1,512,952</b>	<b>\$694,486</b>	<b>\$1,804,760</b>	<b>\$544,390</b>
<b>Program Total:</b>	<b>\$2,207,438</b>		<b>\$2,349,150</b>	
<b>Program FTE</b>	9.43	2.46	9.43	2.46

<b>Program Revenues</b>				
Intergovernmental	\$0	\$401,528	\$0	\$401,528
Beginning Working Capital	\$0	\$165,852	\$0	\$0
Service Charges	\$0	\$127,106	\$0	\$142,862
<b>Total Revenue</b>	<b>\$0</b>	<b>\$694,486</b>	<b>\$0</b>	<b>\$544,390</b>

## Explanation of Revenues

\$ 142,862 - Fee For Services Insurance Receipt  
State: \$ 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 2023: 40099A Early Childhood Mental Health Program

FY22 Output for prevention services increased because the program site size increased.

The TPOT was not administered this year because a new/replacement tool, the Teacher Wellbeing Survey by Daniela Falecki is currently being piloted.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 25200-25206, 72052, 72052B, 78335  
**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 Description**

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 1 Supervisor, 1 Program Specialist Senior, 1 Office Assistant, and 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, requiring more intensive and costly care and increasing the negative impact on marginalized families and children.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total children receiving prevention services.	N/A	675	N/A	675
Outcome	% of Preschool for All coaches who report that they had a positive and supportive consultation experience. <sup>1</sup>	N/A	85%	85%	85%
Output	Total children receiving culturally specific treatment services. <sup>2</sup>	N/A	30	30	30

**Performance Measures Descriptions**

<sup>1</sup>This outcome measure will not be implemented until Spring of 2023 since coaches/students did not begin services until Fall of FY22.

<sup>2</sup> We are currently hiring for these positions and they should be in place in early 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,497,465	\$0	\$1,620,174
Contractual Services	\$0	\$20,000	\$0	\$0
Materials & Supplies	\$0	\$4,299	\$0	\$4,514
Internal Services	\$0	\$99,984	\$0	\$107,027
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,621,748</b>	<b>\$0</b>	<b>\$1,731,715</b>
<b>Program Total:</b>	<b>\$1,621,748</b>		<b>\$1,731,715</b>	
<b>Program FTE</b>	0.00	10.98	0.00	10.98

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

This program generates \$58,002 in indirect revenues.  
 \$ 1,731,715 - 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 2023: 40099B Preschool For All Early Childhood

The Outcome measure is not available and the Output measure is an estimate because staff have not yet been hired and currently hiring in 2023. The Program Supervisor was hired in December 2022 and will begin recruitment in 2023.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez

**Program Offer Type:** Existing      **Program Offer Stage:** 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 educational 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 Description

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 5,000 children Countywide 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total children receiving prevention services.	5,214	4,700	5,214	5,000
Outcome	Overall social/emotional supports in place in Head Start classrooms based on TPOT data <sup>2</sup>	N/A	75%	N/A	75%

### Performance Measures Descriptions

<sup>1</sup> See Specific Program Changes for a full explanation of increase

<sup>2</sup> Teaching Pyramid Observation Tool (TPOT): an evidence-based tool to measure teacher implementation of the 3-tiered Pyramid Model. This is an in-person tool and since positions were hybrid this year it was not able to be utilized. A tool that better captures outcomes from a racial justice lens is being investigated.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$49,786	\$0	\$54,572	\$0
Materials & Supplies	\$14,551	\$0	\$1,807	\$0
Internal Services	\$33,605	\$0	\$44,682	\$0
<b>Total GF/non-GF</b>	<b>\$97,942</b>	<b>\$0</b>	<b>\$101,061</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$97,942</b>		<b>\$101,061</b>	
<b>Program FTE</b>	0.50	0.00	0.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** FY 2023: 40099C Early Childhood Mental Health Program - In/Out of Scope Services

FY22 Output for prevention services increased because the program site size increased.

The TPOT was not administered this year because a new/replacement tool, the Teacher Wellbeing Survey by Daniela Falecki is currently being piloted.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Multnomah County is invested in providing crisis response support to the community which includes providing on-scene emotional and practical support to victims, families and friends of victims, and communities impacted by traumatic events as a part of the BHD’s Disaster Behavioral Health and Crisis Services programs. Over the last two years, our community has seen the impact of a pandemic, increased gun violence and increased natural disasters (severe weather, wildfire, etc). Trauma Intervention Program (TIP) services support individuals and communities impacted by these events and more. This service is provided to individuals, families, and communities in the immediate aftermath of the event and can be initiated by law enforcement or BHD to provide on scene emotional and practical support, referrals, and follow up care.

**Program Description**

The Trauma Intervention Program maintains a contract with both the Multnomah County Sheriff’s Office as well as Multnomah County Behavioral Health Division (BHD) to support those impacted by violence, natural disasters, and other traumatic events. By maintaining this contract, the BHD is able to ensure that access to immediate on-scene support is available to the community regardless of law enforcement involvement.

TIP has a rigorous training program that regularly trains community members to provide this resource and support to the community 24 hours a day, seven days per week, every day of the year. In 2021, TIP had 203 active volunteers including 21 TIPTeens that work alongside adult volunteers to provide additional support to youth impacted by trauma. During FY22 TIP responded to over 1426 requests from Multnomah County to provide support with 4,710 individuals supported.

Additionally, during FY22 BHD has further supported County disaster response by utilizing TIP to provide after action phone calls and support to individuals staffing disaster response centers and shelters. Working in these settings can be very challenging and triggering for many of the volunteers and we have received an overwhelming positive response for providing this after action support for them.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of community members served	4,710	4,800	4,500	4,800
Outcome	Percentage of community members who receive follow up contacts within 45 days	100%	90%	100%	95%

**Performance Measures Descriptions**

TIP continues to provide follow up to every participant that they have a phone number for. Additionally, they collect feedback on this through an email system that is dependent on respondent return. They do not currently collect data on the percentage of individuals without a phone number to follow up.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$52,680	\$0	\$56,378	\$0
<b>Total GF/non-GF</b>	<b>\$52,680</b>	<b>\$0</b>	<b>\$56,378</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$52,680</b>		<b>\$56,378</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40100 Trauma Intervention Services

TIP continues to be a vital resource in our community. The addition of providing post-activation follow up support to severe weather shelters was well received an important addition to this contract over the past year.

**Department:** Health Department      **Program Contact:** Anthony Jordan  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40085, 30407B  
**Program Characteristics:**

### Executive Summary

Promoting Access To Hope (PATH) was developed as a joint effort by the Health Department's 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 Description

PATH conducts outreach to persons with problematic substance use who are also houseless and at risk of criminal 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 work with individuals to identify appropriate levels of SUD treatment and recovery support services. Services 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, and other internal/external stakeholders to establish recovery goals, eliminate/navigate barriers to basic needs, and assist clients in building a recovery foundation.

PATH team members assist individuals 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 focuses on equity and underserved communities through several key approaches: 1) involvement in internal county equity initiatives; 2) employing Knowledge, Skills and, Abilities (KSA) and dual language positions within the PATH team; 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unique individuals served annually in PATH outreach and care coordination services*	330	350	346	350
Outcome	Percentage of clients served annually in PATH Care Coordination that were successfully placed**	70.54%	60%	72.57%	60%

### Performance Measures Descriptions

- 1) 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.
- 2) 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$515,136	\$180,148	\$544,122	\$181,733
Contractual Services	\$25,002	\$0	\$2,100	\$0
Materials & Supplies	\$39,306	\$29,001	\$29,708	\$29,953
Internal Services	\$33,093	\$26,315	\$37,765	\$25,781
<b>Total GF/non-GF</b>	<b>\$612,537</b>	<b>\$235,464</b>	<b>\$613,695</b>	<b>\$237,467</b>
<b>Program Total:</b>	<b>\$848,001</b>		<b>\$851,162</b>	
<b>Program FTE</b>	4.00	4.90	4.08	4.82

<b>Program Revenues</b>				
Intergovernmental	\$0	\$235,464	\$0	\$237,467
<b>Total Revenue</b>	<b>\$0</b>	<b>\$235,464</b>	<b>\$0</b>	<b>\$237,467</b>

## Explanation of Revenues

This program generates \$13,193 in indirect revenues.

Federal \$ 150,398 - Federal Ryan White Non Med Case Management

State \$ 25,336 - Local 2145 Beer and Wine Tax

State \$ 61,733 - State Mental Health Grant: A&D Peer Delivered Services based on IGA with State of Oregon.

## Significant Program Changes

**Last Year this program was:** FY 2023: 40101 Promoting Access To Hope (PATH) Care Coordination Continuum

3.70 FTE will be funded by JOHS including 3.00 FTE Clinical Services Specialist and 0.70 FTE Program Supervisor.

**Department:** Health Department

**Program Contact:** Kevin Minor

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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, Peer support specialist, care coordination case management for individuals transitioning out of inpatient psychiatric facilities and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	AH-IBH Individual Patients Served	5,494	7,324	7,324	8,024
Outcome	AH-IBH Number of encounters completed	18,199	19,548	19,548	21,948
Output	AH-CHW Individual Patients Served	3,825	4,190	4,190	6,000
Outcome	AH-CHW Number of encounters completed	8,925	9,000	9,000	12,800

### 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, telemed 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	2023	2023	2024	2024
Personnel	\$0	\$4,448,916	\$0	\$5,187,306
Contractual Services	\$0	\$140,500	\$0	\$156,500
Materials & Supplies	\$0	\$60,060	\$0	\$57,678
Internal Services	\$0	\$1,020,138	\$0	\$1,160,886
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,669,614</b>	<b>\$0</b>	<b>\$6,562,370</b>
<b>Program Total:</b>	<b>\$5,669,614</b>		<b>\$6,562,370</b>	
<b>Program FTE</b>	0.00	34.47	0.00	38.84

Program Revenues				
Intergovernmental	\$0	\$299,862	\$0	\$167,000
Other / Miscellaneous	\$0	\$1,437,960	\$0	\$1,492,000
Service Charges	\$0	\$3,931,792	\$0	\$4,903,370
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,669,614</b>	<b>\$0</b>	<b>\$6,562,370</b>

## Explanation of Revenues

This program generates \$724,668 in indirect revenues.

\$ 1,163,967 - Fee for Services (FFS) - FQHC Medicaid Wraparound

\$ 1,492,000 - Other - Medicaid Quality and Incentives

Federal \$ 167,000 - Federal - Primary Care (PC) 330 - 93.224

\$ 1,857,073 - Fee for Services (FFS) - Medicaid - Care Oregon

\$ 1,223,753 - Fee for Services (FFS) - Medicaid

\$ 447,085 - Fee for Services (FFS) - Medicare

\$ 127,492 - Fee for Services (FFS) - Patient Fees 3rd Party

\$ 84,000 - Fee for Services (FFS) - Patient Fees

This program is support by medical fee and related Medicaid incentive and quality based incentive funds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 40102 FQHC Allied Health

Additional behavioral health roles have been incorporated into allied health. These roles are distributed across multiple health center locations.

**Department:** Health Department

**Program Contact:** Brieshon D'Agostini

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$4,732,359	\$0	\$4,786,968
Contractual Services	\$0	\$203,762	\$0	\$559,079
Materials & Supplies	\$0	\$92,505	\$0	\$107,283
Internal Services	\$0	\$1,285,392	\$0	\$1,727,122
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,314,018</b>	<b>\$0</b>	<b>\$7,180,452</b>
<b>Program Total:</b>	<b>\$6,314,018</b>		<b>\$7,180,452</b>	
<b>Program FTE</b>	0.00	23.26	0.00	29.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$269,900	\$0	\$150,000
Other / Miscellaneous	\$0	\$2,547,768	\$0	\$2,737,500
Beginning Working Capital	\$0	\$1,045,000	\$0	\$1,445,000
Service Charges	\$0	\$2,451,350	\$0	\$2,847,952
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,314,018</b>	<b>\$0</b>	<b>\$7,180,452</b>

## Explanation of Revenues

This program generates \$668,739 in indirect revenues.

\$ 2,847,952 - Fee for Services (FFS) - FQHC Medicaid Wraparound

\$ 3,782,500 - Other - Medicaid Quality and Incentives

\$ 400,000 - HD FQHC PCPM - Business Intelligence Beginning Working Capital

Federal \$ 150,000 - Federal - Primary Care (PC) 330 - 93.224

## Significant Program Changes

**Last Year this program was:** FY 2023: 40034 FQHC-Administration and Operations

The program contains staffing in support of the Racial Equity Diversity and Inclusion Initiative. In FY24, the equity positions are updated to be permanent, reflecting the need for ongoing investment into program support and development in equity programming. Specific limited duration ARPA roles from FY23 will be removed for FY24.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

The Behavioral Health Resource Center (BHRC) is peer-led and is designed to support adults (18+) who are experiencing serious behavioral health challenges, trauma and homelessness. The BHRC prioritizes meeting individuals' basic needs in the short-term, while working with partners to improve program processes to allow for access to more stable support in the long-term. Services are inclusive, low-barrier, safer, trauma-informed and culturally responsive. The three BHRC programs are: a Day Center, a Behavioral Health Shelter and a Bridge Housing program and will be operated by contracted providers. The BHRC Day Center opened in December of 2022. The Shelter and Bridge Housing programs will open in Spring of 2023. Operating at full capacity the BHRC will provide critical support and services to over 200 houseless individuals daily.

### Program Description

This offer includes the BHRC Day Center, shelter and Bridge Housing programs. The Day Center operates on the first and second floors of the facility which opened in December 2022. The Day Center is open 15 hours per day and serves as an entry point for individuals that are experiencing trauma, behavioral health challenges and/or homelessness. The Day Center provides an array of services, including access to showers, bathrooms, laundry, clothing, computers, charging stations and calming spaces to relax and gain support from peer staff with lived experience. The Mental Health and Addictions Association of Oregon (MHA AO), a peer-run and peer-led nonprofit, is the contracted provider for the Day Center. A team of 29 MHA AO peers staff members oversee the Day Center operations and connect with peer participants to increase peer engagement, efficacy and wellness.

The Behavioral Health Shelter program will have 33 beds and be a mixed gender shelter. The length of stay is 1-30 days. The Bridge Housing program will provide 19 beds, offer mixed gender housing, and the length of stay is 1-90 days. The participants that utilize the shelter can choose to enter the Bridge Housing Program and develop stable and long term plans for wellness and housing. Both programs will be operated by the same contract provider, be staffed by professionals with lived experience, and be supported by clinical staff. Pets are also welcome in both Programs.

Both programs will have the opportunity to connect with the social services provided in BHRC Day Center and their individual program staff. The BHRC has invited community partners to collaborate toward a collective effort to support program participants at the BHRC. The facility has designated office space(s) on each floor to offer community providers and partners the opportunity to access the BHRC. The BHRC facility offers access to wifi, computer stations, activity space, printing, and basic physical needs (restrooms, shower, laundry, water, snacks, coffee, & tea). The BHRC Day Center vision is to have community partners connect with program participants on site, offer services, make referrals to partnering organizations, establish housing plans, offer skill shares, and art classes; the sky's the limit. The BHRC leadership and MHA AO has worked to establish the BHRC Community Partner (CP): agreements, schedule, and menu of services that will be offered to peer participants, ongoing.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals receiving peer delivered services and access to basic needs daily	NEW	150	136 (1)	150
Outcome	Percent of participants using shelter beds will engage in service planning to address behavioral health and housing	NEW	50%	NEW	50%
Outcome	Percent of participants will have access to onsite supports, including basic needs and social connection.	NEW	90%	NEW	90%
Outcome	Percent of individuals served daily will use onsite connection to community supports.	NEW	50%	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. Since we have combined this program offer with 40105B, we have added in a shelter and bridge housing specific outcome for FY24. (1) FY23 estimate is based on the number of individuals that received services Dec 5- Jan 1, 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$494,111	\$0	\$384,674
Contractual Services	\$751,095	\$1,772,928	\$0	\$1,434,987
Materials & Supplies	\$4,000	\$43,273	\$0	\$10,500
Internal Services	\$765,364	\$456,193	\$1,339,025	\$200,169
<b>Total GF/non-GF</b>	<b>\$1,520,459</b>	<b>\$2,766,505</b>	<b>\$1,339,025</b>	<b>\$2,030,330</b>
<b>Program Total:</b>	<b>\$4,286,964</b>		<b>\$3,369,355</b>	
<b>Program FTE</b>	0.00	2.50	0.00	1.50

<b>Program Revenues</b>				
Intergovernmental	\$0	\$2,266,505	\$0	\$2,030,330
Beginning Working Capital	\$0	\$500,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,766,505</b>	<b>\$0</b>	<b>\$2,030,330</b>

Explanation of Revenues

This program generates \$53,738 in indirect revenues.

State: \$ 1,335,000 - BHRC HUD Funding

Federal: \$ 500,000 - HSO - Behavioral Health Resource Center

Federal: \$ 75,113 - Trillium - Behavioral Health Resource Center (BHRC)

State: \$ 120,217 - OHA Behavioral Health Community Mental Health Programs & Capital - BHRC

Significant Program Changes

Last Year this program was: FY 2023: 40105A Behavioral Health Resource Center (BHRC) - Day Center

Since last year, the BHRC Day Center has opened its doors to the community and shelter and Bridge Housing programs are in development.

**Department:** Health Department      **Program Contact:** Christa Jones  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30200  
**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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Contractual Services	\$0	\$1,186,723	\$291,104	\$1,866,852
Materials & Supplies	\$0	\$30,476	\$0	\$0
Internal Services	\$653,973	\$176,296	\$807,041	\$88,148
<b>Total GF/non-GF</b>	<b>\$653,973</b>	<b>\$1,393,495</b>	<b>\$1,098,145</b>	<b>\$1,955,000</b>
<b>Program Total:</b>	<b>\$2,047,468</b>		<b>\$3,053,145</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,393,495	\$0	\$1,955,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,393,495</b>	<b>\$0</b>	<b>\$1,955,000</b>

Explanation of Revenues

State: \$ 1,890,000 - FY24 BHPlaceholder- FIOC  
 State: \$ 65,000 - CHOICE Funding

Significant Program Changes

Last Year this program was:

**Department:** Health Department **Program Contact:** Thomas Bialozor  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 40105A, 40105B, 40105C  
**Program Characteristics:**

**Executive Summary**

The Behavioral Health Resource Center (BHRC) is peer-led and is designed to support adults (18+) who are experiencing serious behavioral health challenges, trauma and houselessness. The BHRC prioritizes meeting individuals' basic needs in the short-term, while working with partners to improve program processes to allow for access to more stable support in the long-term. Services are inclusive, low-barrier, safer, trauma-informed and culturally responsive. The three BHRC programs are: a Day Center, a Behavioral Health Shelter and a Bridge Housing program and will be operated by contracted providers. The BHRC Day Center opened in December of 2022. The Shelter and Bridge Housing programs will open in Spring of 2023. Operating at full capacity the BHRC will provide critical support and services to over 200 houseless individuals daily.

**Program Description**

This offer includes contractual services for the BHRC Day Center. The Day Center operates on the first and second floors of the facility which opened in December 2022. The Day Center is open 15 hours per day and serves as an entry point for individuals that are experiencing trauma, behavioral health challenges and/or homelessness. The Day Center provides an array of services, including access to showers, bathrooms, laundry, clothing, computers, charging stations and calming spaces to relax and gain support from peer staff with lived experience. The Mental Health and Addictions Association of Oregon (MHA AO), a peer-run and peer-led nonprofit, is the contracted provider for the Day Center. A team of 29 MHA AO peers staff members oversee the Day Center operations and connect with peer participants to increase peer engagement, efficacy and wellness.

The BHRC leadership and MHA AO has worked to establish the BHRC Community Partner (CP): agreements, schedule, and menu of services that will be offered to peer participants, ongoing.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals receiving peer delivered services and access to basic needs daily	NEW	150	136	150
Outcome	Percent of participants using shelter beds will engage in service planning to address behavioral health and housing	N/A	50%	New	50%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$2,500,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$2,500,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 40105A Behavioral Health Resource Center (BHRC) - Day Center

**Department:** Health Department      **Program Contact:** Jennifer Vines  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 patient's 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	access to the Counties electronic patient care records system for appropriate Health Officer Division Staff	100%	100%	100%	100%
Outcome	Ensure Health Officer, Emergency Medical Services, and Medical examiner staff have appropriate access to Electr	100%	100%	100%	100%

**Performance Measures Descriptions**

**Legal / Contractual Obligation**

none

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$44,492	\$0	\$46,717	\$0
<b>Total GF/non-GF</b>	<b>\$44,492</b>	<b>\$0</b>	<b>\$46,717</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$44,492</b>		<b>\$46,717</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

Fully funded by County General Funds \$46,717

**Significant Program Changes****Last Year this program was:** FY 2023: 40106 Health Officer In/Out of Scope Services

This is a new fee being assessed beginning FY23

**Department:** Health Department      **Program Contact:** Myque Obiero  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Corrections Health continues to struggle with staffing issues and burnout. Much of this burnout is resulting in increased sick calls and vacation requests further exacerbating staffing issues and resulting in a higher number of mandates which in turn contributes to further burnout. To get out of this cycle CH is proposing an increase to each of our shift counts (the number of nurses assigned to a shift) by 2 (by 1 at JDH).

**Program Description**

The staffing augmentation proposal means that the number of nurses regularly scheduled to each shift would increase so if there is a call out or staff request vacation, that shift is able to work without that nurse and without mandating a nurse from the previous shift, asking current staff to pick up that shift as overtime or rely on expensive agency staff. This is a strategy that has been used successfully by King Co. Jail Health when they were sued for using mandates as a regular solution to staffing issues. Last year CH mandated 548 times. That's 46 mandates on average per month. The hope is that the increased spending on permanent staff will result in decreased spending in overtime, temp and agency staffing expenses, as well as a reduction in the cost related to continuously orienting and training new staff as a result of retention issues. CH is reducing our CHN related on-call, temp and overtime budget to help pay for the additional positions. As we fill the vacant positions the need to rely on overtime and temporary staff is expected to decrease. These additional positions acknowledge the continued demand placed on our medical staff to serve a population that suffers from many chronic health and acute medical issues. Because we work in a jail we are unable to close or not serve patients due to staffing levels and so must continue to rely on the limited staff that are available. As the acuity of the population and total number continued to increase after COVID we need to grow to meet that need. Increased number of available staff, reduced mandated shifts, more effective patient care with longer term improvement in recruitment and retention. A disproportionate percentage of the BIPOC community are incarcerated in Multnomah County. Reduction in CH direct service impacts the care we are able to provide to this population. Those incarcerated in Jail cannot seek health or mental health services outside of what is provided by Corrections Health. Continued use of mandates, on-call staff and staffing agencies. These strategies result in increased spending in overtime, on-call and temp and professional services.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Reduction in Mandated Overtime shifts	N/A	N/A	600	300
Outcome	Reduction of staff burnout as measured by vacant nursing positions	N/A	N/A	N/A	90% filled

**Performance Measures Descriptions**

## Legal / Contractual Obligation

Necessary health care for incarcerated individuals is a right because they do not have the freedom to obtain care on their own. Appropriate access to care and timely evaluation by a health professional is mandated by the 4th, 8th and 14th amendments. When serious health needs are not adequately addressed by professionals, that deliberate indifference to medical needs may bring harm to individuals entrusted to our care and increase liability for the County. Corrections Health is bound by ethical standards to provide unbiased care to all individuals based on community standards of care

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$1,211,108	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,211,108</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,211,108</b>	
<b>Program FTE</b>	0.00	0.00	6.60	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:

**Department:** Health Department      **Program Contact:** Thomas Bialozor

**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Behavioral Health Emergency Coordinating Network (BHECN) is a two plus year collaborative process with the City Of Portland, Multnomah County, Coordinated Care Organizations (CCO), Hospital Systems, Community Providers, and Peer stakeholders. The goal of the network is to develop and coordinate critical projects such as a new detox and respite space, expanded behavioral health crisis triage services, and a coordinated system for referring people from these crisis spaces to options that support their longer-term stabilization.

**Program Description**

This program offer funds Phase 2 of the process. Phase 2 will be a Request for Proposals (RPF), and will allow the BHECN steering committee to evaluate the options and the funding strategies based on the RFP proposals received. The two options will be 1) a Crisis stabilization facility; or option 2) Polysubstance subacute. Once proposals are received, the steering committee will evaluate quality and the return on investment of the options presented and determine which, if any, the collaborative partners are willing to fund.

Multnomah County should anticipate paying up to 20% of the total cost which represents the percentage of indigent, un/under insured people who will utilize these services as well as a proportionate share of operating costs that will not be covered by Medicaid.

As part of the Behavioral Health Department's commitment to equity, the division's leadership of BHECN will strive to identify, develop, and support crisis services with a mind toward culturally responsive or culturally specific crisis services facilitated, when possible, by individuals with lived experience, who speak the same language, and reflect the diverse populations being served.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of Request for Proposals Compete	N/A	N/A	N/A	100%
Outcome	Percentage of program operator/contractor identified	N/A	N/A	N/A	100%
Output	Percentage of Contract(s) developed and executed	N/A	N/A	N/A	100%
Outcome	Percentage of Executive Committee Stakeholders who support the addition(s) to the behavioral health system of	N/A	N/A	N/A	80%

**Performance Measures Descriptions**

The performance measures represent all essential BHECN project activities required to achieve final stakeholder approval of the project and launch this new program, optimally in FY2025

Future outcomes will include program-level results, such as the percentage of individuals served by BHECN and discharged to a lower level of care.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$2,000,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$2,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

This program is new.

**Department:** Health Department      **Program Contact:** Thomas Bialozor

**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**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 Description**

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 effects of the pandemic continue. To address the behavioral health challenges brought on through the pandemic, this program offer prioritizes:

- \*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 BHD is providing to the community.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of BIPOC served across all services <sup>1</sup>	39%	35%	36%	35%
Outcome	Build data tracking mechanisms & reports for new BHD programs for establishing and monitoring outcomes <sup>2</sup>	50%	100%	36%	35%
Output	Percentage of older adults served across all services <sup>1</sup>	52%	35%	36%	35%
Output	Number of unique individuals connected to behavioral health services and other resources, via peers.**	550	900	N/A	900

**Performance Measures Descriptions**

<sup>1</sup> This measure was split into two separate outcomes to better track data. BIPOC individuals may be reflected in both outcomes if they also qualify as an older adult. Older adults may be reflected in both areas if they are also BIPOC.

<sup>2</sup> Workforce shortages delayed hiring staff, which delayed Evolv, Reporting and Policy development. Funding for another year is essential to provide these teams the infrastructure they need to support the community.

**Legal / Contractual Obligation**

N/A

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$706,404	\$586,793	\$0
Contractual Services	\$0	\$891,444	\$0	\$0
Materials & Supplies	\$0	\$13,192	\$0	\$0
Internal Services	\$0	\$14,848	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,625,888</b>	<b>\$586,793</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,625,888</b>		<b>\$586,793</b>	
<b>Program FTE</b>	0.00	1.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,625,888	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,625,888</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

**Last Year this program was:** FY 2023: 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, 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. In FY 2023, this program was funded with American Rescue Plan funding. It is now being funded with General Fund and is therefore marked New.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 40080B  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Gun violence, shootings, and homicides continue to occur at a high frequency 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 Description**

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 providing mental health services to those impacted by gun violence. The team provides 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 utilizes 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 contracts with community partners including Portland Opportunities and Industrialization Center, Immigrant and Refugee Community Organization, and Latino Network to support a credible messenger/mentor, with lived experience. The intent is to directly support the most impacted communities, with a specific focus on the youth population and their families. This team of mental health consultants and credible messengers/mentors work collaboratively to address the needs of the community. Together, this team of mental health consultants and mentors 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total # of children who received behavioral health services from this specialty team	8	40	36	40
Outcome	ACORN Distribution of Patient Change Rate reported by client/student as their perception of improvement <sup>1</sup>	N/A	65%	N/A	65%
Output	Total # of outreach/engagement activities attended/provided in the community	7	30	35	30

**Performance Measures Descriptions**

<sup>1</sup>Our program has no data at this time for ACORN as we are still in the early implementation stages for FIT and still need to have our MHC trained for FIT. Our program is exploring a different measure but that is still in the works.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$575,859	\$680,361	\$0
Contractual Services	\$0	\$543,939	\$531,539	\$0
Materials & Supplies	\$0	\$94,602	\$2,500	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,214,400</b>	<b>\$1,214,400</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,214,400</b>		<b>\$1,214,400</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,214,400	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,214,400</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** FY 2023: 40199Q ARP - Gun Violence Impacted Families Behavioral Health Team

Care Oregon has limited ACORN training and staff were unable to attend the training sessions to implement ACORN. Program is investigating a more appropriate outcome tool for future years.

This program was previously funded with American Rescue Plan funding. It is now funded with one-time-only General Fund and is therefore marked New.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez

**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Over the last 10 years significant increases in behavioral health challenges including depression, anxiety, and suicidal ideation are the leading cause of disability and poor life outcomes in young people. Marginalized youth are especially vulnerable and often do not have access to support or services.

Recognizing the lack of culturally responsive mental health providers available to work with youth in schools, this pilot program will support workforce development opportunities for interns seeking licensure and/or internship hours thereby increasing capacity for and accessibility to culturally grounded school-based mental health services.

**Program Description**

In partnership with local schools of social work and community-based non-profits, the Culturally Specific Mental Health Workforce Development Program will support bicultural/bilingual interns providing behavioral health services to the Latinx community with supervision and access to culturally grounded best practices, ensuring that interns receive consistent statewide standards and processes for training, licensing, and hiring from community-led agencies.

This pilot program will allow social work interns to complete internships at culturally-specific afterschool programs for 6th to 12th grade students in three different schools where they will use a combination of learnings from their coursework and tools from culturally responsive providers to support students, both one on one and in small groups. Interns will focus on increasing youth's knowledge about their own mental health needs, decreasing loneliness, and providing youth with clinical and social interventions either directly or through an external provider.

As an added benefit, this model increases capacity and support for frontline providers to reduce burnout and staff turnover while strengthening referral systems that ensure all students have access to services and support.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of school-based mental health social work interns supported	NA	NA	NA	3
Outcome	Number of group sessions held for youth in schools	N/A	N/A	N/A	9
Outcome	Total number of unduplicated youth served	N/A	N/A	N/A	30

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$150,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

<b>Department:</b>	Health Department	<b>Program Contact:</b>	Kim Toevs
<b>Program Offer Type:</b>	Existing	<b>Program Offer Stage:</b>	Proposed
<b>Related Programs:</b>	40199T, 40010C		
<b>Program Characteristics:</b>			

### 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$443,552	\$0	\$1,357,256
Contractual Services	\$0	\$0	\$0	\$20,000
Materials & Supplies	\$0	\$960	\$0	\$43,740
Internal Services	\$0	\$953,882	\$0	\$297,072
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,398,394</b>	<b>\$0</b>	<b>\$1,718,068</b>
<b>Program Total:</b>	<b>\$1,398,394</b>		<b>\$1,718,068</b>	
<b>Program FTE</b>	0.00	4.17	0.00	8.88

Program Revenues				
Intergovernmental	\$0	\$1,398,394	\$0	\$1,718,068
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,398,394</b>	<b>\$0</b>	<b>\$1,718,068</b>

Explanation of Revenues

This program generates \$189,609 in indirect revenues.  
Federal through State - \$1,718,068

Significant Program Changes

**Last Year this program was:** FY 2023: 40199B ARP - Public Health Communicable Disease Community Immunization

In FY24, 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.

This program falls under the Public Health Emergency Response ARP priority area.

**Department:** Health Department      **Program Contact:** Jessica Guernsey  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 2024. Activities aim to build infrastructure support and partner mobilization that both address disparities 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 Description**

Public Health CDC COVID-19 Health Disparities funding supports an array of activities across the Public Health Division. 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 budgeted in the Program Design and Evaluation Services Program. The continuing projects for infrastructure support include development of BIPOC centered Public Health Emergency Response Plan; development of systems approach to COVID-19 and upstream factors; formulation and continued internal and external advisory councils to address health disparities; culturally and linguistically appropriate member communications; department-wide equity capacity building and evaluation and performance measurement plan. Continuing projects for partner mobilization include development of COVID-19 communications plan; partner mobilization work with community-based organizations and community health workers; and a youth mental health communications campaign.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 the 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,689,547	\$0	\$732,686
Contractual Services	\$0	\$1,559,222	\$0	\$1,698,854
Materials & Supplies	\$0	\$167,935	\$0	\$89,202
Internal Services	\$0	\$237,520	\$0	\$102,356
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,654,224</b>	<b>\$0</b>	<b>\$2,623,098</b>
<b>Program Total:</b>	<b>\$3,654,224</b>		<b>\$2,623,098</b>	
<b>Program FTE</b>	0.00	11.77	0.00	4.50

<b>Program Revenues</b>				
Intergovernmental	\$0	\$3,654,224	\$0	\$2,623,098
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,654,224</b>	<b>\$0</b>	<b>\$2,623,098</b>

Explanation of Revenues

This program generates \$102,356 in indirect revenues.  
 Federal \$ 2,623,098 - CDC COVID-19 Public Health Disparities in PDES

Significant Program Changes

**Last Year this program was:** FY 2023: 40199T Public Health CDC COVID-19 Health Disparities

In FY24 this grant funding is budgeted in the Program Design and Evaluation, in Program Offer 40096A.

This program falls under the Public Health Emergency Response ARP priority area.

**Department:** Health Department      **Program Contact:** Charlene McGee  
**Program Offer Type:** Existing      **Program Offer Stage:** 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, 2024. 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. This funding falls within the community clinical linkages strategy area.

### Program Description

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). While the REACH Program has a priority population, the services rendered through the supplemental grant provided an avenue for many communities including Multnomah County BIPOC communities.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Personnel	\$0	\$105,195	\$0	\$480,803
Contractual Services	\$0	\$127,550	\$0	\$276,912
Materials & Supplies	\$0	\$7,000	\$0	\$117
Internal Services	\$0	\$14,139	\$0	\$67,168
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$253,884</b>	<b>\$0</b>	<b>\$825,000</b>
<b>Program Total:</b>	<b>\$253,884</b>		<b>\$825,000</b>	
<b>Program FTE</b>	0.00	0.25	0.00	3.05

Program Revenues				
Intergovernmental	\$0	\$253,884	\$0	\$825,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$253,884</b>	<b>\$0</b>	<b>\$825,000</b>

Explanation of Revenues

This program generates \$67,168 in indirect revenues.  
 \$825,000 - COVID-19 Federal REACH - Flu Vaccine

Significant Program Changes

Last Year this program was: FY 2023: 40199U Public Health REACH COVID-19/Flu Vaccine Supplement

Covid/Flu REACH Supplemental Grant - \$825,000; 3.05 FTE

This program falls under the Public Health Emergency Response ARP priority area.

**Department:** Health Department      **Program Contact:** Charlene McGee  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40053, 40060, 40096A  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Multnomah County is experiencing a record number of gun violence, shootings, racial and gender-based attacks and homicides. Violence intertwines with racism, homophobia, transphobia and antisemitism and has a ripple effect impacting the health, safety and well-being of entire populations. This request will sustain three Community Health Specialists (CHS) and maintain Community Adolescent Health’s program capacity to increase cross-sector collaboration to facilitate adoption of training, capacity building, implement cultural preservation strategies, technical assistance and evaluation. The culturally specific CHS, will lead strategic outreach and engagements including grassroots and interfaith leaders, violence impacted and affiliated individuals, organizations and communities to help inform and develop prevention interventions.

**Program Description**

Culturally specific frontline community health specialists are public health workers and trusted members of the communities. This funding request will allow Community Adolescent Health to retain three Community Health Specialist positions who have Culturally Specific KSA for the following communities: Latinx, Somali, and Black and/or African American. Public Health’s Chronic Disease Prevention & Health Promotion (CDPHP) units develop, support, and maintain partnerships across Multnomah County.

Stopping violence in all facets requires a comprehensive prevention approach focused on eliminating/reducing disparities and identifying and implementing strategies that seek to address underlying physical, social, cultural, economic and structural conditions. These positions will modify and adapt existing trainings, outreach strategies through a public health approach, to support outreach and engagement efforts to develop a comprehensive coordinated overarching strategic violence prevention plan.

In partnership with internal partners and contracted staff, they will have an explicit focus on the critical functions of training, educating and analyzing data to conduct outreach, provide services and technical assistance to partners in the following focus areas: convening stakeholders to advance community priorities, build resilience and foster hope and healing, including strategies focused on youth and community violence prevention, referral to skill building and community resources like economic development, mentoring, training, and technical assistance across multiple content areas.

Additionally the program will work to implement, refine and identify community violence interventions. Community violence interventions (CVI) are programs that focus on those who are most at risk of being a victim of or committing an act of gun violence.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of presentations and trainings implemented	N/A	20	28	20
Outcome	Number of community meetings & events attended with Latinx, Somali, and Black and/or African American/Black	N/A	N/A	15	25
Output	Number of referral and connection to healing and safety net resources	N/A	24	30	35
Output	Number of coalition meetings, cultural events to increase collaboration and coordination	N/A	25	33	25

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$299,082
Contractual Services	\$0	\$0	\$0	\$150,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$449,082</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$449,082</b>	
<b>Program FTE</b>	0.00	0.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$449,082
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$449,082</b>

Explanation of Revenues

Federal 449,082 ARPA

Significant Program Changes

Last Year this program was:

In FY23, the staff and coalition funding was budgeted in Program Offer 40019J, Public Health Community Partners and Capacity Building.

This program falls under the County's Crisis Response & Community Recovery ARP Priority Area.

**Department:** Health Department      **Program Contact:** Yolanda Gonzalez  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 40078  
**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. The program engages the young person's family and their other natural supports in treatment. This program offer funds one additional Case Manager for the EASA program. This Case Manager will support approximately 50 individuals per year.

### Program Description

This funding adds \$133,333 and 1.00 FTE Case Manager to fund an expansion of the EASA program. 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.

This program adds \$133,333 in Early Assessment and Support Alliance funding and 1.00 FTE to the Behavioral Health Division. These funds were awarded by the Oregon Health Authority to provide expanded EASA capacity in Multnomah County.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of unduplicated referrals supported by the case manager	N/A	50	25	N/A
Outcome	% increase of clients connected to resources through case management services <sup>1</sup>	N/A	20%	N/A	N/A

### Performance Measures Descriptions

<sup>1</sup> This measure encompasses all resources that the case manager connects clients to. The case manager was vacant through January 2023 due to workforce shortages.



## 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	2023	2023	2024	2024
Personnel	\$0	\$109,438	\$0	\$123,016
Contractual Services	\$0	\$5,895	\$0	\$0
Materials & Supplies	\$0	\$18,000	\$0	\$0
Internal Services	\$0	\$0	\$0	\$10,317
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$133,333</b>	<b>\$0</b>	<b>\$133,333</b>
<b>Program Total:</b>	<b>\$133,333</b>		<b>\$133,333</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$133,333	\$0	\$133,333
<b>Total Revenue</b>	<b>\$0</b>	<b>\$133,333</b>	<b>\$0</b>	<b>\$133,333</b>

## Explanation of Revenues

State \$133,333 from the Oregon Health Authority - Stimulus Funding specific for the EASA program

## Significant Program Changes

**Last Year this program was:** FY 2023: 40199Y Early Assessment and Support Alliance (EASA) COVID-19 Stimulus

The Outcome measure is not available and the Output measure is an estimate because this position has not yet been hired. The budget was approved in August and recruitment for this position started in September 2022. Interviews for this position will begin in January 2023.

This program falls under the Public Health Emergency Response ARP priority area.

### Department Overview

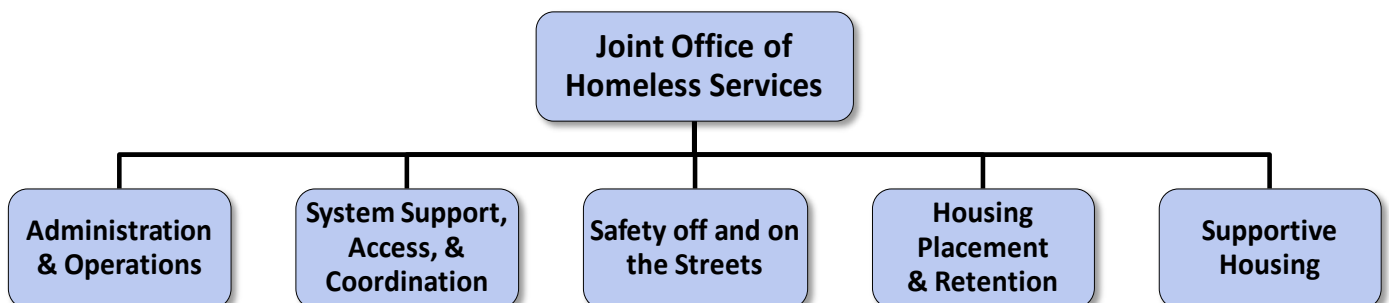
The Joint Office of Homeless Services (JOHS) seeks to create an equitable community in which all people have safe, affordable, and accessible housing. It does this by working with community based organizations and governmental entities to provide participant-driven, coordinated, and equitable services focused on those who are experiencing, or at risk of, homelessness.

The department carries out this mission through 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, veterans, 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 (CoC) "Lead Agency"; and Leading Multnomah County's planning and implementation of programming funded by the Metro Supportive Housing Services Measure (SHS).

The JOHS services are based on the [Housing First](#) approach and through this lens, and with years of participant-driven planning that includes the creation and implementation of the [Multnomah County Local Implementation Plan](#) (LIP), the Joint Office has followed a clear road map that expands and builds upon services that reduce chronic and episodic homelessness. Furthermore, all work throughout the department is informed by strategies aimed at eliminating racial disparities while ending homelessness for individuals and families.

For FY 2024, the Joint Office of Homeless Services will be instrumental in implementing Housing Multnomah Now (HMN). This initiative will accelerate the placement of individuals experiencing homelessness into housing, and will further propel the mission of the Joint Office and Multnomah County. Specifically, this effort aligns with the Multnomah County Chair Jessica Vega Pederson's goal of "Responding to People Experiencing or Vulnerable to Homelessness". Three Hundred individuals experiencing homelessness will be housed through this initiative (30310).

The Joint Office of Homeless Services has five operating divisions that carry out core bodies of work that are essential in the deployment of the County's vision as a safety net organization: The Director's Office/Administration & Operations; System Support, Access & Coordination; Safety Off and On the Streets; Housing Placement and Retention; Supportive Housing; and Strategic Capital Investments.



### Budget Overview

The FY 2024 Joint Office of Homeless Services (JOHS) Proposed budget, excluding contingencies and unappropriated balances, is \$265.5 million of which \$63.3 million is County General Fund (23%). Metro Supportive Housing Fund \$139.1 million accounts for 50% of JOHS budget, Federal/State Fund at \$57.7 million (19%) which includes \$40.7 million of City of Portland General Fund, American Rescue Plan Act at \$19.2 million (7%) (\$4.4 million County & \$14.9 million City) and Video Lottery Fund \$3.8 million (1%).

Metro Supportive Housing Services Measure (SHS Measure) funding of \$139.1 million comprises \$96.2 million ongoing revenue based on Metro’s forecast, \$40.4 million of one-time-only funds and \$2.45 million Visitor Facilities Development (VFD) revenue. The VFD revenue 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. Metro Supportive Housing stabilization contingency of 5% and reserves of 10% totaling \$14.4 million are in program 30006A. For additional information around SHS funding and the JOHS budget please see the department [transmittal](#) letter.

American Rescue Plan Act includes \$4.4 million in direct County funds for expanded hygiene access and emergency rent assistance one-time-only (30902 and 30907). In FY 2024, \$14.9 million one-time only City of Portland American Rescue Plan funds will be used by the of Joint Office to continue operations of the sleeping pods at the Queer Affinity and BIPOC outdoor shelters. This funding also supports staff capacity and operations in the Joint Office of Homeless Services to continue work on the safe rest villages (30905).

The budget assumes the city is committed to continue to fund JOHS services and includes \$40.7 million of City of Portland General Funds including \$8.9 million of one-time-only funding. Since FY 2017, the City’s General Fund allocation to JOHS has included a continuation of serial one-time-only resources that fund core services like emergency shelter and outreach. The list below shows City General Fund investments by division.

• Administration & Operations	\$377,403
• System Access, Assessment & Coordination	\$1,723,196
• Safety off and on the Streets	\$32,183,563
• Housing Placement & Retention	\$1,591,727
• Supportive Housing	<u>\$4,839,925</u>
Total	\$40,715,814

### Budget Overview (continued)

Shelter capital funds make up \$20.3 million of the FY 2024 budget across three programs (30010, 30208A/B). These funds are to expand the County’s capacity in congregate and non-congregate emergency shelter sites, as well as motel and alternative shelter sites. Capital funding is comprised of:

- \$11,550,000 one-time-only County General Fund
- \$5,145,685 one-time-only Federal/State Fund
- \$3,600,000 Metro Supportive Housing Fund

The budget includes a total of \$34.2 million of one-time-only County General funding across nine programs. A list of these programs can be found in the Budget Director’s Message.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	74.17	97.75	96.00	101.00	5.00
Personnel Services	\$14,151,746	\$16,022,003	\$17,286,930	\$18,040,374	\$753,444
Contractual Services	114,366,085	147,188,365	181,818,049	214,157,903	32,339,854
Materials & Supplies	12,454,191	14,609,738	13,254,306	6,432,520	(6,821,786)
Internal Services	5,941,172	12,037,630	4,605,155	6,546,342	1,941,187
Capital Outlay	<u>4,962,207</u>	<u>13,508,324</u>	<u>45,395,821</u>	<u>20,295,685</u>	<u>(25,100,136)</u>
<b>Total Costs</b>	<b>\$151,875,401</b>	<b>\$203,366,060</b>	<b>\$262,360,261</b>	<b>\$265,472,824</b>	<b>\$3,112,563</b>

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

## Successes and Challenges

The Joint Office of Homeless Services is dedicated to listening and responding to the community; individuals with lived experience of homelessness; service providers; jurisdictional partners; and County leadership when designing and implementing programs, services, and policies to address the homeless crisis in Multnomah County. The Joint Office does this through a racial equity lens, with participant-driven perspectives and a person-centered approach.

At the conclusion of FY 2023, the Joint Office of Homeless Services successfully completed Year 2 (Phase 1) implementation of the Supportive Housing Services (SHS) Measure in Multnomah County. Guided by the Local Implementation Plan (LIP) to rapidly launch dozens of new and expanded programs in the areas of outreach, shelter, housing placement, employment, and permanent supportive housing.

In FY 2023, the Joint Office of Homeless Services established its first Community Budget Advisory Committee (CBAC). Additionally created a new Continuum of Care Board (CoC) that carries out advisory and oversight functions related to the role of the Collaborative Applicant for United States Housing and Urban Development's (HUD) Continuum of Care; a Supportive Housing Services advisory body which is a requirement of the Supportive Housing Services Measure; an advisory body for stakeholders that have lived experience of homelessness to advise on improving services and systems and an Equity Advisory Committee to advise programming based on their equity knowledge, lived experience, and expertise on improving systems and services.

One of the most significant risks facing the homeless response system continues to be the difficulty hiring and retaining the staff required to deliver interventions across the service system. Through the three years of the pandemic, this issue has grown in significance and today represents a real threat to the continuity of operations and the ability of providers to successfully build new programs and new capacity with the SHS Measure funds. The challenges are not necessarily spread equally across the homeless systems of care or community based providers. The problems are particularly acute in some parts of the shelter system and where the work of the homeless response system interfaces with the behavioral health system. While wages are only one component of the challenges facing our community based organizations, they are a significant one. Not surprisingly, the Joint Office of Homeless Services sees a clear correlation between the wage providers are able to offer and the hiring and retention challenges they face. Through the completion of the wage study commissioned in FY 2023, and the implementation of lessons learned, the JOHS will consider approaches that invest in capacity building and technical assistance for providers.

Recent estimates suggest a shortage of as many as 30,000 units in our area that are affordable to people who have incomes at 30% of the Area Median Income (AMI), or below. The SHS Measure has created an unprecedented opportunity to use long-term rental assistance to meet a significant portion of this unmet need for deeply affordable housing in the region over the coming decade.

### COVID-19 Impacts

Throughout FY 2024, the Joint Office proposed continued funding for the following program offer requests to be continued as a response to the impact on the highly vulnerable populations who have unique physical, behavioral and social circumstances that require these intensive services. These interventions also provide crucial pathways from homelessness to housing. As JOHS continues to implement SHS and expand Permanent Supportive Housing (PSH) infrastructure, individuals served through ARP and COVID-19 programming will also transition to being served by the broader homelessness response system. These interventions are:

- Motel sheltering that provides both physical distancing and social isolation resources at five locations. This accounts for 295 beds/rooms
- Housing placement resources out of motel shelters
- Expanded hygiene access in the form of accessible restrooms, showers, and washrooms
- Culturally specific outreach
- Emergency Rent assistance
- Alternative shelter operating costs for two locations: BIPOC village and Queer Affinity village. This accounts for 73 units of capacity
- Safe Rest Village site operations costs at six locations. This accounts for 320 units of capacity.

These ARP and COVID-19 response interventions are included in the following program offers:

- 30209 - COVID-19 Emergency Response - Shelter Operations: With the ongoing need for expanded shelter capacity, this program offer funds for the continuation of five leased motel shelters. Initial COVID-19 response efforts in FY 2020 included decompressing the congregate shelter system to allow for physical distancing by expanding the number congregate shelter sites and establishing non-congregate motel shelters. This prevented physical distancing requirements from resulting in a reduction of overall system capacity. 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. 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. The motel shelters funded by this program include the culturally specific sheltering programming that is rare within the JOHS system of providers. Additionally, this program included an isolation motel shelter which supports congregate settings in having a safe, non-congregate setting to place shelter guests if/when there are outbreaks of communicable illnesses which would pose a threat to the overall health and safety of shelter guests.

### COVID-19 & American Rescue Plan

- 30302B - COVID-19 Emergency Response - Placement out of COVID-19 Shelters: 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 at high-risk of complications from communicable diseases. In addition, the program offer funds for mobile shelter in-reach services to connect people in alternative and other shelter programs that lack housing placement capacity to permanent housing opportunities.
- 30902 - ARP - COVID-19 Emergency Response - Expanded Hygiene Access: 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 continues investments in basic hygiene services for the unsheltered population, with a focus on increasing access to hygiene services in areas currently most underserved with those resources.
- 30210C - COVID-19 Emergency Response - Culturally Specific Outreach: This program offer maintains culturally specific services in one particularly critical area of the homeless services continuum of care. By investing in new culturally specific outreach capacity focused on overrepresented Communities of Color in East County, 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.
- 30907 - ARP - COVID-19 Emergency recovery - Emergency Rent Assistance: This program funds culturally specific community based organizations to maintain 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. Focusing this funding on an expanded partner network of community based organizations, especially culturally specific organizations, maintains the network of service providers and culturally specific service offerings in the County. This program offer funds staffing at culturally specific community based organizations to support housing placements and rent assistance.
- 30905 - ARP - COVID-19 Emergency Response - Outdoor Physical Distancing Shelters & Safe Rest Villages: In FY 2021, the City of Portland and Multnomah County worked quickly to expand non-congregate shelter options for people experiencing homelessness. As part of this response, the jurisdictions created three emergency outdoor shelters to keep people experiencing homelessness safe and socially distant. Additionally, this program offer funds the operations of the planned six Safe Rest Villages (SRV) sites. These SRV shelters will be operated by JOHS contractors and offer immediate safety off the streets for people living in encampments.

## Diversity, Equity, and Inclusion

The Joint Office of Homeless Services continues to commit to and prioritize eliminating the disproportionately high rates of homelessness among BIPOC communities and builds on the following strategies:

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.
5. 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 and increasing the culturally specific service capacity across the system of care.
6. Implementation and building on the Departments Workforce Equity Strategic Plan (WESP).

As the Joint Office seeks to create an equitable community in which all people have safe, affordable and accessible housing, the JOHS Equity Team is committed to ensuring equitable, anti-racist, gender affirming, and culturally responsive systems for our patrons, workforce, and community. The Equity Team fulfills this vision through operationalizing five pillars of work: monitor and review of policy and equity plans; serving as project partners and providing subject matter expertise; coordinating and providing training and tools; workforce equity and the WESP; and community partner equity engagement. The equity manager sits on the executive team and provides advocacy and subject matter expertise in decision making.

The JOHS equity team, working with GARE toolkit, Multnomah County's Equity and Empowerment Lens, as well as equity toolkits developed by other municipalities, developed and rolled out a Racial Equity Lens Tool (RELT) that is specific to the work and mission of the JOHS. The Equity Team has been providing training, coaching, and technical assistance on the usage of the RELT since the roll out of the tool in July 2022. The operationalization of the tool across our office included the requirement that a RELT be submitted with proposals to the Director, policy proposals or amendments, and Notice of Funding Allocations (NOFAs). As we work to operationalize the use of the RELT in our decision points, we required all staff submitting program offers to complete and submit a JOHS RELT or the County's Budget Equity Lens Tool alongside each program offer. The Equity Manager reviewed each RELT and program offer (along with the rest of the executive team) and provided feedback on how to reflect the RELT findings in the program offer narratives and performance measures. The review of these RELTs revealed that equity-mindedness was applied to the development and modification of our program offers, the measures we use to track our progress, and the identification of gaps in the programming offered. A RELT was also filled out



### Diversity, Equity, and Inclusion (continued)

with the submission of new program offers, and consistent with the SHS Local Implementation Plan emphasized the importance of expanding the number and capacity of culturally specific service providers, increasing funding to those providers, and the expansion of programming that serves Black, Indigenous, and other People of Color.

The Community Budget Advisory Committee (CBAC) for the Joint Office began meeting in December 2022 and held monthly, and two semi-monthly, meetings throughout the budget process. CBAC members heard directly from the Joint Office Director, managers and subject matter experts about the programs and services within the department. The Equity Manager provided three training sessions to the CBAC: one on the importance of equity in the Joint Office’s work and the work of the Equity Team, and two on the RELT and how to use it in the CBAC’s engagement with the budget process. Equipped with training on equity and its application in the Joint Office budget process, the CBAC members will work to develop a recommendation to the Board of Commissioners about how Multnomah County can best use its resources to serve the community.

The staff completing RELT and program offers are collecting and providing important feedback on improvements to that process for next year’s budget cycle. Future plans include a longer period of work on the budget, as we know that inclusion and equity-minded thinking requires slowing down and giving processes the time they deserve, as well as building on the implications revealed in the RELTs from this year into our evaluation of our work next year.

### Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Administration & Operations	\$4,474,103	\$5,210,602	\$9,684,705	49.00
System Support, Access, & Coordination	2,423,606	26,411,519	28,835,125	12.00
Safety off and on the Streets	26,966,010	47,002,014	73,968,024	16.50
Housing Placement & Retention	14,736,991	53,274,203	68,011,194	8.25
Supportive Housing	3,181,543	57,002,344	60,183,887	12.25
Strategic Capital Investments	11,550,000	8,745,685	20,295,685	0.00
COVID-19 & American Rescue Plan	<u>0</u>	<u>19,226,182</u>	<u>19,226,182</u>	<u>3.00</u>
<b>Total Joint Office of Homeless Services</b>	<b>\$63,332,253</b>	<b>\$216,872,549</b>	<b>\$280,204,802</b>	<b>101.00</b>

-Does include cash transfers, contingencies and unappropriated balances.

## Administration & Operations

The Administration and Operations division provides executive leadership and strategic direction for the Joint Office of Homeless Services. It works with elected leaders across the region, community-based organizations, advisory bodies, and other stakeholders to develop, implement, and deliver homeless services. Administration and Operations includes:

- **Equity-focused Executive Leadership:** Provides strategic direction for the Department's programs and services.
- **Fiscal Business Services:** 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.
- **Facilities & Operational Services:** Administrative and in-office operations to support the Joint Office, facilities asset planning, management, and development.
- **Human Resources:** Conducts internal and external recruitments, provides a structured onboarding process, and supports employee retention by providing training, employee relations, professional development, and ensuring safety, trust, and belonging for all staff.
- **Communications:** Manages both internal and external communications via newsletters; social media; targeted messages both written and videos.

## Significant Changes

Throughout FY 2023, the Joint Office was developing as a new County department with the establishment of the necessary structure and functional capabilities to carry out its growing set of responsibilities. Including implementing and supporting programs funded by the SHS Measure. In FY 2024 the Joint Office will continue to refine and further define its internal infrastructure to carry out these functions including office operations; emergency management; risk management; policy and procedure development; internal controls; quality improvement and management; facilities asset management and development; human resources processes; and business services processes.

Notably, the Joint Office of Homeless Services has experienced the transition of executive leadership in FY 2022 and FY 2023, with the long-time founding Director stepping down in the Spring of FY 2022, and two interim directors serving through FY 2023. The new Director was hired in the Spring of 2023.

### System Support, Access, & Coordination

The System Support, Access & Coordination division of the Joint Office of Homeless Services 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.

- 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 Supportive Housing Services (SHS) Measure implementation, the regional planning bodies associated with the SHS Measure, as well as the Continuum of Care, Lived Experience Committee, Equity Advisory Committee and other advisory bodies. This work focuses 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 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 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

In FY 2023 the Joint Office of Homeless Services assumed the transfer of all Homeless Management Information System (HMIS) leadership responsibilities in the Continuum of Care from the Portland Housing Bureau. As part of this change, in FY 2024 the Joint Office will lead, in partnership with the Department of County Assets, the implementation of HMIS for the tri-county region of Multnomah, Clackamas, and Washington counties in keeping with the regional focus of the SHS Measure. 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.

### Safety off and on the Streets

Safety off and on the Streets includes 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 shelter models, 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 emergency 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 are coordinated, person-centered, and bring housing placement and other support services directly to people experiencing homelessness. This includes coordinated efforts that bring services that meet basic needs and connect individuals 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

Safety off and on the Streets has undergone short- and long-term changes as a result of the COVID-19 pandemic impacts and the implementation of the Supportive Housing Services Measure. During the pandemic, the Joint Office spaced out its emergency shelter system to allow for physical distancing and the safe provision of services during the pandemic. In the FY 2024 budget, the Joint Office is shifting its programming and operational focus from an emergency response strategy of significant shelter expansion to a shelter stabilization strategy as there is a return to pre-pandemic capacity levels across the emergency shelter system. The FY 2024 budget invests in all forms of shelter and transitional housing capacity. Investments continue to fund the operation of several congregate shelter sites, motel shelter programs, and operations of existing village-style alternative shelters, including sites in East Multnomah County, a safe park or village-style alternatives shelters, and a second micro-village. The FY 2024 budget continues investments in outreach and navigation services focused on assisting people who remain unsheltered to meet their basic needs and navigate to shelter and housing.

### Housing Placement & Retention

Housing Placement & Retention programming help 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 support. For many 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, referred to as Rapid Rehousing (RRH) 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.

RRH assists households in exiting homelessness and gaining permanent housing. It includes flexible short- and medium-term rental assistance, move-in and barrier mitigation funds, and housing case management services and support. RRH helps achieve and maintain permanent housing stability as quickly as possible. 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 in 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. This division of the JOHS helps achieve the Supportive Housing Services Measure Local Implementation Plan goal of increasing annual placements into housing by at least 2,500 individuals per year, and works to increase placements out of shelter.

### Significant Changes

In FY 2024, the Division will continue work toward housing placement capacity, housing case management, barrier mitigation, employment services, and a range of rent assistance options. The FY 2024 budget provides funding to continue teams dedicated to increasing placements out of shelter, including culturally specific teams, and teams focused on older adults. The budget includes investments in supporting a coalition of smaller, primarily culturally specific, community based organizations that helped deliver eviction prevention programming during the pandemic and to ensure that the economic impact of the pandemic does not lead to a new wave of households becoming homeless. Additionally, in FY 2024 the Division will be instrumental in supporting the implementation of the Housing Multnomah Now initiative which further builds on the work of this division and the Joint Office.

### 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

The FY 2024 budget includes funding for approximately 1,500 SH units with SHS Measure funding, representing over 67% of the Local Implementation Plan (LIP) goal of 2,235 units. This includes investments in scattered-site and site-based SH including SH that is integrated into deeply affordable housing units financed by the Portland Housing Bond and Metro Housing Bond; SH for people identified through the Frequent Users System Engagement (FUSE) program; and SH that is specifically designed for various populations including people with significant behavioral health needs, BIPOC communities, older adults, youth, families with children, and households impacted by domestic violence. Additionally, the Joint Office maintained investments in cross-departmental housing-focused programming in partnership with the Department of County Human Services, the Health Department, and the Department of Community Justice. The FY 2024 budget invests in infrastructure to support SH programming including a Risk Mitigation Program.

## Strategic Capital Investments

This division is responsible for planned capital investments and potential future investments (30010, 30208A/B). The planned investments include an East County day center or shelter (estimated at 100 beds), the Arbor Lodge renovation (88 units/18 pods), development of new village-style alternative shelter sites or safe park sites (estimated at 60 pods/rooms), and capital improvements to various existing shelter programs supported by the Joint Office of Homeless Services.

Identification of future investments is underway. The process to identify these future investments will include geographic equity considerations, expanding the range of shelter options, and growth in overall shelter capacity. This division also contains funding for one-time renovation and improvement costs for the potential sites once they are acquired and for existing shelter programs that develop capital improvement needs during the course of the year.

## Significant Changes

This division includes \$9.75 million in new 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).

### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Administration &amp; Operations</b>					
30000	Administration and Operations	\$1,900,579	\$1,579,864	\$3,480,443	12.00
30001	Business Services	1,381,709	859,251	2,240,960	14.00
30002	Human Resources	633,695	193,579	827,274	5.00
30003	Data, Research, & Evaluation	386,104	1,573,528	1,959,632	11.50
30004	Policy & Planning	172,016	1,004,380	1,176,396	6.50
<b>System Support, Access, &amp; Coordination</b>					
30005A	Equity-Focused System Development & Capacity Building	1,187,468	546,985	1,734,453	5.00
30006A	Regional Coordination - Reserve and Contingency	0	14,428,539	14,428,539	0.00
30006B	Regional Coordination - Regional Strategies Implementation Fund	0	4,809,513	4,809,513	0.00
30006C	Regional Coordination - Homeless Management Information System	0	942,858	942,858	1.00
30100A	System Access, Assessment, & Navigation	1,236,138	5,683,624	6,919,762	6.00
<b>Safety off and on the Streets</b>					
30200	Safety off the Streets - Adult Shelter	1,393,486	30,496,558	31,890,044	4.50
30201	Safety off the Streets - Women's Shelter	1,165,988	1,094,387	2,260,375	0.00
30202	Safety off the Streets - Alternative Shelter for Adults	59,700	5,206,484	5,266,184	3.00
30203	Safety off the Streets - Family Shelter	1,725,465	2,220,200	3,945,665	1.00
30204	Safety off the Streets - Domestic Violence Shelter	1,286,330	608,083	1,894,413	0.50
30205	Safety off the Streets - Youth Shelter	2,178,965	111,052	2,290,017	0.50
30206	Safety off the Streets - Winter Shelter & Severe Weather	634,732	3,074,529	3,709,261	0.00
30207	Safety off the Streets - Bridge Housing	0	2,763,920	2,763,920	0.00
30209	COVID-19 Emergency Response - Shelter Operations	17,041,210	0	17,041,210	3.00
30210A	Safety on the Streets	146,477	539,396	685,873	1.00
30210B	Safety on the Streets - Navigation & Service Coordination	887,407	887,405	1,774,812	3.00



# Joint Office of Homeless Services

fy2024 proposed budget

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Safety off and on the Streets (cont.)</b>					
30210C	COVID-19 Emergency Response - Culturally Specific Outreach	446,250	0	446,250	0.00
<b>Housing Placement &amp; Retention</b>					
30300A	Housing Placement & Retention - Adults & Women Households	1,334,994	2,325,170	3,660,164	1.25
30300B	Housing Placement & Retention - Adults & Women Households - SHS	0	7,612,740	7,612,740	0.00
30301A	Housing Placement & Retention - Homeless Families	3,708,217	585,155	4,293,372	1.00
30301B	Housing Placement & Retention - Homeless Families - SHS	0	6,383,606	6,383,606	1.00
30302A	Housing Placement & Retention - Placement out of Adult Shelter	93,785	4,386,360	4,480,145	0.00
30302B	COVID-19 Emergency Response - Placement out of Shelter	0	6,472,330	6,472,330	0.00
30303A	Housing Placement & Retention - Domestic Violence	2,015,905	1,436,988	3,452,893	0.50
30303B	Housing Placement & Retention - Domestic Violence - SHS	0	2,675,199	2,675,199	1.00
30305	Housing Placement & Retention - Medical/Aging	0	704,905	704,905	0.00
30306	Housing Placement & Retention - Youth Services	4,161,720	1,960,607	6,122,327	0.50
30307	Housing Placement & Retention - Veterans	191,690	630,275	821,965	0.00
30309	Housing Placement & Retention - Incentives & Master Leases	0	4,366,530	4,366,530	0.00
30310	Housing Placement & Retention - Housing Multnomah Now	0	10,000,000	10,000,000	3.00
30500	Diversion Services	1,303,300	1,522,548	2,825,848	0.00
30600	Employment Programs	1,927,380	2,211,790	4,139,170	0.00
<b>Supportive Housing</b>					
30400A	Supportive Housing	775,125	6,473,097	7,248,222	0.00
30400B	Supportive Housing - SHS	1,227,673	4,901,150	6,128,823	11.00
30400C	Supportive Housing - Local Bond Units and Site-Based Commitments	0	6,859,900	6,859,900	0.00
30400D	Supportive Housing - Tenant-Based Commitments	0	12,183,035	12,183,035	0.00
30400E	Supportive Housing - System Support	0	2,737,409	2,737,409	0.00

# Joint Office of Homeless Services

fy2024 proposed budget

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Supportive Housing (cont.)</b>					
30400F	Supportive Housing - Local Bond Units and Site-Based Commitments - SHS Expansion	0	1,757,749	1,757,749	0.00
30401A	Supportive Housing - Behavioral Health/Medical Housing	0	4,890,579	4,890,579	0.25
30401B	Supportive Housing - Behavioral Health/Medical Housing - Service Coordination Team	0	2,507,628	2,507,628	0.00
30402	Supportive Housing - Local Long Term Rental Vouchers	430,125	440,810	870,935	0.00
30403	Supportive Housing - Families	748,620	1,095,973	1,844,593	1.00
30404	Supportive Housing - Youth	0	978,570	978,570	0.00
30405	Supportive Housing - Domestic Violence	0	632,625	632,625	0.00
30406	Supportive Housing - Frequent Users Systems Engagement	0	1,085,550	1,085,550	0.00
30407A	Supportive Housing - Countywide Coordination - Dept of County Human Services	0	2,381,517	2,381,517	0.00
30407B	Supportive Housing - Countywide Coordination - Health Department	0	6,568,657	6,568,657	0.00
30407C	Supportive Housing - Countywide Coordination - Dept of Community Justice	0	1,508,095	1,508,095	0.00
<b>Strategic Capital Investments</b>					
30010	Housing and Homeless Capital	9,750,000	0	9,750,000	0.00
30208A	Safety off the Streets - Emergency Shelter Strategic Investment	1,800,000	5,145,685	6,945,685	0.00
30208B	Safety off the Streets - Emergency Shelter Strategic Investment - SHS	0	3,600,000	3,600,000	0.00
<b>COVID-19 &amp; American Rescue Plan</b>					
30902	ARP - COVID-19 Emergency Response - Expanded Hygiene Access	0	750,000	750,000	0.00
30905	ARP - COVID-19 Emergency Response - Outdoor Physical Distancing Shelters & Safe Rest Villages	0	14,864,912	14,864,912	3.00
30907	ARP - COVID-19 Emergency Recovery - Emergency Rent Assistance	0	3,611,270	3,611,270	0.00
<b>Total Joint Office of Homeless Services</b>		<b>\$63,332,253</b>	<b>\$216,872,549</b>	<b>\$280,204,802</b>	<b>101.00</b>

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**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Administration      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program offer funds administrative operations, program equity, community engagement, and communications for the Joint Office of Homeless Services (JOHS). The JOHS is the backbone department 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 Description**

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 50 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Lead community-based budget recommendation development	1	1	1	1
Outcome	Present Community Budget Advisory Committee budget recommendations*	N/A	1	1	1

**Performance Measures Descriptions**

\*This was a new measure in FY 2023

## 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	2023	2023	2024	2024
Personnel	\$718,229	\$207,967	\$1,176,390	\$824,129
Contractual Services	\$10,000	\$0	\$0	\$105,000
Materials & Supplies	\$114,059	\$0	\$121,819	\$164,717
Internal Services	\$670,058	\$0	\$602,370	\$486,018
<b>Total GF/non-GF</b>	<b>\$1,512,346</b>	<b>\$207,967</b>	<b>\$1,900,579</b>	<b>\$1,579,864</b>
<b>Program Total:</b>	<b>\$1,720,313</b>		<b>\$3,480,443</b>	
<b>Program FTE</b>	3.00	2.00	6.55	5.45

Program Revenues				
Intergovernmental	\$0	\$207,967	\$0	\$1,579,864
Other / Miscellaneous	\$252,422	\$0	\$215,899	\$0
<b>Total Revenue</b>	<b>\$252,422</b>	<b>\$207,967</b>	<b>\$215,899</b>	<b>\$1,579,864</b>

## Explanation of Revenues

County General Fund plus: \$1,579,864 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, and \$215,899 in Departmental Indirect Revenue.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30000A Administration and Operations

This program offer funds administrative operations, program equity, community engagement, and communications for the Joint Office of Homeless Services. In the FY 2023 Adopted budget, this program was funded across three program offers, 30000A, 30000B, and 30000C, which when combined amounted to \$16.8 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Ellen Dully  
**Program Offer Type:** Administration      **Program Offer Stage:** 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 Description**

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 900 invoices each year totaling more than \$125 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of contracts managed, including culturally-specific organizations	50	60	60	70
Outcome	Number of invoices processed*	850	850	900	900
Outcome	Funding passed to community-based organizations, including culturally-specific organizations*	\$100.0 million	\$125.0 million	\$125.0 million	\$125.0 million
Outcome	Percent of financial reports submitted to the satisfaction of the grantor	99%	99%	99%	99%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,038,892	\$125,644	\$1,381,709	\$859,251
<b>Total GF/non-GF</b>	<b>\$1,038,892</b>	<b>\$125,644</b>	<b>\$1,381,709</b>	<b>\$859,251</b>
<b>Program Total:</b>	<b>\$1,164,536</b>		<b>\$2,240,960</b>	
<b>Program FTE</b>	6.40	0.60	8.50	5.50

<b>Program Revenues</b>				
Intergovernmental	\$0	\$125,644	\$0	\$859,251
<b>Total Revenue</b>	<b>\$0</b>	<b>\$125,644</b>	<b>\$0</b>	<b>\$859,251</b>

## Explanation of Revenues

County General Fund plus \$859,251 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30001A Business Services

This program offer funds business services functions for the Joint Office of Homeless Services. In the FY 2023 Adopted budget, this program was funded across two program offers, 30001A, and 30001B, which when combined amounted to \$2.2 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Shannon Goulter

**Program Offer Type:** Administration      **Program Offer Stage:** 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 Description**

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 total number of JOHS staff has grown from 32.00 FTE in FY 2022 to over 100.00 FTE in FY 2024. This has required intentional human resources leadership and strategic 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of recruitments that are successful*	90%	90%	90%	90%
Outcome	Number of regular employees provided full range of HR services	60	98	98	102
Output	Percent of total recruitments that include candidates who identify as a person of color	N/A	100%	100%	100%
Output	Percent of JOHS staff negatively impacted by avoidable Workday errors**	35%	32%	27%	15%

**Performance Measures Descriptions**

\*A successful recruitment is a recruitment that ends in a hire.

\*\*Includes but limited too overpayments, schedule errors, telework payments and compensation errors.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$398,307	\$0	\$633,695	\$193,579
<b>Total GF/non-GF</b>	<b>\$398,307</b>	<b>\$0</b>	<b>\$633,695</b>	<b>\$193,579</b>
<b>Program Total:</b>	<b>\$398,307</b>		<b>\$827,274</b>	
<b>Program FTE</b>	2.00	0.00	3.60	1.40

<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$193,579
Other / Miscellaneous	\$0	\$0	\$223,023	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$223,023</b>	<b>\$193,579</b>

## Explanation of Revenues

County General Fund plus: \$193,579 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, and \$223,023 in Departmental Indirect Revenue.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30002A Human Resources

This program offer funds Human Resources expertise, guidance, and leadership at the Joint Office of Homeless Services. In the FY 2023 Adopted Budget, this program was funded across two program offers, 30002A, and 30002B, which when combined amounted to \$364,809.

**Department:** Joint Office of Homeless Services      **Program Contact:** Lori Kelley  
**Program Offer Type:** Support      **Program Offer Stage:** 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 Description

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. In FY 2023 the Data Team is participating in a Tri-County PIT (January 2023) that will release information in FY 2024 (by mid-2023).

In addition to these products, the team develops and manages a variety of analytic tools that promote and track goals toward 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of end-user trainings*	459	400	509	450
Outcome	Number of ad hoc data requests completed	54	50	31	40
Outcome	Number of outcomes-related presentations delivered	8	8	8	8
Outcome	Number of quarterly reports that disaggregate system performance by race and ethnicity	4	4	4	4

### Performance Measures Descriptions

\*Includes new-user, reporting-related, and refresher training sessions.  
 Creating more regular reports should result in the need for less adhoc data requests  
 Ongoing presentations to promote data transparency  
 Quarterly reports occur four times a year

## 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	2023	2023	2024	2024
Personnel	\$571,463	\$228,516	\$386,104	\$1,315,330
Contractual Services	\$0	\$102,615	\$0	\$107,745
Materials & Supplies	\$0	\$3,806	\$0	\$18,533
Internal Services	\$0	\$65,698	\$0	\$131,920
<b>Total GF/non-GF</b>	<b>\$571,463</b>	<b>\$400,635</b>	<b>\$386,104</b>	<b>\$1,573,528</b>
<b>Program Total:</b>	<b>\$972,098</b>		<b>\$1,959,632</b>	
<b>Program FTE</b>	4.25	1.75	2.40	9.10

Program Revenues				
Intergovernmental	\$0	\$400,635	\$0	\$1,573,528
<b>Total Revenue</b>	<b>\$0</b>	<b>\$400,635</b>	<b>\$0</b>	<b>\$1,573,528</b>

## Explanation of Revenues

This program generates \$131,920 in indirect revenues.

County General Funds plus: \$904,521 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, and \$377,403 City of Portland General Fund allocation and \$291,603 City of Portland's Federal Emergency Solutions Grant (ESG) award through Multnomah County's IGA with the City of Portland. The ESG required match is 100% match per § 576.201, which is met with City of Portland General Fund.

## Significant Program Changes

Last Year this program was: FY 2023: 30002A Human Resources

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Support      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Joint Office of Homeless Services (JOHS) is dedicated to reducing homelessness through strategies that lead with racial equity. This offer funds JOHS staffing for the extensive and ongoing oversight and policy work - both local and regional - to organize and lead community-engaged planning through its community advisory structure, including the advisory bodies identified in the Metro Supportive Housing Services Measure (Measure) Local Implementation Plan (LIP), and for the U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC). Additionally, the JOHS has multiple advisory structures to inform policy, budgets, and programming. It is critical that all JOHS delivered services are informed by their community advisory structures, to ensure responsive, equity-driven programming.

**Program Description**

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, severe disabling conditions, and other intersecting marginalized identities, including LGBTQIA2S+.

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). 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.

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. This offer will support the policy and planning work 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Lead annual Continuum of Care (CoC) application	N/A	1	2	1
Outcome	Secure CoC funding from the U.S. Department of Housing and Urban Development	N/A	\$30 million	\$30 million	\$30 million
Output	Lead ongoing Phase 1 Measure planning and implementation*	N/A	1	1	1
Outcome	Lead advisory structure for ending homelessness initiatives and Measure implementation	1	1	1	1

**Performance Measures Descriptions**

Last year had an additional CoC application. it is unclear if this will continue or be combined Annual application

\*The LIP for the Measure identifies initial planning LIP 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.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$102,015	\$326,932	\$69,366	\$938,152
Contractual Services	\$0	\$97,760	\$102,650	\$0
Materials & Supplies	\$0	\$1,852	\$0	\$2,017
Internal Services	\$0	\$93,992	\$0	\$64,211
<b>Total GF/non-GF</b>	<b>\$102,015</b>	<b>\$520,536</b>	<b>\$172,016</b>	<b>\$1,004,380</b>
<b>Program Total:</b>	<b>\$622,551</b>		<b>\$1,176,396</b>	
<b>Program FTE</b>	0.75	2.25	0.40	6.10

<b>Program Revenues</b>				
Intergovernmental	\$0	\$520,536	\$0	\$1,004,380
<b>Total Revenue</b>	<b>\$0</b>	<b>\$520,536</b>	<b>\$0</b>	<b>\$1,004,380</b>

## Explanation of Revenues

This program generates \$64,211 in indirect revenues.

County General Funds plus \$685,757 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, and \$318,623 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30004A Policy & Planning

This program offer funds extensive and ongoing oversight and policy work - both local and regional - to organize and lead community-engaged planning in the community advisory structure of the Joint Office of Homeless Services. In the FY 2023 Adopted budget, this program was funded across two program offers, 30004A, and 30004B, which when combined amounted to \$1.1 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Support      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Joint Office of Homeless Services (JOHS) is dedicated to reducing homelessness through strategies that lead with racial equity. The JOHS relies on an extensive network of community-based organizations to provide equity-minded homeless services using best practices such as Assertive Engagement. This program offer supports equity-focused planning and capacity-building in the JOHS and 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. This program offer supports an increase in the number of culturally specific providers, and the range of culturally specific supportive housing services offered in the homeless response system.

**Program Description**

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 funds capacity dedicated to coordinating, developing, and delivering equity-focused 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.

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 (1) developing and administering training opportunities and technical assistance that builds racial equity competencies; (2) organizing and leading 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) liaising 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 capacity building allocations to partner agencies in organizational infrastructure and program development that is needed for system expansion and long term system stability.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Trainings delivered to JOHS staff	41	22	24	24
Outcome	Percentage of trainees reporting increased understanding in best practice training areas*	87%	75%	96%	75%
Outcome	Trainings delivered to providers and partners	41	24	24	24
Outcome	Number of engaged culturally-specific organizations not yet JOHS contracted providers**	N/A	55	25	25

**Performance Measures Descriptions**

\*Measure has been updated to capture staff, providers and partners.

\*\*This is a new measure in FY 2024

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$126,306	\$0	\$137,468	\$546,985
Contractual Services	\$0	\$0	\$1,050,000	\$0
<b>Total GF/non-GF</b>	<b>\$126,306</b>	<b>\$0</b>	<b>\$1,187,468</b>	<b>\$546,985</b>
<b>Program Total:</b>	<b>\$126,306</b>		<b>\$1,734,453</b>	
<b>Program FTE</b>	1.00	0.00	1.00	4.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$546,985
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$546,985</b>

Explanation of Revenues

County General Fund including \$1,050,000 one-time-only funding and \$546,985 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30005A Equity-Focused System Development & Capacity Building

This program offer funds equity-focused planning and capacity-building in the Joint Office of Homeless Services and provides system training to support the implementation of equity-focused best practices in homeless services systems of care. In the FY 2023 Adopted budget, this program was funded across three program offers, 30005A, 30005B and 30005C, which when combined amounted to \$6 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Administration      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer funds the Regional Strategies Investment Fund (RSIF) in partnership with the Tri-County Planning Body. The revenue source for Measure 26-10, "Metro Supportive Housing Services Measure" (Measure) is a business and personal income tax on the highest income earners who live or work in Multnomah County. Business and personal income tax can vary between fiscal years. To provide fiscal stability, the Measure, and the intergovernmental agreement that governs Measure funding require that each county contributes to a stabilization reserve, and a contingency fund to achieve regional investment strategies and provide a consistent level of Supportive Housing Services, despite year-to-year variability.

**Program Description**

To provide ongoing fiscal stability for the Supportive Housing Services (SHS) initiative, the Measure and the intergovernmental agreement (IGA) that governs Measure funding, require that each county contributes to a stabilization reserve. To ensure the growth of these set-aside revenues, the Joint Office of Homeless Services will prioritize applying any of the available SHS money from one fiscal year into the next fiscal year to ensure the reserve is always fully funded.

The Stabilization Reserve protects against financial instability within the SHS program to insulate continuing program objectives from significant revenue fluctuations. The target reserve level will be equal to 10% of budgeted program funds in a given fiscal year. The Stabilization Reserve for each County will be fully funded within the first three years of the Term.

The Contingency account will provide resources for emergency situations or unplanned SHS program expenditures that, if left unattended, could negatively impact service delivery. The contingency account will be equal to 5% of budgeted program funds in a given fiscal year.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output		N/A	N/A	N/A	N/A
Outcome	Percent of stabilization reserve fund met*	N/A	N/A	N/A	100%
Outcome	Percent of contingency fund met*	N/A	N/A	100%	100%

**Performance Measures Descriptions**

\*This is a new measure in FY 2024



## Legal / Contractual Obligation

The Supportive Housing Services Intergovernmental Agreement (IGA) made by and between Multnomah County, a political subdivision of the state of Oregon, and Metro Regional Government, a municipal corporation of the state of Oregon.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Unappropriated & Contingency	\$0	\$0	\$0	\$14,428,539
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,428,539</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$14,428,539</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$14,428,539
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,428,539</b>

## Explanation of Revenues

\$14,428,539 carryover of the FY 2023 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

## Significant Program Changes

Last Year this program was:

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

This program offer funds the Regional Strategies Investment Fund (RSIF) in partnership with the Tri County Planning Body. The revenue source for Measure 26-10, "Metro Supportive Housing Services Measure" (Measure) is a business and personal income tax on the highest income earners who live or work in Multnomah County. Business and personal income tax can vary between fiscal years. To provide fiscal stability, the Measure, and the intergovernmental agreement that governs Measure funding require that each county contributes to a regional strategy implementation fund to achieve regional investment strategies and provide a consistent level of Supportive Housing Services, despite year-to-year variability.

**Program Description**

To provide ongoing fiscal stability for the Supportive Housing Services (SHS) initiative, the Measure and the intergovernmental agreement (IGA) that governs Measure funding, require that each county contributes to a regional strategy implementation fund.

The Regional Strategies Implementation Fund (RSIF) requires that each county must contribute not less than 5% of its share of program funds each fiscal year 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. The TCPB is developing the Tri-County Plan, the priority for the RSIF funds will be programmed by the TCPB. The JOHS is making regionally-focused RSIF investments in the following programs with any available funds after the TCPB has given direction.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Work w/Tri-County Planning Body to identify investment priorities for Regional Strategies Implementation Fund	N/A	1	1	1
Outcome	Percent of Regional Strategies Implementation Fund met	N/A	100%	100%	100%

**Performance Measures Descriptions**

## Legal / Contractual Obligation

The Supportive Housing Services Intergovernmental Agreement (IGA) made by and between Multnomah County, a political subdivision of the state of Oregon, and Metro Regional Government, a municipal corporation of the state of Oregon.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$0	\$0	\$4,809,513
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,809,513</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$4,809,513</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$4,809,513
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,809,513</b>

## Explanation of Revenues

\$4,809,513 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30004C Policy, Planning, & Regional Coordination - Regional Strategies Fund -

**Department:** Joint Office of Homeless Services      **Program Contact:** Lori Kelley  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30004C  
**Program Characteristics:**

### Executive Summary

As of FY 2023, the Joint Office of Homeless Services (JOHS) has administrative responsibility for the implementation of the Homeless Management Information System (HMIS) in Multnomah, Clackamas, and Washington counties. This program offer provides the necessary ongoing funding the JOHS will need to support its share of HMIS costs and is also inclusive of an effort to modernize the HMIS reporting infrastructure.

### Program Description

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 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 the JOHS will need to support its share of HMIS costs, which includes Wellsky software licenses and staffing support by DCA/IT. Additionally, this program offer includes the funding of an effort to increase capacity for data quality monitoring, metric measurement. The development and maintenance of an infrastructure supported by DCA/IT will involve the secure transmission of daily extracts from Wellsky (the HMIS vendor) and the build and maintenance of a Data Mart. This effort is a key component in the Joint Office’s efforts to increase the ability to provide useful analytics to internal, cross-department, external partners, and to the tri-county community at large.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output		N/A	N/A	N/A	N/A
Outcome		N/A	N/A	N/A	N/A

### Performance Measures Descriptions

In FY 2023, measures completed: 1) Agreements finalized between Multnomah County and Washington County; and between Multnomah County and Clackamas County, and 2) the Department of County Assets (DCA) Information Technology became the Homeless Management Information System (HMIS) Primary System Administrator of the regional implementation and the the Joint Office of Homeless Services designated the CoC HMIS Lead.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$143,375	\$0	\$0	\$156,271
Materials & Supplies	\$0	\$0	\$0	\$402,667
Internal Services	\$81,625	\$0	\$0	\$383,920
<b>Total GF/non-GF</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$942,858</b>
<b>Program Total:</b>	<b>\$225,000</b>		<b>\$942,858</b>	
<b>Program FTE</b>	1.00	0.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$942,858
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$942,858</b>

Explanation of Revenues

This program generates \$1,988 in indirect revenues. \$758,610 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, and \$184,248 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund.

Significant Program Changes

**Last Year this program was:** FY 2023: 30003C Data, Research, & Evaluation - Homeless Management Information

The Joint Office of Homeless Services now serves as the HMIS lead for Multnomah County (this lead designation formerly resided with PHB). Having local control over HMIS means JOHS can modernize the local reporting infrastructure. This modernization will require the collaboration and staffing support of Multnomah County Department of County Assessts Information Technology division. The creation of a data mart as the local infrastructure is a best practice standard that is also present in other departments in Multnomah County. In the FY 2023 Adopted budget, this program was funded in two program offers 30003C and 30004C and amounted to \$650,000.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** New      **Program Offer Stage:** 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 \$9.75 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 Description**

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, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Capital Outlay	\$15,000,000	\$0	\$9,750,000	\$0
<b>Total GF/non-GF</b>	<b>\$15,000,000</b>	<b>\$0</b>	<b>\$9,750,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$15,000,000</b>		<b>\$9,750,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

One-time-only County General Fund

Significant Program Changes

Last Year this program was: FY 2023: 30010 Strategic Capital Investments

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Support      **Program Offer Stage:** Proposed  
**Related Programs:** 30210A, 30210B  
**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 Description

This program offer funds system access, assessment, and navigation 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 to connect people to shelter, long-term housing, and other critical services. 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 in navigating to a range of services, including shelter, substance use and addiction services, primary medical care, and permanent housing. Outreach teams prioritize 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 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. by prioritizing vulnerable populations, participant-centered services, ease of access, racial and ethnic justice, measurable outcomes, leveraging existing resources and capacity, diversity in program services and approaches, access to culturally specific and culturally responsive services, and long-term housing stability.

The offer continues investments in 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.

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 this 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of shelter and housing service requests received and assisted with referral information	116,745	70,000	100,000	70,000
Outcome	Number of individuals moving from Adult Coordinated Access to permanent housing*	33	298	450	325
Outcome	Number of unsheltered people served with system navigation	1,573	750	1,600	1,200
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.

\*This is a new measure in FY 2024



## 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	2023	2023	2024	2024
Personnel	\$145,251	\$107,359	\$166,083	\$667,085
Contractual Services	\$331,575	\$1,507,137	\$1,070,055	\$4,960,571
Materials & Supplies	\$0	\$8,675	\$0	\$8,008
Internal Services	\$0	\$30,866	\$0	\$47,960
<b>Total GF/non-GF</b>	<b>\$476,826</b>	<b>\$1,654,037</b>	<b>\$1,236,138</b>	<b>\$5,683,624</b>
<b>Program Total:</b>	<b>\$2,130,863</b>		<b>\$6,919,762</b>	
<b>Program FTE</b>	1.15	0.85	1.20	4.80

Program Revenues				
Intergovernmental	\$0	\$1,319,750	\$0	\$4,348,809
Beginning Working Capital	\$0	\$334,287	\$0	\$1,194,440
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,654,037</b>	<b>\$0</b>	<b>\$5,543,249</b>

## Explanation of Revenues

This program generates \$47,960 in indirect revenues.

County General Fund plus: \$140,37 Video Lottery Fund allocated to Multnomah County to be used for the purpose of furthering economic development in accordance with ORS 461.512; \$2,381,123 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government; \$605,60 funds allocated through the Visitor Facilities Intergovernmental Agreement (VFIGA) for Livability and Safety Support Services for the provision of 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; \$1,723,196 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland; and \$244,490 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund. County General Fund includes \$100,000 one time only funding and \$588,840 SHS BWC one time only.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30100A System Access, Assessment, & Navigation

This program offer funds extensive and ongoing oversight and policy work - both local and regional - to organize and lead community-engaged planning in the community advisory structure of the Joint Office of Homeless Services. In the FY 2023 Adopted budget, this program was funded across two program offers, 30100A, and 30100B, which when combined amounted to \$5.4 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Joint Office of Homeless Services (JOHS) has prioritized 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, couples, or families without minor children.

**Program Description**

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, and culturally responsive or specific programming with reduced barriers that emphasizes meeting participants' immediate need. This program offer includes the following:

- Emergency 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. This shelter type includes congregate shelter sites and non-congregate motel shelter sites.
- 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of year-round emergency shelter beds*,**	342	400	400	1,091
Outcome	Number of people served in year-round emergency shelter beds	1,731	1,680	2,110	2,320
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	2023	2023	2024	2024
Personnel	\$89,756	\$139,691	\$76,132	\$607,541
Contractual Services	\$264,160	\$9,983,570	\$913,250	\$27,624,225
Internal Services	\$0	\$414,012	\$404,104	\$2,264,792
<b>Total GF/non-GF</b>	<b>\$353,916</b>	<b>\$10,537,273</b>	<b>\$1,393,486</b>	<b>\$30,496,558</b>
<b>Program Total:</b>	<b>\$10,891,189</b>		<b>\$31,890,044</b>	
<b>Program FTE</b>	0.50	1.00	0.50	4.00

Program Revenues				
Intergovernmental	\$0	\$8,562,257	\$0	\$30,430,658
Beginning Working Capital	\$0	\$139,691	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$8,701,948</b>	<b>\$0</b>	<b>\$30,430,658</b>

**Explanation of Revenues**

This program generates \$114,016 in indirect revenues.  
 County General Funds plus: \$65,900 Video Lottery Fund allocated to Multnomah County to be used for the purpose of furthering economic development in accordance with ORS 461.512, \$5,604,76 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, \$743,265 State Housing Assistance Program (SHAP) allocated through the Oregon Housing and Community Services (OHCS) to provide operational support for emergency shelters and supportive services to shelter residents, and \$23,645,190 City of Portland General Fund allocation and \$437,407 City of Portland’s Federal Emergency Solutions Grant (ESG) award through Multnomah County’s IGA with the City of Portland. The ESG required match is 100% match per § 576.201, which is met with City of Portland General Fund.

**Significant Program Changes**

**Last Year this program was:** FY 2023: 30200 Safety off the Streets - Adult Shelter

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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 adult women. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.

In addition to providing a safe place to stay, these shelters are essential locations for women to learn about and access the services they need to find permanent housing, acquire an income, and receive health-related services. Services are delivered through contracted service providers that adhere to the County'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, and culturally responsive or specific programming with reduced barriers 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of year-round emergency shelter beds*	87	150	150	150
Outcome	Number of people served in year-round emergency shelter beds	448	370	830	830
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.

\*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	2023	2023	2024	2024
Contractual Services	\$0	\$2,684,970	\$1,124,485	\$1,094,387
Internal Services	\$20,900	\$0	\$41,503	\$0
<b>Total GF/non-GF</b>	<b>\$20,900</b>	<b>\$2,684,970</b>	<b>\$1,165,988</b>	<b>\$1,094,387</b>
<b>Program Total:</b>	<b>\$2,705,870</b>		<b>\$2,260,375</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,684,970	\$0	\$1,094,387
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,684,970</b>	<b>\$0</b>	<b>\$1,094,387</b>

Explanation of Revenues

County General Funds plus \$1,094,38 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland

Significant Program Changes

Last Year this program was: FY 2023: 30201 Safety off the Streets - Women's Shelter

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 funded 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 Description

With just over half the population identified in the 2022 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, and culturally responsive or specific programming with reduced barriers 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.

As of the spring of FY 2023, this program offer funds two operational programs currently serving up to 25 participants in pod shelters per night. The Kenton Women's Village, an innovative transitional living community for women, most of whom have experienced long-term homelessness and face multiple barriers to accessing permanent housing. The St. John's Village, an adult alternative shelter program with 19 sleeping pods, prioritized to people living in the North Portland area. This program offer allocates funding for an additional four sites, with an anticipated total capacity to reach over 120 individuals per night, including a site in East Multnomah County, two Safe Park or Village-style alternative shelters, and a second micro-village.

This program offer provides ongoing funding to continue staffing in the JOHS to 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 allows the JOHS to continue providing this enhanced level of support to the shelter operators.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people served annually	53	50	90	145
Outcome	Percentage of people exiting alternative shelters to transitional and permanent housing	43%	35%	53%	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

\*Actual outcomes will be higher or lower depending on new sites launched and when in the fiscal year they become operational.

## 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$443,876
Contractual Services	\$0	\$629,780	\$0	\$4,706,148
Internal Services	\$0	\$0	\$59,700	\$56,460
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$629,780</b>	<b>\$59,700</b>	<b>\$5,206,484</b>
<b>Program Total:</b>	<b>\$629,780</b>		<b>\$5,266,184</b>	
<b>Program FTE</b>	0.00	0.00	0.00	3.00

Program Revenues				
Intergovernmental	\$0	\$629,780	\$0	\$4,883,599
Beginning Working Capital	\$0	\$0	\$0	\$322,885
<b>Total Revenue</b>	<b>\$0</b>	<b>\$629,780</b>	<b>\$0</b>	<b>\$5,206,484</b>

## Explanation of Revenues

This program generates \$56,460 in indirect revenues.

County General Funds plus: \$1,796,938 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, \$322,885 funds allocated through the Visitor Facilities Intergovernmental Agreement (VFIGA) for Livability and Safety Support Services for the provision of 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, and \$3,086,661 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30202A Safety off the Streets - Alternative Shelter for Adults

This program offer funds alternative shelters for the Joint Office of Homeless Services. In the FY 2023 Adopted budget, this program was funded across two program offers, 30202A, and 30202B, which when combined amounted to \$10.9 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

This program offer funds four family shelters, three in East Portland and one in North Portland. 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 2022, families served through shelter who identified as being from communities of color were served at a rate higher than their representation among homeless families. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of year-round emergency shelter beds*	202	180	180	108
Outcome	Number of unduplicated individuals served	719	660	740	660
Outcome	Number of youth engaged in activities annually	285	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	2023	2023	2024	2024
Personnel	\$162,673	\$0	\$164,042	\$0
Contractual Services	\$897,285	\$1,104,800	\$998,615	\$2,220,200
Internal Services	\$535,587	\$0	\$562,808	\$0
<b>Total GF/non-GF</b>	<b>\$1,595,545</b>	<b>\$1,104,800</b>	<b>\$1,725,465</b>	<b>\$2,220,200</b>
<b>Program Total:</b>	<b>\$2,700,345</b>		<b>\$3,945,665</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,104,800	\$0	\$2,220,200
Beginning Working Capital	\$109,890	\$0	\$122,880	\$0
<b>Total Revenue</b>	<b>\$109,890</b>	<b>\$1,104,800</b>	<b>\$122,880</b>	<b>\$2,220,200</b>

Explanation of Revenues

County General Fund plus \$122,880 of Tax Title proceeds to provide affordable housing for youth and families with children, in accordance with ORS 275.275, \$1,050,000 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, and \$1,058,080 Emergency Housing Assistance (EHA) and \$112,120 Emergency Solutions Grant Program allocated through the Oregon Housing and Community Services (OHCS) to assist low or very-low income persons who are homeless or are unstably housed and at risk of becoming homeless.

Significant Program Changes

Last Year this program was: FY 2023: 30203 Safety off the Streets - Family Shelter

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 72% identifying as BIPOC. This program offer supports four shelters in two models: facility-based emergency shelter and master-leased units.

**Program Description**

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, and culturally responsive or specific programming with reduced barriers 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of year-round confidential emergency shelter beds + year-round equivalent emergency voucher beds	115	115	115	115
Outcome	Number of individuals receiving emergency shelter services	218	250	250	250
Output	Number of individuals served with domestic violence emergency vouchers	259	300	250	250*
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.

\*Reduction in measure due to increases in average lengths of stay

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$71,383	\$0	\$77,801
Contractual Services	\$1,105,330	\$528,555	\$1,286,330	\$510,490
Internal Services	\$0	\$20,523	\$0	\$19,792
<b>Total GF/non-GF</b>	<b>\$1,105,330</b>	<b>\$620,461</b>	<b>\$1,286,330</b>	<b>\$608,083</b>
<b>Program Total:</b>	<b>\$1,725,791</b>		<b>\$1,894,413</b>	
<b>Program FTE</b>	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$620,461	\$0	\$608,083
Beginning Working Capital	\$0	\$0	\$50,130	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$620,461</b>	<b>\$50,130</b>	<b>\$608,083</b>

Explanation of Revenues

This program generates \$19,792 in indirect revenues. County General Fund plus \$50,130 of Tax Title proceeds to provide affordable housing for youth and families with children, in accordance with ORS 275.275, \$510,490 State Housing Assistance Program (SHAP) allocated through the Oregon Housing and Community Services (OHCS) to provide operational support for emergency shelters and supportive services to shelter residents, \$97,593 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 30204 Safety off the Streets - Domestic Violence Shelter

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

The Homeless Youth Continuum (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 LGBTQIA2S+. 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, and culturally responsive or specific programming with reduced barriers 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth screened via the Access Center	455	550	550	550
Outcome	Number of youth served in crisis and short-term shelter	389	430	430	430
Output	Number of shelter bed nights	12,908	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	2023	2023	2024	2024
Personnel	\$0	\$81,387	\$0	\$88,530
Contractual Services	\$1,631,820	\$259,440	\$2,178,965	\$0
Internal Services	\$0	\$23,399	\$0	\$22,522
<b>Total GF/non-GF</b>	<b>\$1,631,820</b>	<b>\$364,226</b>	<b>\$2,178,965</b>	<b>\$111,052</b>
<b>Program Total:</b>	<b>\$1,996,046</b>		<b>\$2,290,017</b>	
<b>Program FTE</b>	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$364,226	\$0	\$111,052
Beginning Working Capital	\$0	\$0	\$301,810	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$364,226</b>	<b>\$301,810</b>	<b>\$111,052</b>

Explanation of Revenues

This program generates \$22,522 in indirect revenues. County General Fund plus \$301,810 of Tax Title proceeds to provide affordable housing for youth and families with children, in accordance with ORS 275.275 and \$111,052 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 30205 Safety off the Streets - Youth Shelter

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 during severe winter conditions, and severe weather (heat and wildfire) and other emergency events. This program offer provides the base funding for winter emergency shelter capacity, as well as funding to open additional shelter capacity during severe weather events.

### Program Description

This program funds winter shelter and severe weather shelter capacity. This shelter is temporary in nature and focuses on the provision of basic safety for people experiencing unsheltered homelessness, 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 additional winter shelter capacity across adult and family systems of care (open from November to April) to be created in FY 2024. Winter shelter includes motel voucher capacity and room block agreements.
- **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 shelter sites, operated by contracted nonprofit agencies, that are 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 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 during severe weather to assist in reaching adults, youth, Veterans, and families in accessing safety off the streets resources.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of adult temporary/winter emergency shelter beds	458	480	315	400
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
Outcome	Number of families that receive the safety of shelter	77	40	100	100

### 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 reflects the peak number of temporary emergency shelter beds provided via contracted providers each year.

County Commissioners have set a policy that no person in need of shelter during severe weather emergencies is turned away. This measure reflects continued adherence to that policy as reflected in shelter operations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$4,625,537	\$600,532	\$2,744,971
Internal Services	\$0	\$396,826	\$34,200	\$329,558
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,022,363</b>	<b>\$634,732</b>	<b>\$3,074,529</b>
<b>Program Total:</b>	<b>\$5,022,363</b>		<b>\$3,709,261</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,075,899	\$0	\$3,061,129
Beginning Working Capital	\$0	\$1,074,121	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,150,020</b>	<b>\$0</b>	<b>\$3,061,129</b>

Explanation of Revenues

County General Fund plus \$13,400 of the Video Lottery Fund allocated to Multnomah County to be used for the purpose of furthering economic development in accordance with ORS 461.512 and \$3,061,129 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland

Significant Program Changes

Last Year this program was: FY 2023: 30206A Safety off the Streets - Winter Shelter & Severe Weather

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 publicly owned 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 leased motel in Northeast Portland with 130 rooms for adults.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Rooms of motel shelter for people transitioning to PSH	N/A	30	40	40
Outcome	Number of unique individuals receiving bridge housing support in motel settings	N/A	150	60	150
Outcome	Percent of bridge housing participants who successfully transition to PSH	N/A	80	40	80
Outcome	BIPOC served in Bridge Housing at rate as high or higher than percent of HUD homeless population	N/A	Yes	Yes	Yes

**Performance Measures Descriptions**

FY 2023 Estimate is lower due to program ramp up.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,641,667	\$0	\$2,763,920
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,641,667</b>	<b>\$0</b>	<b>\$2,763,920</b>
<b>Program Total:</b>	<b>\$1,641,667</b>		<b>\$2,763,920</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,641,667	\$0	\$2,763,920
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,641,667</b>	<b>\$0</b>	<b>\$2,763,920</b>

Explanation of Revenues

\$2,763,920 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30209B Safety off the Streets - Bridge Housing - Metro Measure Expansion

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**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 Description

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 shelters 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,

The JOHS strategically invests in shelters to further its commitment to ending homelessness. This is done by purchasing, developing, and 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 through an equity lens. It also will examine preventative maintenance, asset preservation, and portable or moveable resources to save on the costs of renting and provide a flexible infrastructure for sites that lose power or experience major weather events.

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of prospective new shelter sites identified and assessed for feasibility of purchase and development*	N/A	30	30	30
Outcome	Initiate and continue development of shelter sites*	N/A	5	5	5
Outcome	Shelter site design reflects input from people with lived experience, especially from BIPOC	N/A	Yes	1	1

### Performance Measures Descriptions

\*These performance measures are new for FY 2023

Number of prospective new shelter sites identified and assessed for feasibility of purchase and development\*

Initiate and continue development of shelter sites\*

Develop a plan to incorporate input from people with lived experience especially BIPOC in shelter site creation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$139,676	\$0	\$0	\$0
Internal Services	\$252,000	\$0	\$0	\$0
Capital Outlay	\$12,008,324	\$6,200,000	\$1,800,000	\$5,145,685
<b>Total GF/non-GF</b>	<b>\$12,400,000</b>	<b>\$6,200,000</b>	<b>\$1,800,000</b>	<b>\$5,145,685</b>
<b>Program Total:</b>	<b>\$18,600,000</b>		<b>\$6,945,685</b>	
<b>Program FTE</b>	1.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$0
Beginning Working Capital	\$12,400,000	\$6,200,000	\$0	\$5,145,685
<b>Total Revenue</b>	<b>\$12,400,000</b>	<b>\$6,200,000</b>	<b>\$0</b>	<b>\$5,145,685</b>

Explanation of Revenues

County General Fund and one-time-only \$5,145,685 of State HB 5202 carryover.

Significant Program Changes

**Last Year this program was:** FY 2023: 30208A Safety off the Streets - Emergency Shelter Strategic Investment

This program offer allocates balances of one-time capital funds allocated by the County in FY 2023 for shelter development funding package. Significant additional resources were allocated to permanently expanding the Joint Office's emergency shelter system in FY 2023. The balance of those resources is included in the FY 2024 budget to fund further site acquisition (s) and redevelopment(s).

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 in FY 2023 that will come online in FY 2024.

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Conduct shelter design process that includes stakeholders, including prospective shelter users	N/A	3	1	1
Outcome	Initiate or continue site identification and development	N/A	4	4	4
Outcome	New operational alternative shelter programs	0	3	1	2

**Performance Measures Descriptions**

Conduct shelter design process that includes stakeholders and partners, including prospective shelter users or people with lived experience

Initiate or continue site identification and development

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$3,400,000	\$0	\$0
Capital Outlay	\$0	\$2,000,000	\$0	\$3,600,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,400,000</b>	<b>\$0</b>	<b>\$3,600,000</b>
<b>Program Total:</b>	<b>\$5,400,000</b>		<b>\$3,600,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,400,000	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$3,600,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,400,000</b>	<b>\$0</b>	<b>\$3,600,000</b>

Explanation of Revenues

\$3,600,000 carryover from the FY 2023 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

**Last Year this program was:** FY 2023: 30208B Safety off the Streets - Emergency Shelter Strategic Investment - Metro

This program offer allocates balances of one-time capital funds allocated by the SHS in FY 2023 for shelter development funding package. Significant additional resources were allocated to permanently expanding the Joint Office's emergency shelter system in FY 2023. The balance of those resources is included in the FY 2024 budget to fund further site acquisition (s) and redevelopment(s).

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 30302B  
**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, which will continue in FY 2024, include operating motel and congregate shelter sites and enhanced safety on the streets supplies and outreach.

**Program Description**

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 building capacity to serve up to 450 people in physical distancing shelters in local community centers and voluntary COVID-19 isolation rooms in local motels (isolation motels). It also included enhanced safety on the streets outreach to assist those who are unsheltered to physically distance and reduce transmission of COVID-19.

With continued pandemic-related impacts on the homeless services system, this program offer maintains capacity of 200 rooms of motel shelter and 96 beds of congregate shelter. Physical distancing motel shelters are based on public health imperatives and ensure that people who are at highest risk of severe and fatal consequences from COVID-19 are out of congregate and semi-congregate shelter settings. Those with the highest risk factors based on age, underlying medical conditions, and Black, Indigenous, and People of Color (BIPOC) identity are prioritized into the physical distancing motel sites. They have the safety of a fully supported motel room that opens to the outdoors. The rooms are supported with basic amenities that reduce risk of infection, including private bathroom and shower, individually wrapped 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 offer also funds continued 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 program offer will support 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of year-round emergency shelter beds/rooms*	317	300	300	300
Outcome	Number of unique individuals receiving supports in motel settings*	716	1,320	810	900

**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	2023	2023	2024	2024
Personnel	\$0	\$263,000	\$293,335	\$0
Contractual Services	\$0	\$9,417,000	\$10,097,850	\$0
Materials & Supplies	\$0	\$6,459,300	\$5,710,622	\$0
Internal Services	\$0	\$382,700	\$939,403	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$16,522,000</b>	<b>\$17,041,210</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$16,522,000</b>		<b>\$17,041,210</b>	
<b>Program FTE</b>	0.00	0.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$16,522,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$16,522,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

County General Funds

Significant Program Changes

**Last Year this program was:** FY 2023: 30900 ARP - COVID-19 Emergency Response - Shelter Operations and Outreach

This program provides core services supporting people in our care. In the FY 2023 Adopted budget, this program was funded by County and City American Rescue Plan (ARP) funding to provide support to six motel shelters, outreach supplies and expanded hygiene.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30100, 30210B  
**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 Description**

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 living 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 resource 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 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; 30100 - System Access, Assessment, & Navigation.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of volunteer physicians mobilized to support physical health needs of unsheltered population	19	20	20	20
Outcome	Number of unsheltered individuals engaged with health-related services through mobile medical team	4,250	1,200	1,400	1,400
Outcome	Number of encampments receiving trash collection services	3,913	3,500	3,500	3,500
Outcome	Number of people receiving assistance to access services	500	1,000	1,000	1,000

**Performance Measures Descriptions**

\*Includes light touch, survival outreach - reason why actuals are higher

\*This estimate reflects program ramp-up time



## 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	2023	2023	2024	2024
Personnel	\$63,154	\$63,154	\$146,477	\$0
Contractual Services	\$0	\$671,960	\$0	\$539,396
<b>Total GF/non-GF</b>	<b>\$63,154</b>	<b>\$735,114</b>	<b>\$146,477</b>	<b>\$539,396</b>
<b>Program Total:</b>	<b>\$798,268</b>		<b>\$685,873</b>	
<b>Program FTE</b>	0.50	0.50	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$142,774	\$0	\$408,791
Beginning Working Capital	\$0	\$454,065	\$0	\$130,605
<b>Total Revenue</b>	<b>\$0</b>	<b>\$596,839</b>	<b>\$0</b>	<b>\$539,396</b>

## Explanation of Revenues

County General Fund plus \$130,605 funds allocated through the Visitor Facilities Intergovernmental Agreement (VFIGA) for Livability and Safety Support Services for the provision of 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, and \$408,791 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland.

## Significant Program Changes

**Last Year this program was:** FY 2023: 30210A Safety on the Streets

This program offer funds business services functions for the Joint Office of Homeless Services. In the FY 2023 Adopted budget, this program was funded across two program offers, 30210A, 30210B, and 30903, which when combined amounted to \$5.3 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30100, 30210A  
**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 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 Description**

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.

This program offer maintains the staffing capacity in the homeless services system that is part of the Street Services Coordination Center (SSCC) established by the City of Portland. This Center brings 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 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.

This program offer, when considered in conjunction with the following other program offers, represents a significant outreach and services focused on assisting people who remain unsheltered to meet their basic needs and navigate to shelter and housing: 30210A - Safety on the Streets - Navigation & Service Coordination Expansion; 30100 - System Access, Assessment, & Navigation

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Expanded navigation outreach capacity*	N/A	20	10	20
Outcome	BIPOC successfully referred to shelter at rates as high or higher than non-Hispanic whites	NA	Yes	Yes	Yes

**Performance Measures Descriptions**

\*This is a best estimate because the SSCC Nav Team 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	2023	2023	2024	2024
Personnel	\$287,231	\$175,000	\$462,312	\$0
Contractual Services	\$1,387,769	\$1,250,000	\$425,095	\$887,405
Capital Outlay	\$1,000,000	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$2,675,000</b>	<b>\$1,425,000</b>	<b>\$887,407</b>	<b>\$887,405</b>
<b>Program Total:</b>	<b>\$4,100,000</b>		<b>\$1,774,812</b>	
<b>Program FTE</b>	2.00	1.00	3.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,425,000	\$0	\$887,405
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,425,000</b>	<b>\$0</b>	<b>\$887,405</b>

Explanation of Revenues

County General Fund plus \$887,405 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland.

Significant Program Changes

Last Year this program was: FY 2023: 30210B Safety on the Streets - Navigation & Service Coordination Expansion

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** New      **Program Offer Stage:** 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 Description

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 continues expanded 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Culturally specific outreach workers	N/A	5	3	5
Outcome	People receiving assistance to access services	N/A	1,000	400	1,000

### Performance Measures Descriptions

The FY 2023 Estimate reflects program ramp-up time; program launched in the third quarter.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$425,000	\$446,250	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$425,000</b>	<b>\$446,250</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$425,000</b>		<b>\$446,250</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$425,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$425,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Previously funded with ARP. in FY 2023, For FY 2024 County General Funds

Significant Program Changes

Last Year this program was: FY 2023: 30903 ARP - COVID-19 Emergency Response - Culturally Specific Outreach

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number households enrolled in permanent housing or prevention programs (incl STRA & non-STRA)*	743	1,080	820	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	Number households newly placed into or retained in permanent housing (inc STRA & non-STRA programs)*	671	930	770	800
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	95%	90%	95%	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	2023	2023	2024	2024
Personnel	\$194,525	\$0	\$195,774	\$0
Contractual Services	\$1,110,960	\$4,161,220	\$1,139,220	\$2,325,170
<b>Total GF/non-GF</b>	<b>\$1,305,485</b>	<b>\$4,161,220</b>	<b>\$1,334,994</b>	<b>\$2,325,170</b>
<b>Program Total:</b>	<b>\$5,466,705</b>		<b>\$3,660,164</b>	
<b>Program FTE</b>	1.25	0.00	1.25	0.00

Program Revenues				
Intergovernmental	\$0	\$3,601,150	\$0	\$1,092,480
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,601,150</b>	<b>\$0</b>	<b>\$1,092,480</b>

Explanation of Revenues

County General Fund plus \$1,232,690 of the Video Lottery Fund allocated to Multnomah County to be used for the purpose of furthering economic development in accordance with ORS 461.512 and \$1,092,480 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland

Significant Program Changes

Last Year this program was: FY 2023: 30300A Housing Placement & Retention - Adults & Women Households

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 funds: (1) staffing, including peer support, and rental assistance to place people from the streets directly 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households newly placed into or retained in permanent housing	13	360	N/A	360
Outcome	Percentage of households not returning to the homeless services system one year post placement*	89%	90%	89%	90%
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**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$3,961,252	\$0	\$7,612,740
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,961,252</b>	<b>\$0</b>	<b>\$7,612,740</b>
<b>Program Total:</b>	<b>\$3,961,252</b>		<b>\$7,612,740</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,961,252	\$0	\$7,612,740
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,961,252</b>	<b>\$0</b>	<b>\$7,612,740</b>

Explanation of Revenues

\$7,612,740 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30300B Housing Placement & Retention - Adults & Women Households - Metro

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 the Federal Housing Choice Voucher program, maintains the 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 Description**

The Homeless Family System of Care 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 980 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 2022, over 60% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households enrolled in permanent housing or prevention programs*	873	980	900	900
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*	715	790	740	790
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	91%	90%	91%	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	2023	2023	2024	2024
Personnel	\$116,952	\$45,333	\$164,042	\$0
Contractual Services	\$3,070,390	\$1,328,725	\$3,544,175	\$585,155
<b>Total GF/non-GF</b>	<b>\$3,187,342</b>	<b>\$1,374,058</b>	<b>\$3,708,217</b>	<b>\$585,155</b>
<b>Program Total:</b>	<b>\$4,561,400</b>		<b>\$4,293,372</b>	
<b>Program FTE</b>	0.75	0.25	1.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,374,058	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$585,155
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,374,058</b>	<b>\$0</b>	<b>\$585,155</b>

Explanation of Revenues

County General Fund plus \$585,155 funds allocated through the Visitor Facilities Intergovernmental Agreement (VFIGA) for Livability and Safety Support Services for the provision of 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.

Significant Program Changes

Last Year this program was: FY 2023: 30301A Housing Placement & Retention - Homeless Families

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 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 Description

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 2022, over 60% 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households enrolled in permanent housing or prevention programs	481	580	660	580
Outcome	Number of households newly placed into or retained in permanent housing*	29	460	100	460
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	100%	85%	100%	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 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.

\*This program for housing placements continues to ramp up and build capacity. Results are low for FY 2022 as only reflect placements in quarters 3 and 4.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$132,905	\$0	\$154,266
Contractual Services	\$0	\$4,195,590	\$0	\$6,229,340
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,328,495</b>	<b>\$0</b>	<b>\$6,383,606</b>
<b>Program Total:</b>	<b>\$4,328,495</b>		<b>\$6,383,606</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$4,328,495	\$0	\$6,383,606
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,328,495</b>	<b>\$0</b>	<b>\$6,383,606</b>

Explanation of Revenues

\$6,383,606 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30301B Housing Placement & Retention - Homeless Families - Metro Measure

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 program 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people enrolled in permanent housing or prevention programs*	357	480	700	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*	228	310	470	350
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	87%	85%	87%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$73,705	\$2,229,760	\$93,785	\$4,386,360
<b>Total GF/non-GF</b>	<b>\$73,705</b>	<b>\$2,229,760</b>	<b>\$93,785</b>	<b>\$4,386,360</b>
<b>Program Total:</b>	<b>\$2,303,465</b>		<b>\$4,480,145</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$2,229,760	\$0	\$3,913,775
Beginning Working Capital	\$0	\$0	\$0	\$472,585
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,229,760</b>	<b>\$0</b>	<b>\$4,386,360</b>

Explanation of Revenues

County General Fund plus \$3,913,775 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government. \$472,585 funds allocated through the Visitor Facilities Intergovernmental Agreement (VFIGA) for Livability and Safety Support Services for the provision of 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.

Significant Program Changes

Last Year this program was: FY 2023: 30302A Housing Placement & Retention - Placement out of Adult Shelter

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 30209  
**Program Characteristics:** One-Time-Only Request

### Executive Summary

The Joint Office of Homeless Services (JOHS) has prioritized a range of highly effective strategies to transition people from emergency shelter into housing and to ensure retention of that housing. This program offer funds adult-only and family households to exit emergency 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 and family households experiencing chronic homelessness and a high-risk of complications from COVID-19.

### Program Description

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 households who are still unsheltered and have not yet been able to locate a permanent housing option.

This program offer funds short- and medium-term rental assistance, move-in and barrier mitigation, and case management services to help people access and retain permanent housing.

This program offer funds multiple housing placement teams, including at least one culturally specific program, dedicated to helping participants in JOHS-funded COVID-19 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people enrolled in permanent housing programs*	N/A	450	100	370
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 people placed and retained in permanent housing*	N/A	360	40	296

### 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.

The FY 2023 Estimate reflects program ramp-up time; program launched in the third quarter. The FY 2024 Offer reflects reduced based on funding level.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$6,472,330
Capital Outlay	\$0	\$9,187,497	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$9,187,497</b>	<b>\$0</b>	<b>\$6,472,330</b>
<b>Program Total:</b>	<b>\$9,187,497</b>		<b>\$6,472,330</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$9,187,497	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$6,472,330
<b>Total Revenue</b>	<b>\$0</b>	<b>\$9,187,497</b>	<b>\$0</b>	<b>\$6,472,330</b>

Explanation of Revenues

\$6,472,330 Metro Supported Housing BWC Funds

Significant Program Changes

Last Year this program was:

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 approximately 600 individuals, the significant majority of whom will identify as Black, Indigenous, and People of Color (BIPOC).

**Program Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants served	584	600	600	600
Outcome	Percentage of participants who exit to permanent housing	94%	85%	95%	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	2023	2023	2024	2024
Personnel	\$0	\$71,383	\$0	\$77,801
Contractual Services	\$1,858,935	\$1,359,620	\$2,015,905	\$1,339,395
Internal Services	\$0	\$20,523	\$0	\$19,792
<b>Total GF/non-GF</b>	<b>\$1,858,935</b>	<b>\$1,451,526</b>	<b>\$2,015,905</b>	<b>\$1,436,988</b>
<b>Program Total:</b>	<b>\$3,310,461</b>		<b>\$3,452,893</b>	
<b>Program FTE</b>	0.00	0.50	0.00	0.50

Program Revenues				
Intergovernmental	\$0	\$1,451,526	\$0	\$1,436,988
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,451,526</b>	<b>\$0</b>	<b>\$1,436,988</b>

Explanation of Revenues

This program generates \$19,792 in indirect revenues. County General Fund plus \$1,436,988 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 30303A Housing Placement & Retention - Domestic Violence

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 25050  
**Program Characteristics:**

### Executive Summary

The Joint Office of Homeless Services (JOHS) prioritizes addressing the intersection of homelessness and domestic and sexual violence. Metro Supportive Housing Services funding is 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 Description

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 System partners and households in Adult, Youth, and 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households enrolled in permanent housing programs*	99	210	120	210
Outcome	BIPOC households placed or retained in housing at rate as high or higher than % of HUD homeless population	Yes	Yes	Yes	Yes
Outcome	Number of households placed or retained in permanent housing**	N/A	170	110	170
Output	Households assessed for DV Coordinated Access***	N/A	400	100	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.

\*\*Some programs are being developed and implemented in fiscal year 2023. Program is expected to meet performance measures by FY 2024. Only one of the 5 housing programs outlined in this offer are currently fully operational.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$126,306	\$0	\$247,044
Contractual Services	\$0	\$2,270,843	\$0	\$2,428,155
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,397,149</b>	<b>\$0</b>	<b>\$2,675,199</b>
<b>Program Total:</b>	<b>\$2,397,149</b>		<b>\$2,675,199</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$2,397,149	\$0	\$2,675,199
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,397,149</b>	<b>\$0</b>	<b>\$2,675,199</b>

Explanation of Revenues

\$2,675,199 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30308 Housing Placement & Retention - Emergency Rent Assistance & Expanded

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Joint Office of Homeless Services (JOHS) 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 Description**

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 (2022) showed a 48% 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households enrolled in permanent housing or prevention programs*	350	330	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	350	320	330	320
Outcome	Percentage of households not returning to homeless services within a year of exiting a program to housing*	98%	90%	98%	90%

**Performance Measures Descriptions**

\*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 population of people experiencing homelessness.

\*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 population of people ex

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$642,730	\$0	\$704,905
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$642,730</b>	<b>\$0</b>	<b>\$704,905</b>
<b>Program Total:</b>	<b>\$642,730</b>		<b>\$704,905</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$642,730	\$0	\$704,905
<b>Total Revenue</b>	<b>\$0</b>	<b>\$642,730</b>	<b>\$0</b>	<b>\$704,905</b>

Explanation of Revenues

\$704,905 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30305 Housing Placement & Retention - Medical/Aging

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 offer maintains current capacity to provide essential housing and developmental supports for youth.

This program offer leverages Federal long-term rent assistance vouchers to support housing navigation, placement and retention services for 125 youth receiving Emergency Housing Voucher assistance and Fostering Youth to Independence vouchers. To drive down racial disparities in the experience of homelessness, Black, Indigenous, and People of Color communities will be prioritized in access to and success in the Emergency Housing Voucher and Fostering Youth to Independence Voucher Programs. This program offer funds Assertive Engagement (AE) to provide assessment, transition planning and support from staff that are 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. This program offer funds for Parenting Education Support for youth accessing services who are pregnant and/or parenting. With support on-site and at mobile locations, HYC can provide culturally responsive services and meet the developmental needs of pregnant and parenting youth along with housing placement funds. This program offer funds Recovery Oriented Supports & Engagement (ROSE) mental health and addiction recovery support services. Approximately 93% of youth served have either addiction or mental health issues, with 53% reporting co-occurring issues. The ROSE program provides certified staff and peer mentors who engage youth in recovery supports, conduct assessments, and connect youth to formal treatment programs, provide follow up care, on-going supports, and healthy recreation alternatives. This program offer funds 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth enrolled in transitional or permanent housing or prevention programs*	515	565	625	625
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*	439	375	525	525
Output	Number of youth receiving recovery support services	465	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$81,387	\$0	\$88,530
Contractual Services	\$2,926,295	\$1,785,930	\$4,161,720	\$1,849,555
Internal Services	\$0	\$23,399	\$0	\$22,522
<b>Total GF/non-GF</b>	<b>\$2,926,295</b>	<b>\$1,890,716</b>	<b>\$4,161,720</b>	<b>\$1,960,607</b>
<b>Program Total:</b>	<b>\$4,817,011</b>		<b>\$6,122,327</b>	
<b>Program FTE</b>	0.00	0.50	0.00	0.50

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,890,716	\$0	\$1,960,607
Beginning Working Capital	\$0	\$0	\$897,050	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,890,716</b>	<b>\$897,050</b>	<b>\$1,960,607</b>

Explanation of Revenues

This program generates \$22,522 in indirect revenues.  
 County General Fund plus: \$897,050 of Tax Title proceeds to provide affordable housing for youth and families with children, in accordance with ORS 275.275, \$845,675 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, \$210,875 Emergency Housing Assistance (EHA) allocated through the Oregon Housing and Community Services (OHCS) to assist low or very-low income persons who are homeless or are unstably housed and at risk of becoming homeless, \$904,057 in HUD Continuum of Care (CoC) Program awarded to Multnomah County. The CoC Program requires a 25 percent match of the awarded grant amount, which is met with County General Fund.

Significant Program Changes

**Last Year this program was:** FY 2023: 30306A Housing Placement & Retention - Youth Services

This program offer funds housing navigation, placement, and retention services for youth. In the FY 2023 Adopted budget, this program was funded across two program offers, 30306A, and 30306B, which when combined amounted to \$5.7 million

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Joint Office of Homeless Services (JOHS) convenes a coalition of partners around the ongoing effort to help Veteran households end or prevent their homelessness. This program offer leverages 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.

**Program Description**

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 2022 identified 465 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 2024, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households enrolled in permanent housing or prevention programs*	95	250	40	50
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	94	250	40	40

**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	2023	2023	2024	2024
Contractual Services	\$184,840	\$518,645	\$191,690	\$630,275
<b>Total GF/non-GF</b>	<b>\$184,840</b>	<b>\$518,645</b>	<b>\$191,690</b>	<b>\$630,275</b>
<b>Program Total:</b>	<b>\$703,485</b>		<b>\$821,965</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$518,645	\$0	\$293,355
Beginning Working Capital	\$0	\$0	\$0	\$336,920
<b>Total Revenue</b>	<b>\$0</b>	<b>\$518,645</b>	<b>\$0</b>	<b>\$630,275</b>

Explanation of Revenues

County General Fund plus \$336,920 funds allocated through the Visitor Facilities Intergovernmental Agreement (VFIGA) for Livability and Safety Support Services for the provision of 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; and \$293,355 Emergency Housing Assistance (EHA) for Veterans allocated through the Oregon Housing and Community Services (OHCS) to assist low or very-low income persons who are homeless or are unstably housed and at risk of becoming homeless.

Significant Program Changes

Last Year this program was: FY 2023: 30307 Housing Placement & Retention - Veterans

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 includes one-time funds to support commitments made to landlords through the Move In Multnomah program along with ongoing funds to continue master-leasing and other landlord incentives. These investments work to enhance existing housing placement programs and increase the housing opportunities for people experiencing homelessness.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people placed into housing through a master leasing program*	N/A	N/A	215	215
Outcome	Percentage of households receiving access incentive support that successfully lease up in housing*	N/A	N/A	N/A	80%
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**

\*This measure is new in FY 2024

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$3,640,187	\$0	\$4,366,530
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,640,187</b>	<b>\$0</b>	<b>\$4,366,530</b>
<b>Program Total:</b>	<b>\$3,640,187</b>		<b>\$4,366,530</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$3,640,187	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$4,366,530
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,640,187</b>	<b>\$0</b>	<b>\$4,366,530</b>

Explanation of Revenues

\$4,366,530 carryover from the FY 2023 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30309 Housing Placement & Retention - Incentives & Master Leases - Metro

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Joint Office of Homeless Services utilizes the Housing First model to meet the needs of individuals experiencing homelessness. This has been done through the utilization of racial equity as a core goal and the elimination of disparate rates of homelessness based on race as a focus for programming. This program offer funds the administration of the Housing Multnomah Now initiative, which includes five new positions; Housing Multnomah Now interweaves an emergency management model of service delivery with Housing First in focused geographic areas across Multnomah County to expedite the process of moving individuals experiencing homelessness into housing and resolving homelessness for those individuals. This model is supported by best practices adopted by stakeholders on the Federal, state and municipal levels.

**Program Description**

JOHS utilizes Housing First as a model to end individuals homelessness—whereby permanent housing is provided to individuals experiencing homelessness. This model has been established best practice for resolving homelessness for over two decades. Housing First hinges on both the availability of housing stock for individuals experiencing homelessness, and the ability for individuals experiencing homelessness to access housing. This program funds the administration of a demonstration project – Housing Multnomah Now – that will accelerate the rate at which individuals experiencing homelessness are able to access housing, thereby improving JOHS’ ability to deploy the Housing First model.

This program addresses the needs to expedite housing placements in specific geographical areas and identify additional housing stock for those experiencing homelessness. Initially, this program will serve 300 individuals experiencing homelessness in two distinct geographic regions: one in central city followed by another in East County. This program offer creates an administrative infrastructure for the implementation of the Housing Multnomah Now program. This is done through three distinct but interwoven elements. The first of those is to develop an emergency response to support the resolution of individuals experiencing homelessness. This will be done through the establishment of a Multi-Agency Coordinating (MAC) group, which will be led by the Joint Office of Homeless Services and serve on the Governor’s Statewide MAC. The second element is the acceleration of housing access, placement, and stability. This will be done through the provision of housing resources by outreach workers in specific geographic areas, and incentivizing housing access with private market landlords. The final element of this program is the prioritization of deeply affordable housing. This element will be facilitated through advocacy to housing partners of Multnomah County to prioritize their housing stock for individuals experiencing homelessness.

Housing Multnomah Now will focus primarily on single adults and couples experiencing homelessness. The Adult System of Care (ASC) is the coordinated effort to assist individuals and couples experiencing homelessness make a rapid and sustained transition to permanent housing. The agencies that comprise the ASC will be stakeholders and partners in the program. This program funds an administrative system to rapidly resolve homelessness for the majority of individuals in specific geographic areas, to manage and support the initiative, as well as communications support and data collection.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Private Market Landlords that enroll to provide housing through Housing Multnomah Now	N/A	N/A	5	15
Outcome	BIPOC placed or retained rate as high or higher than percent of HUD homeless population	N/A	N/A	Yes	Yes
Output	Number of households placed into housing through Housing Multnomah Now	N/A	N/A	75	225
Outcome	Percentage of people not returning to homeless services within a year of receiving Housing	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$441,246
Contractual Services	\$0	\$0	\$0	\$9,558,754
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$10,000,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	3.00

Program Revenues				
Beginning Working Capital	\$0	\$0	\$0	\$10,000,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000,000</b>

Explanation of Revenues

\$10,000,000 carryover from the FY 2023 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was:

Program started at the end of FY 2023.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 population of people experiencing homelessness, (3) people in recovery from an alcohol or drug addiction, and (4) 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people enrolled in permanent or transitional housing programs*	1,387	1,210	1,390	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*	1,185	1,100	1,190	1,100
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	90%	85%	90%	85%

**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	2023	2023	2024	2024
Personnel	\$0	\$153,671	\$0	\$0
Contractual Services	\$1,465,814	\$7,239,978	\$775,125	\$6,473,097
<b>Total GF/non-GF</b>	<b>\$1,465,814</b>	<b>\$7,393,649</b>	<b>\$775,125</b>	<b>\$6,473,097</b>
<b>Program Total:</b>	<b>\$8,859,463</b>		<b>\$7,248,222</b>	
<b>Program FTE</b>	0.00	1.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$6,393,649	\$0	\$6,473,097
Beginning Working Capital	\$0	\$1,000,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,393,649</b>	<b>\$0</b>	<b>\$6,473,097</b>

Explanation of Revenues

County General Fund plus \$5,257,965 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government and \$1,215,132 City of Portland General Fund allocation through Multnomah County’s IGA with the City of Portland.

Significant Program Changes

Last Year this program was: FY 2023: 30400A Supportive Housing

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 25 new supportive housing opportunities for Veterans and by supporting an estimated 30 households who no longer need intensive services to move on from supportive housing so that these units can be offered to those who need the combination of long-term rental subsidy and intensive wrap-around support services that supportive housing offers.

**Program Description**

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 supports this goal by funding support services and leveraging federal rental vouchers through the VASH program to create 25 new supportive housing opportunities for veterans seeking culturally-specific services for Native Americans

In addition, funding in this program offer will: (1) create a "Moving On" pilot program based on nationally recognized best practices to support approximately 80 households who are currently in supportive housing and no longer need intensive services but continue to need rent assistance, thus freeing up supportive housing opportunities for people who need them the most; 2) increase supports for new affordable housing developments where a majority or 100% of units operate as supportive housing so that they can provide the necessary 24/7 staffing; (3) provide critical client assistance to support placement and retention of up to 130 households with federal Mainstream rental vouchers; and (4) fund Multnomah County's portion of the regional Risk Mitigation Program to support landlords renting to Regional Long-term Rent Assistance (RLRA) voucher holders.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people newly placed into or retained in permanent housing*	N/A	550	55**	240***
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.

\*\*FY 2023 is the first year and includes funding to expand Supportive Housing. The majority of funding in this offer is being released through three Notice of Funding Availability (NOFAs) over the course of FY 2023.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,378,733	\$0	\$1,638,573
Contractual Services	\$0	\$6,080,000	\$1,227,673	\$3,262,577
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,458,733</b>	<b>\$1,227,673</b>	<b>\$4,901,150</b>
<b>Program Total:</b>	<b>\$7,458,733</b>		<b>\$6,128,823</b>	
<b>Program FTE</b>	0.00	10.00	0.00	11.00

Program Revenues				
Intergovernmental	\$0	\$7,458,733	\$0	\$4,901,150
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,458,733</b>	<b>\$0</b>	<b>\$4,901,150</b>

Explanation of Revenues

Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government and \$1,227,673 of one-time-only County General Funding.

Significant Program Changes

Last Year this program was: FY 2023: 30400B Supportive Housing - Metro Measure Expansion

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 2024. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people newly placed or retained in permanent housing*	155	380	290	545**
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	100%	80%	100%	80%
Output	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, 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	2023	2023	2024	2024
Contractual Services	\$0	\$4,309,716	\$0	\$6,859,900
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,309,716</b>	<b>\$0</b>	<b>\$6,859,900</b>
<b>Program Total:</b>	<b>\$4,309,716</b>		<b>\$6,859,900</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$4,309,716	\$0	\$6,859,900
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,309,716</b>	<b>\$0</b>	<b>\$6,859,900</b>

Explanation of Revenues

\$6,859,900 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30400C Supportive Housing - Local Bond Units and Site-Based Commitments -

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 and FY 2023. 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people newly placed or retained in permanent housing*	92	230	185*	400**
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	NA	80%	80%	80%
Output	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, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

\*This Program Offer includes tenant-based PSH programs that launched in FY 2022 and FY 2023. Some programs are still ramping up to having full caseloads. Programs are expected to be fully leased-up in FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$5,167,193	\$0	\$12,183,035
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,167,193</b>	<b>\$0</b>	<b>\$12,183,035</b>
<b>Program Total:</b>	<b>\$5,167,193</b>		<b>\$12,183,035</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$5,167,193	\$0	\$12,183,035
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,167,193</b>	<b>\$0</b>	<b>\$12,183,035</b>

Explanation of Revenues

\$12,183,035 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30400D Supportive Housing - Tenant-Based Commitments - Metro Measure

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 funds a team that will recruit and retain private market landlords to partner with service providers to create supportive housing opportunities for RLRA voucher holders who face high barriers to finding housing.

Additionally, this program offer includes investment toward a future rent guarantee for 15 site based supportive housing unit project.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Landlord recruitment and retention program launched	N/A	Yes	Yes	Yes
Outcome	Number of landlords engaged	N/A	100	0	100
Outcome	Number of providers of culturally-specific services that receive supportive housing technical assistance	N/A	15	8	N/A

**Performance Measures Descriptions**

The Landlord Engagement NOFA will be released at the end of January and approved proposals won't begin program development until mid-May and/or June. It is unlikely that actual landlord engagement will begin until the beginning of FY 2024.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,711,545	\$0	\$2,433,970
Unappropriated & Contingency	\$0	\$0	\$0	\$303,439
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,711,545</b>	<b>\$0</b>	<b>\$2,737,409</b>
<b>Program Total:</b>	<b>\$1,711,545</b>		<b>\$2,737,409</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,711,545	\$0	\$2,433,970
Beginning Working Capital	\$0	\$0	\$0	\$303,439
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,711,545</b>	<b>\$0</b>	<b>\$2,737,409</b>

Explanation of Revenues

\$2,433,970 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government and \$303,439 in carryover SHS.

Significant Program Changes

**Last Year this program was:** FY 2023: 30400E Supportive Housing - System Support - Metro Measure Expansion

This 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:** Joshua Bates  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:** 30400C  
**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/or rental subsidies for over 190 deeply affordable housing units financed by the Portland Housing Bond or the Metro Housing Bond, or otherwise financed by the Portland Housing Bureau or by the State of Oregon.

**Program Description**

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 100 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. These units are expected to come online between the second half of FY 2023 and the end of FY 2024.

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, and funds support services and, in some cases, rental subsidies, to create project-based supportive housing opportunities with on-site wellness and retention services. Services will be specialized to serve various sub-populations and will include, but not be limited to, culturally specific, mental health, substance use, physical health, and individualized retention services.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people newly placed or retained in permanent housing*	N/A	N/A	N/A	100**
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%
Output	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 system wide 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.

\*\*This is a prorated outcome for the first year of implementation based on the expected timeline for the funded site-based units to come online. In FY 2025, this will increase to approximately 190.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$84,600	\$0	\$0	\$1,757,749
<b>Total GF/non-GF</b>	<b>\$84,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,757,749</b>
<b>Program Total:</b>	<b>\$84,600</b>		<b>\$1,757,749</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$1,677,775
Beginning Working Capital	\$0	\$0	\$0	\$79,974
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,757,749</b>

Explanation of Revenues

\$1,677,775 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government and \$79,974 in one time only SHS BWC.

Significant Program Changes

Last Year this program was:

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 offer provides match for a HUD CoC or HOPWA grant. In other cases, the program offer 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.

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people enrolled in permanent housing programs*	1,338	800	1,136	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*	793	600	686	600
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing	72%	75%	72%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$34,923	\$0	\$37,821
Contractual Services	\$0	\$4,602,945	\$0	\$4,838,999
Materials & Supplies	\$0	\$8,961	\$0	\$4,137
Internal Services	\$0	\$10,041	\$0	\$9,622
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,656,870</b>	<b>\$0</b>	<b>\$4,890,579</b>
<b>Program Total:</b>	<b>\$4,656,870</b>		<b>\$4,890,579</b>	
<b>Program FTE</b>	0.00	0.25	0.00	0.25

<b>Program Revenues</b>				
Intergovernmental	\$0	\$4,656,870	\$0	\$4,890,579
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,656,870</b>	<b>\$0</b>	<b>\$4,890,579</b>

Explanation of Revenues

This program generates \$9,622 in indirect revenues.  
 \$1,882,130 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, \$1,891,284 Housing Opportunities for Persons with AIDS (HOPWA) entitlement funds annually awarded to the City of Portland by the U.S. Department of Housing and Urban Development (HUD) to provide assistance to low-income individuals diagnosed with HIV/AIDS and their family members and \$1,117,165 City of Portland General Fund through Multnomah County's IGA with the City of Portland.

Significant Program Changes

Last Year this program was: FY 2023: 30401A Supportive Housing - Behavioral Health/Medical Housing

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

The JOHS has a strategic plan to reduce chronic homelessness, and the 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of low-barrier transitional housing units in staffed and structured setting	36	36	36	36
Outcome	Percent of participants enrolled in behavioral health services	57%	70%	70%	70%
Outcome	Transitions to permanent housing	14	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	2023	2023	2024	2024
Contractual Services	\$0	\$2,245,365	\$0	\$2,507,628
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,245,365</b>	<b>\$0</b>	<b>\$2,507,628</b>
<b>Program Total:</b>	<b>\$2,245,365</b>		<b>\$2,507,628</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,245,365	\$0	\$2,507,628
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,245,365</b>	<b>\$0</b>	<b>\$2,507,628</b>

Explanation of Revenues

\$2,507,628 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland.

Significant Program Changes

Last Year this program was: FY 2023: 30401B Supportive Housing - Behavioral Health/Medical Housing - Service

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of households enrolled in permanent housing programs*	56	50	50	40**
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*	56	50	50	40

### 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.

\*\*10 site-based PSH units that were captured in this Program Offer in FY 2023 have been moved to PO 30400C in FY 2024.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$409,645	\$415,200	\$430,125	\$440,810
<b>Total GF/non-GF</b>	<b>\$409,645</b>	<b>\$415,200</b>	<b>\$430,125</b>	<b>\$440,810</b>
<b>Program Total:</b>	<b>\$824,845</b>		<b>\$870,935</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$415,200	\$0	\$440,810
<b>Total Revenue</b>	<b>\$0</b>	<b>\$415,200</b>	<b>\$0</b>	<b>\$440,810</b>

Explanation of Revenues

County General Fund plus \$440,810 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30402 Supportive Housing - Local Long Term Rental Vouchers

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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 Homeless Family System of Care (HFSC) is the primary coordinated effort to assist families experiencing homelessness 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 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 non profit partners.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of families placed into or retained in permanent housing*	64	55	50	75
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	89%	80%	89%	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.

The increase in Regional Long-Term Rent Assistance Costs is driving the reduced offer for FY2024. As these costs increase, the total number of people placed and retained in permanent housing with a set budget decreases proportionally.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$0	\$0	\$135,798
Contractual Services	\$678,360	\$0	\$748,620	\$960,175
<b>Total GF/non-GF</b>	<b>\$678,360</b>	<b>\$0</b>	<b>\$748,620</b>	<b>\$1,095,973</b>
<b>Program Total:</b>	<b>\$678,360</b>		<b>\$1,844,593</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$1,095,973
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,095,973</b>

Explanation of Revenues

County General Fund plus \$1,095,973 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30403A Supportive Housing - Families

This program offer funds families experiencing homelessness make a rapid and sustainable transition back into permanent housing. In the FY 2023 Adopted budget, this program was funded across three program offers, 30403A, and 30403B, which when combined amounted to \$1.7 million.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of youth newly placed or retained in permanent housing	16	30	30	30
Outcome	Percentage of youth not returning to homeless services within a year of exiting a program to housing	NA	80%	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**

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	2023	2023	2024	2024
Contractual Services	\$0	\$624,000	\$0	\$978,570
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$624,000</b>	<b>\$0</b>	<b>\$978,570</b>
<b>Program Total:</b>	<b>\$624,000</b>		<b>\$978,570</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$624,000	\$0	\$978,570
<b>Total Revenue</b>	<b>\$0</b>	<b>\$624,000</b>	<b>\$0</b>	<b>\$978,570</b>

Explanation of Revenues

\$978,570 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30404 Supportive Housing - Youth - Metro Measure Expansion

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Metro Supportive Housing Services Measure (Measure) funding is dedicated to reducing homelessness through strategies that lead with racial equity. This program offer funds for 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 disabling condition, and are experiencing, or are at risk of experiencing, homelessness.

**Program Description**

The Multnomah County Local Implementation Plan (LIP) set 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 18 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of people newly placed or retained in permanent housing	N/A	60	5*	18**
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	Yes	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 2024 Offer 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	2023	2023	2024	2024
Contractual Services	\$0	\$600,000	\$0	\$632,625
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$632,625</b>
<b>Program Total:</b>	<b>\$600,000</b>		<b>\$632,625</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$600,000	\$0	\$632,625
<b>Total Revenue</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$632,625</b>

Explanation of Revenues

\$632,625 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30400B Supportive Housing - Metro Measure Expansion

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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 up to 40 individuals in the pilot phase.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Create a by name list of people most frequently failed by health, criminal justice, and homeless services	N/A	1	1	1
Outcome	Place or retain FUSE individuals in PSH	N/A	35	0	40
Output	Enroll FUSE individuals in PSH program	N/A	50	0	40

### 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. The JOHS will release a NOFA to allocate these funds in Spring 2023 and the program will launch at the end of FY 2023 or beginning of FY 2024.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$1,000,000	\$0	\$1,085,550
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,085,550</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$1,085,550</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,000,000	\$0	\$1,085,550
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,085,550</b>

Explanation of Revenues

\$1,085,550 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30406 Supportive Housing - Frequent Users Systems Engagement - Metro



**Program #30407A - Supportive Housing - Countywide Coordination - Dept of County Human Services** FY 2024 Proposed

**Department:** Joint Office of Homeless Services **Program Contact:** Joshua Bates  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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:

- 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 long-term housing stability and asset-building opportunities that MSI offers.
- A mobile team of 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.
- Staffing capacity for ADVSD and IDDDSD to partner with JOHS to develop and implement enhanced permanent supportive housing that meets the service support needs of chronically homeless participants in those DCHS programs.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	HFSC families transitioned to MSI	N/A	25	20	20
Outcome	HFSC families retaining housing at 12 months	N/A	80%	80%	80%
Output	Number of people assessed for ADVSD/IDD Services*	N/A	300	145	275
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**

\*New pilot program in the process of being implemented.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,199,837	\$0	\$1,291,447
Contractual Services	\$0	\$1,038,163	\$0	\$1,090,070
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,238,000</b>	<b>\$0</b>	<b>\$2,381,517</b>
<b>Program Total:</b>	<b>\$2,238,000</b>		<b>\$2,381,517</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,238,000	\$0	\$2,381,517
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,238,000</b>	<b>\$0</b>	<b>\$2,381,517</b>

Explanation of Revenues

\$2,381,517 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30400D Supportive Housing - Tenant-Based Commitments - Metro Measure

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Utilizing 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 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 Description**

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 to the African American community.
- Increased 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.
- 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.
- 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals placed into or retained in permanent housing*	73	155	160	160
Outcome	Number of Choice participants served in motel-based emergency shelter**	59	70	100	70
Outcome	Percentage of people not returning to homeless services within a year of exiting a program to housing*	NA	80%	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, and "Enrolled," which is based on Entry Date, has been added for more robust reporting and to preserve continuity with reporting in previous years.

\*\*Number of Choice participants served see Yesenia's comment for HMIS Providers needs to be run separately by filtering out those two providers.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$846,463	\$0	\$918,177
Contractual Services	\$0	\$5,777,140	\$0	\$5,607,315
Materials & Supplies	\$0	\$8,497	\$0	\$0
Internal Services	\$0	\$98,057	\$0	\$43,165
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,730,157</b>	<b>\$0</b>	<b>\$6,568,657</b>
<b>Program Total:</b>	<b>\$6,730,157</b>		<b>\$6,568,657</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$6,730,157	\$0	\$6,365,988
Beginning Working Capital	\$0	\$0	\$0	\$202,669
<b>Total Revenue</b>	<b>\$0</b>	<b>\$6,730,157</b>	<b>\$0</b>	<b>\$6,568,657</b>

Explanation of Revenues

FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government including \$202,669 SHS BWC.

Significant Program Changes

Last Year this program was: FY 2023: 30401B Supportive Housing - Behavioral Health/Medical Housing - Service

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

The Multnomah County's Measure LIP recognizes the importance of aligning ending homelessness efforts across County Departments, including between DCJ and the Joint Office of Homeless Services (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 continues the partnership between the two departments by leveraging existing DCJ housing services capacity and Measure funding to provide flexible tenant-based 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 of 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.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Individuals enrolled in program*	N/A	70	15	60
Outcome	Individuals placed into permanent housing*	N/A	60	10	50
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	2023	2023	2024	2024
Personnel	\$0	\$387,035	\$0	\$431,800
Contractual Services	\$0	\$1,025,045	\$0	\$1,076,295
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,412,080</b>	<b>\$0</b>	<b>\$1,508,095</b>
<b>Program Total:</b>	<b>\$1,412,080</b>		<b>\$1,508,095</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,412,080	\$0	\$1,508,095
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,412,080</b>	<b>\$0</b>	<b>\$1,508,095</b>

Explanation of Revenues

\$1,508,095 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government.

Significant Program Changes

Last Year this program was: FY 2023: 30400D Supportive Housing - Tenant-Based Commitments - Metro Measure

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 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.
- 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, Social Security Disability Income, and/or Medicaid and Medicare benefits. These benefits provide critical financial and healthcare resources that allow recipients to avoid homelessness.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participants receiving diversion services	982	1,170	1,060	1,170
Outcome	Percentage of exits to permanent housing*	76%	80%	80%	80%
Outcome	Number of people served with benefits acquisition assistance (BEST)	442	480	410	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	2023	2023	2024	2024
Contractual Services	\$1,172,050	\$1,358,940	\$1,303,300	\$1,522,548
<b>Total GF/non-GF</b>	<b>\$1,172,050</b>	<b>\$1,358,940</b>	<b>\$1,303,300</b>	<b>\$1,522,548</b>
<b>Program Total:</b>	<b>\$2,530,990</b>		<b>\$2,825,848</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$1,358,940	\$0	\$933,702
Beginning Working Capital	\$0	\$0	\$128,130	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,358,940</b>	<b>\$128,130</b>	<b>\$933,702</b>

Explanation of Revenues

County General Fund plus \$588,846 of the Video Lottery Fund allocated to Multnomah County to be used for the purpose of furthering economic development in accordance with ORS 461.512, \$128,130 of Tax Title proceeds to provide affordable housing for youth and families with children, in accordance with ORS 275.275, \$434,455 of the FY 2024 Supportive Housing Services (SHS) allocation to Multnomah County through the SHS Intergovernmental Agreement (IGA) with Oregon Metro Regional Government, \$499,247 City of Portland General Fund allocation through Multnomah County's IGA with the City of Portland.

Significant Program Changes

Last Year this program was: FY 2023: 30500 Diversion Services

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 also funds employment-related programming focused on creating low-barrier employment opportunities for people experiencing homelessness. This program offer contracts with multiple community partners across various systems of care to provide employment program support.

**Program Description**

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 the participants served will be from communities of color. Programs include:

- Employment Services provide capacity to the Economic Opportunity Program (EOP) - an existing network of nine nonprofit employment providers - 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 provide capacity to 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.

The program offer also provides economic opportunity to people experiencing or at risk of homelessness, while at the same time addressing community needs for trash collection, public space maintenance services and the provision of mobile hygiene services. Programs offer entry-level opportunities to earn income, develop various work skills and establish a recent work history. The programs are operated by non-profit organizations and provide services throughout Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals receiving employment services and supports	1085	750	900	650*
Outcome	Number of employment placements	527	400	500	300*
Outcome	Number of households receiving rent assistance or eviction prevention	236	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**

\*FY 2024 Offer was reduced due to decreased funding.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$1,412,580	\$1,927,380	\$2,211,790
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,412,580</b>	<b>\$1,927,380</b>	<b>\$2,211,790</b>
<b>Program Total:</b>	<b>\$1,412,580</b>		<b>\$4,139,170</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$852,465	\$0	\$0
Beginning Working Capital	\$0	\$0	\$0	\$434,005
<b>Total Revenue</b>	<b>\$0</b>	<b>\$852,465</b>	<b>\$0</b>	<b>\$434,005</b>

Explanation of Revenues

\$1,777,785 of the Video Lottery Fund allocated to Multnomah County to be used for the purpose of furthering economic development in accordance with ORS 461.512, \$1,927,380 in one time only County General Fund and \$434,005 in carryover Supportive Housing Services funding.

Significant Program Changes

Last Year this program was: FY 2023: 30600A Employment Programs

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

**Program Offer Type:** Existing      **Program Offer Stage:** 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 FY 2023 investments in basic hygiene services for the unsheltered population, with a focus on increasing access to hygiene services in areas currently most underserved with those resources.

**Program Description**

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 operational capacity 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. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$750,000	\$0	\$750,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$750,000</b>
<b>Program Total:</b>	<b>\$750,000</b>		<b>\$750,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$750,000	\$0	\$750,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$750,000</b>

Explanation of Revenues

\$750,000 American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

**Last Year this program was:** FY 2023: 30902 ARP - COVID-19 Emergency Response - Expanded Hygiene Access

This program addresses the County's priority of Crisis Response & Community Recovery.  
 This program provides core services supporting people in our care.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

In FY 2022, as an element of the emergency response to COVID-19, in partnership with the City of Portland, three emergency outdoor shelters were established for people experiencing homelessness. As part of the City's FY 2023 budgeting process, the City allocated American Rescue Plan (ARP) funds for the continuation of operations at two of the existing emergency outdoor shelter sites, as well as additional Safe Rest Village sites, as part of the broader COVID-19 homeless services recovery strategy.

**Program Description**

In March 2020, following public health guidance, the Joint Office of Homeless Services took immediate steps to limit the spread of COVID-19 within the population of people experiencing homelessness and otherwise mitigate impacts of the pandemic on those experiencing, or at risk of, homelessness. In FY 2021, the City of Portland and Multnomah County worked quickly to expand non-congregate shelter options for people experiencing homelessness. As part of this response, the jurisdictions created three emergency outdoor shelters to keep people experiencing homelessness safe and socially distant. In FY 2022, two of the three sites have been relocated to longer-term sites, and one was decommissioned. Starting in FY 2022, the sites became the operational responsibility of a Joint Office contractor. The sites are each outfitted with prefabricated, insulated hard wall pallet shelters with beds, climate controls, safety features, and electricity, providing approximately 73 residents each night with food, clean water, sanitation, social service navigation, mental health supports, and more. One of the existing sites was designed to specifically serve members of the LGBTQIA2S+ community and another is prioritized to the needs of Black, Indigenous and People of Color (BIPOC).

In FY 2024, City funds will be used by the Joint Office to continue operations of the sleeping pods at the Queer Affinity and BIPOC outdoor shelters. This Program Offer also includes funding to support staff capacity in the Joint Office of Homeless Services to continue work on the expansion of alternative shelter options.

In addition to funding the continued operations of these two existing outdoor physical distancing shelters, this program offer funds the operations of the planned six Safe Rest Villages with up to 320 sleeping pods. These physical distancing shelters will be operated by JOHS contractors and offer immediate safety off the streets for people living in encampments. Each Safe Rest Village (SRV) will provide individual sleeping structures, common area structures for gathering, eating, and hygiene, and provide wrap-around support services to assist people to transition to permanent housing. There will be a particular focus on connecting people to needed behavioral health resources.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of emergency alternative shelter beds	N/A	393	273	393
Outcome	Overrepresented BIPOC and LGBTQIA2S+ supported at a rate as high or higher than percent of population	Yes	Yes	Yes	Yes
Outcome	Number of people sheltered in existing outdoor physical distancing shelters*	153	100	300	780

**Performance Measures Descriptions**

\*These sites are transitional in nature, anticipate longer stays, and the ongoing effects of the pandemic limit anticipated move-outs to housing

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$538,000	\$0	\$406,412
Contractual Services	\$0	\$3,173,333	\$0	\$14,458,500
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,711,333</b>	<b>\$0</b>	<b>\$14,864,912</b>
<b>Program Total:</b>	<b>\$3,711,333</b>		<b>\$14,864,912</b>	
<b>Program FTE</b>	0.00	4.00	0.00	3.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$3,711,333	\$0	\$14,864,912
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,711,333</b>	<b>\$0</b>	<b>\$14,864,912</b>

## Explanation of Revenues

\$14,864,912 American Rescue Plan (ARP) funding through the City of Portland

## Significant Program Changes

**Last Year this program was:** FY 2023: 30905 ARP - COVID-19 Emergency Response - Outdoor Physical Distancing

This program provides core services supporting people in our care.

**Department:** Joint Office of Homeless Services      **Program Contact:** Joshua Bates

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

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Joint Office of Homeless Services (JOHS) has prioritized a range of effective strategies in order to reduce homelessness through the allocation of 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. With American Rescue Plan funding, this program offer funds staffing, housing, and rental assistance. The offer prioritizes Black, Indigenous, and People of Color (BIPOC) who are already overrepresented within the population of people experiencing homelessness.

**Program Description**

This program offer funds culturally specific community based organizations to maintain 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. Focusing this funding on an expanded partner network of community based organizations, especially culturally specific organizations, maintains the network of service providers and culturally specific service offerings in the County.

This program offer funds staffing at culturally specific community based organizations to support with housing placements and rent assistance. 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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of culturally specific organizations supported to distribute emergency rental assistance funds	7	15	10	15
Outcome	Number of households prevented from losing their housing due to COVID-19	841	400	600	400
Outcome	BIPOC households served at rates as high or higher than their percentage of eligible households	Yes	Yes	Yes	Yes

**Performance Measures Descriptions**



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$3,611,270
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,611,270</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$3,611,270</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$3,611,270
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,611,270</b>

Explanation of Revenues

\$3,611,270 American Rescue Plan (ARP) Direct County Funding

Significant Program Changes

Last Year this program was:

This program addresses the County's priority of Crisis Response & Community Recovery.

### Department Overview

A cherished institution for more than 150 years, Multnomah County Library is a key community asset, meeting a complex set of evolving individual and community needs and demands. Multnomah County Library serves our community based on a set of priorities that change over time (last revised October 2022) and on four foundational pillars.

**Our pillars:**

- Free access for all
- A trusted guide for learning
- The leading advocate for reading
- A champion for equity and inclusion

The library works to create an environment that serves and supports those who have not had access or been welcomed. The library acknowledges its own legacy of oppression and racism, and is committed to a path of evolution and improvement to deconstruct those systems. Multnomah County Library will focus resources on people and groups who have been left out. To this end, the library will act based on the priorities below.

**Evolving library services:**

- Centering community voices, race, and culture in developing library services, collections, and resources
- Meeting and serving communities at their point of need
- Uplifting the voices of those who have not been heard

**Supporting education and learning for all ages**

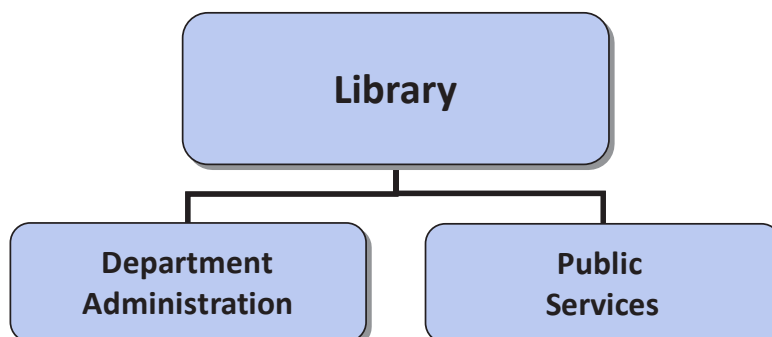
- Serving youth, educators, parents, and caregivers in libraries and beyond
- Offering students and learners tools and resources to help online and in-person learning
- Providing tools and help for lifelong learning

**Delivering technology training, access, and assistance for all**

- Making technology available and useful for those who need it most
- Collaborating with partners to provide devices, internet access, and training
- Acting and advocating for digital equity and inclusion

**Creating and maintaining safe and healthy spaces**

- Serving people in buildings that are as safe and healthy as we can make them
- Striving to maintain inclusive library spaces that promote emotional health and safety
- Planning for future library spaces that support safety, health, and well-being



### Budget Overview

The Library FY 2024 Proposed budget is \$108.2 million, a \$7.6 million, or 7.6%, increase from the FY 2023 Adopted budget. Library operations are funded exclusively through the independent Multnomah County Library District. In the eleventh 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 2023, 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 General Obligation Bond (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 2024 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).
- Library Special Projects (80025) is a new program offer that will utilize almost \$1.4 million in one-time resources to help the library navigate temporary space, technology, and other needs that arise as a result of the major bond program, as well as explore pilot projects and programs. The Library District’s Fund Balance grew significantly during the COVID-19 pandemic due to underspending caused by operational disruptions. The Library has established a five-year plan to spend some of this fund balance on discrete projects, which will be budgeted in this program offer.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current	Adopted	Proposed	
		Estimate	Budget	Budget	
Staffing FTE	536.58	545.19	544.75	547.25	2.50
Personnel Services	\$51,687,372	\$61,152,866	\$64,418,733	\$70,571,639	\$6,152,906
Contractual Services	1,192,683	1,775,347	1,975,107	1,980,948	5,841
Materials & Supplies	12,082,788	13,055,090	13,030,759	13,273,880	243,121
Internal Services	19,671,440	20,967,675	21,117,170	22,341,151	1,223,981
Capital Outlay	<u>170,574</u>	<u>50,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$84,804,857</b>	<b>\$97,000,978</b>	<b>\$100,541,769</b>	<b>\$108,167,618</b>	<b>\$7,625,849</b>

## Successes and Challenges

The library looks to Fiscal Year 2024 as a turning point in the evolution of library spaces and services. As operations take their post-pandemic forms across the system with the library's renewed focus on aligning resources and staffing to serve priority communities, we look to the expansion and transformation of library spaces to advance this work.

In FY 2023, the library expanded in-person programming with culturally specific events like Slavic New Year, Lunar New Year, Dia de los ninos/Dia de los libros, and more. The library also continued its notable community reading program, Everybody Reads, celebrating its 21st year with a range of programs and activities around *A Tale for the Time Being* by Ruth Ozeki.

In Fiscal Year 2023, the library made substantial progress toward its bond-related goals and in other areas. Each library construction project requires a vast and complex set of support actions, involving readying the building, storing and redistributing materials, staging furniture, fixtures, and technology, and assigning staff to other duties or locations under the terms of labor agreements.

FY 2023 saw the beginning in earnest of the library's ambitious effort to build, expand, and renovate library spaces across the system. Multnomah County and Library leaders, along with project teams and community members, celebrated a trio of groundbreaking events at the new Operations Center, Holgate Library, and Midland Library. Refresh projects are also set to begin, with Central Library being the first. Other refresh projects will follow at Capitol Hill Library, Gregory Heights Library, and other locations.

Ongoing challenges are present with safety and security at the library and across the community. The severity and frequency of behavioral problems in library spaces continue to be a concern. The library welcomed the addition of Multnomah County's Workplace Security unit and works closely with that group around pressing issues. In the current year, those have included mental health needs, significant incidents including violent and racist behavior, illicit drug use, and other concerns. The library expanded contracted security resources in FY 2023 and continues to address issues and consider solutions in partnership with Workplace Security, Local 88, Multnomah County Health Department, and others.

The library expects to encounter ongoing cost pressures due to rising personnel expenses and conditions of a wider inflationary environment. The library is in a position to navigate these factors, thanks to a stable and dedicated funding stream. In the coming years, the library will continue to plan for and monitor the impact of personnel costs and operational changes as new library spaces come online.

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 capacity for recruitment in the Human Resources program offer (80017).

## Diversity, Equity, and Inclusion

Multnomah County Library is working to create a system that equitably nurtures, empowers, and lifts staff, patrons and the community to their highest potential. Libraries are uniquely positioned to address barriers to opportunity and access that disproportionately affect families in poverty and communities of color. Besides residency, there are no membership requirements; no annual fees; and no restrictions based on identity, age, income, gender, race, or creed. Multnomah County Library is committed to the goals of equity, inclusion, and sustaining a workforce that reflects and engages the community it serves.

In FY 2023, the library hired an equity analyst to expand and enrich equity and inclusion work across the system. Ongoing efforts include training and coaching for managers and working with represented staff to identify and define racial equity culture change and transformational change. The library has a proposed total of 629 budgeted staff members (part-time and full-time) for Fiscal Year 2024. Of those positions, 164 or 26% have Knowledge, Skills, and Abilities designations related to language or culture.

The library is engaging in activities and actions of the Workforce Equity Strategic Plan (WESP), as well as broader transformational actions. The WESP provides a foundation to support staff, management, and senior leadership by educating and shifting practices. Internally, the library has allocated resources to provide opportunities to expand culturally and linguistically diverse staff and teams. In FY 2023, the library started a new group for Staff of Color who are in their first nine months of employment to ease their integration into the library, provide support to and among those attending, and provide a space for their voices to be heard. In addition, the library began a six-session equity learning cohort series for staff and managers.

The library applies the fundamentals of the equity lens in crafting its budget. The library has created resource addition proposal worksheets that score how programs and services advance equity goals or would potentially have a negative impact on those experiencing the greatest barriers.

In FY 2023, the Library Rules Equity Review team—an advisory body that consisted of managers and frontline staff from across the system—completed their review of library rules using an equity lens and made recommendations to support patrons and staff in language clarity, more equitable practices, and actions that focus on prevention and de-escalation rather than discipline. Library leadership incorporated those recommendations into new rules, implemented in FY 2023.

The Library Advisory Board functions as the library's Community Budget Advisory Committee. In preparation for their review of the budget, the committee had full access to the Library Director, Finance and Facilities Director, and Library Budget Analyst to discuss and answer questions about current library trends and the library budget. Work sessions included focuses on library personnel planning and costs, internal service rates for library facilities support from the Department of County Assets, and a ten-year forecast of library revenues and expenditures.

# COVID-19 Impacts

FY 2023 saw continued impacts of the COVID-19 pandemic, including intermittent building closures due to staffing issues and remaining work to restore some pre-pandemic services to previous levels. The library continues to use newer online service models for programs, reference services, tutorials, and one-on-one technology assistance.

Added services will include two new vehicles to better serve and support community needs, including a tech van, equipped with mobile wi-fi access and designed for wi-fi hotspot and device lending services. The other vehicle is a bus-sized Mobile Library to bring library services to neighborhoods around Multnomah County. Along with space for storytimes and programs, the Mobile Library features bookshelves to browse, wi-fi access, and tech help. The Mobile Library is equipped with computer stations, printers, scanning and faxing, AC, and heat. Library staff will rotate the on-board collection for specific community needs. Both vehicles were funded by the American Rescue Plan Act.

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 in light of COVID-19 or other emerging factors. The library looks forward to continuing progress post-COVID by expanding in-person services and programs as new spaces take shape to offer more ways of meeting community needs.

# Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Department Administration	\$0	\$28,310,661	\$28,130,661	63.25
Public Services	0	<u>79,856,957</u>	<u>79,856,957</u>	<u>484.00</u>
<b>Total Library</b>	<b>\$0</b>	<b>\$108,167,618</b>	<b>\$108,167,618</b>	<b>547.25</b>

### 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 Library 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 and evolves 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 and Logistics coordinates buildings and grounds maintenance and the distribution of books and materials across the system; and Human Resources provides assistance with all aspects of the employment cycle, coordinates training for staff and library users, and oversees the recruitment and placement of volunteers for all libraries.

### Significant Changes

This division now includes the Library Special Projects (80025) program offer. This program offer is new in FY 2024, and will help improve communication and transparency around planned spending within the Library District. The program funds discrete, non-capital projects that are not considered part of the library's regular operating budget. These projects utilize one-time resources to help the library navigate temporary space, technology, and other needs that arise as a result of the major bond program, as well as explore pilot projects and programs.

New in FY 2024, the Human Resources team is adding a Human Resource Analyst Senior position to help address workload issues, provide additional direct support for managers, and create capacity within the team to focus on equity in hiring and workforce planning more broadly. Additional one-time resources are included in the Marketing and Communications program to temporarily expand design and communication capacity during the year.

### Public Services

Public Services includes 19 neighborhood libraries and the Mobile Library, which are hubs of community engagement, learning, and creativity. 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 Library to access over two million physical and digital materials, attend programs such as storytimes in English, Spanish, Russian, Vietnamese, and Chinese, and access and get help with technology.

Community Information provides support for in-person and virtual programming and reader services. Community Learning provides support for creative learning spaces, summer reading, public training, adult learning, and partnership-based services to support literacy development for children and teens. Community Engagement connects both in-person and virtually with stakeholder groups and partners. Other programs and services include Youth Development, which supports kindergarten readiness, school-age programming, and teen engagement, and works with school districts to improve student success. Mobile and Partner Libraries provides programs and services to older adults, child care providers, 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, ~2,500 periodical subscriptions, more than 120 databases and online resources (such as OverDrive and Hoopla), and supports the movement of library materials.

The Public Services Division also provides project management, data management and analysis, and evaluation design for library projects and programs through the Office of Project Management and Evaluation, and oversees the library's security programming.

### Significant Changes

The library system will experience multiple bond-related closures and reopenings over the next year, affecting many work groups within the Public Services division. Holgate, Midland, North Portland, and Albina libraries will all be closed during much of FY 2024 for major bond renovations, and the new operations center will come online during the next year. Central Library and other library locations will close for part of FY 2024 to accommodate smaller refresh projects managed through the bond program. During closures, staff time will be redirected to support other library services, including outreach, additional capacity at spillover locations, and other temporary services.

A new Community Partnerships Manager position is included in the FY 2024 budget to help program and activate new library spaces. This position will be responsible for developing and nurturing location-based partnerships in library spaces—prioritizing partnerships with communities that have been underserved—as well as establishing library policies that will govern the use of community spaces more broadly.

The Community Information team will also add a new position to improve the library's approach to translation editing, and help ensure patrons receive linguistically and culturally relevant information about library services and resources.



### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Department Administration</b>					
80010	Library Director's Office	\$0	\$1,461,665	\$1,461,665	6.00
80012	Business Services	0	3,333,013	3,333,013	8.00
80014	Facilities and Logistics	0	5,114,357	5,114,357	10.00
80017	Human Resources	0	3,394,783	3,394,783	16.75
80018	IT Services	0	11,568,527	11,568,527	6.00
80019	Marketing and Communications	0	2,075,905	2,075,905	10.50
80024	Library Building Bond Administration	0	0	0	6.00
80025	Library Special Projects	0	1,362,411	1,362,411	0.00
<b>Public Services</b>					
80001	Central Library	0	13,006,704	13,006,704	87.25
80002	North and Northeast County Libraries	0	8,834,628	8,834,628	66.75
80003	West and South County Libraries	0	8,671,602	8,671,602	59.75
80004	Mid County Libraries	0	7,864,173	7,864,173	61.25
80005	East County Libraries	0	7,442,388	7,442,388	49.75
80006	Youth Development	0	1,186,834	1,186,834	6.75
80007	Community Information	0	3,969,100	3,969,100	26.75
80008	Community Learning	0	3,718,051	3,718,051	21.25
80009	Mobile and Partner Libraries	0	1,406,334	1,406,334	8.75
80020	Integrated Library Services	0	15,245,457	15,245,457	43.25
80022	Public Services Division Management	0	6,489,971	6,489,971	41.50
80023	Community Engagement	0	2,021,715	2,021,715	11.00
<b>Total Library</b>		<b>\$0</b>	<b>\$108,167,618</b>	<b>\$108,167,618</b>	<b>547.25</b>



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$9,071,941	\$0	\$9,434,480
Contractual Services	\$0	\$237,170	\$0	\$238,772
Materials & Supplies	\$0	\$102,727	\$0	\$86,868
Internal Services	\$0	\$3,087,468	\$0	\$3,246,584
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$12,499,306</b>	<b>\$0</b>	<b>\$13,006,704</b>
<b>Program Total:</b>	<b>\$12,499,306</b>		<b>\$13,006,704</b>	
<b>Program FTE</b>	0.00	87.75	0.00	87.25

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$337,755 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80001 Central Library

The library system will experience multiple bond-related closures and reopenings over the next year. During closures, staff time and location-based spending will be reallocated from closed locations to support other library services, including outreach, additional capacity at spillover locations, and other temporary services in the community.

The Mobile Library vehicle is included as part of the Central Library program offer this year. Previously, the Mobile Library vehicle was budgeted as part of the Mobile and Partner Libraries program offer.

**Department:** Library **Program Contact:** Serenity McWilliams

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

North and Northeast County libraries (Albina, Hollywood, Kenton, North Portland, St. Johns) enact Multnomah County Library values by leading with racial equity and inclusion to create spaces for all community members. This region provides culturally relevant services to African American, Indigenous, and Spanish-speaking library users, and helps decrease the digital divide throughout Multnomah County.

**Program Description**

**ISSUE:** Public spaces to access information, educational opportunities, technology, and an area to connect with others are systemically lacking in Multnomah County. There are substantial limitations for no-charge, culturally specific community hubs that provide access to language learning, early literacy and learning, technology support, and more.

**PROGRAM GOAL:** North and Northeast 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, library staff prioritize services such as tech access, 1:1 tech help, job search help, training and resources, literacy resources, and classes for youth and adults. Albina and North Portland libraries will be renovated through the Capital Bond project to create more space for the community, support efficiency through Automated Materials Handling, and add new furniture and layouts to support a variety of needs.

**PROGRAM ACTIVITY:** Reopening libraries after COVID-19 closures has focused on strategies to best serve marginalized communities and advance racial equity. Reopening decisions were informed using a community needs assessment and the prioritization of services based on identified needs: technology access and assistance, collection access, craft and educational kits, information access, library materials pick-up, and dedicated hours for immunosuppressed patrons. The result was expanding in-person services while continuing to support patrons through virtual programs and services. Library services were prioritized to serve those from underserved communities and provide a cultural- and/or language-specific lens. This included early literacy programs such as storytimes, virtual and in-person adult classes (ESL, citizenship, computer use, small business), 1:1 tech training, and job assistance training.

**RACIAL EQUITY ADVANCEMENT:** All library locations are actively engaging in equity work. An equity assessment was distributed to all location staff in April 2022; based on results, region-specific equity plans were developed and are in implementation. "Pulse checks" will occur every six months to determine progress, with plans revised as needed.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of library visits	407,724	375,000	458,000	360,000
Outcome	% of library users who found books and items they wanted	93%	90%	93%	93%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$7,055,567	\$0	\$7,639,642
Contractual Services	\$0	\$4,700	\$0	\$2,979
Materials & Supplies	\$0	\$109,762	\$0	\$106,233
Internal Services	\$0	\$1,468,946	\$0	\$1,085,774
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,638,975</b>	<b>\$0</b>	<b>\$8,834,628</b>
<b>Program Total:</b>	<b>\$8,638,975</b>		<b>\$8,834,628</b>	
<b>Program FTE</b>	0.00	65.50	0.00	66.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$273,500 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80002 North and Northeast County Libraries

The library system will experience multiple bond-related closures and reopenings over the next year. During closures, staff time and location-based spending will be reallocated from closed locations to support other library services, including outreach, additional capacity at spillover locations, and other temporary services in the community.

**Department:** Library **Program Contact:** Martha Flotten**Program Offer Type:** Existing **Program Offer Stage:** Proposed**Related Programs:****Program Characteristics:****Executive Summary**

West and South County libraries (Belmont, Capitol Hill, Hillsdale, Northwest, Sellwood) enact Multnomah County Library values by leading with racial equity and inclusion to create spaces and services for all community members. This region provides culturally relevant services to African American and Somali library users, and helps decrease the digital divide through Multnomah County.

**Program Description**

**ISSUE:** Public spaces to access information, educational opportunities, technology, and an area to connect with others are systemically lacking in Multnomah County. There are substantial limitations for no-charge, culturally specific community hubs that provide access to language learning, early literacy and learning, technology support, and more.

**PROGRAM GOAL:** West and South 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, library staff prioritize services such as tech access, 1:1 tech help, job search help, training and resources, literacy resources, and classes for youth and adults. Capitol Hill Library will be refreshed through the Capital Bond project to create more space for the community, support efficiency through Automated Materials Handling, and add new furniture and layouts to support a variety of needs.

**PROGRAM ACTIVITY:** Reopening libraries after COVID-19 closures has focused on strategies to best serve marginalized communities and advance racial equity. Reopening decisions were informed using a community needs assessment and the prioritization of services based on identified needs: technology access and assistance, collection access, craft and educational kits, information access, library materials pick-up, and dedicated hours for immunosuppressed patrons. The result was expanding in-person services while continuing to support patrons through virtual programs and services. Library services were prioritized to serve those from underserved communities and provide a cultural- and/or language-specific lens. This included early literacy programs such as storytimes, virtual and in-person adult classes (ESL, citizenship, computer use, small business), 1:1 tech training, and job assistance training.

**RACIAL EQUITY ADVANCEMENT:** All library locations are actively engaging in equity work. An equity assessment was distributed to all location staff in April 2022; based on results, region-specific equity plans were developed and are in implementation. "Pulse checks" will occur every six months to determine progress, with plans revised as needed.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Number of library visits	423,625	380,000	534,000	490,000
Outcome	% of library users who found books and items they wanted	93%	90%	94%	94%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$6,686,331	\$0	\$6,927,094
Contractual Services	\$0	\$8,500	\$0	\$3,047
Materials & Supplies	\$0	\$59,484	\$0	\$77,145
Internal Services	\$0	\$1,560,021	\$0	\$1,664,316
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,314,336</b>	<b>\$0</b>	<b>\$8,671,602</b>
<b>Program Total:</b>	<b>\$8,314,336</b>		<b>\$8,671,602</b>	
<b>Program FTE</b>	0.00	61.00	0.00	59.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$247,990 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80003 South and Southwest County Libraries

The library system will experience multiple bond-related closures and reopenings over the next year. During closures, staff time and location-based spending will be reallocated from closed locations to support other library services, including outreach, additional capacity at spillover locations, and other temporary services in the community.

**Department:** Library

**Program Contact:** Silvana Santana Gabriell

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Mid County libraries (Gregory Heights, Holgate, Midland, Woodstock) enact Multnomah County Library values by leading with racial equity and inclusion to create spaces and services for all community members. This region provides culturally relevant services to African American, Indigenous, Vietnamese, Chinese, Russian, and Spanish-speaking library users, and helps decrease the digital divide throughout Multnomah County.

**Program Description**

**ISSUE:** Public spaces to access information, educational opportunities, technology, and an area to connect with others are systemically lacking in Multnomah County. There are substantial limitations for no-charge, culturally specific community hubs that provide access to language learning, early literacy and learning, technology support, and more.

**PROGRAM GOAL:** Mid 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, library staff prioritize services such as tech access, 1:1 tech help, job search help, training and resources, literacy resources, and classes for youth and adults. Gregory Heights Library will be refreshed through the Capital Bond project to create more space for the community, support efficiency through Automated Materials Handling, and add new furniture and layouts to support a variety of needs.

**PROGRAM ACTIVITY:** Reopening libraries after COVID-19 closures has focused on strategies to best serve marginalized communities and advance racial equity. Reopening decisions were informed using a community needs assessment and the prioritization of services based on identified needs: technology access and assistance, collection access, craft and educational kits, information access, library materials pick-up, and dedicated hours for immunosuppressed patrons. The result was expanding in-person services while continuing to support patrons through virtual programs and services. Library services were prioritized to serve those from underserved communities and provide a cultural- and/or language-specific lens. This included early literacy programs, virtual and in-person classes, and tech training. Youth ages 0-18 received free summer lunches at the Midland Library.

**RACIAL EQUITY ADVANCEMENT:** All library locations are actively engaging in equity work. An equity assessment was distributed to all location staff in April 2022; based on results, region-specific equity plans were developed and are in implementation. "Pulse checks" will occur every six months to determine progress, with plans revised as needed.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of library visits	393,051	370,000	330,000	150,000
Outcome	% of library users who found books and items they wanted	92%	90%	93%	93%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$6,767,916	\$0	\$7,015,074
Contractual Services	\$0	\$4,500	\$0	\$2,915
Materials & Supplies	\$0	\$68,957	\$0	\$73,943
Internal Services	\$0	\$1,461,587	\$0	\$772,241
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$8,302,960</b>	<b>\$0</b>	<b>\$7,864,173</b>
<b>Program Total:</b>	<b>\$8,302,960</b>		<b>\$7,864,173</b>	
<b>Program FTE</b>	0.00	61.25	0.00	61.25

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$251,139 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80004 Mid County Libraries

The library system will experience multiple bond-related closures and reopenings over the next year. During closures, staff time and location-based spending will be reallocated from closed locations to support other library services, including outreach, additional capacity at spillover locations, and other temporary services in the community.

**Department:** Library **Program Contact:** Angela Weyrens  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

East County libraries (Fairview, Gresham, Rockwood, Troutdale) enact Multnomah County Library values by leading with racial equity and inclusion to create spaces and services for all community members. This region provides culturally relevant services to African American, Russian, and Spanish-speaking library users, and helps decrease the digital divide throughout Multnomah County.

**Program Description**

**ISSUE:** Public spaces to access information, educational opportunities, technology, and an area to connect with others are systemically lacking in Multnomah County. There are substantial limitations for no-charge, culturally specific community hubs that provide access to language learning, early literacy and learning, technology support, and more.

**PROGRAM GOAL:** East County libraries’ language learning and educational programs improve employment opportunities and quality of life for those with low English proficiency and limited resources. To support critical life skill development and digital literacy, library staff prioritize services such as tech access, 1:1 tech help, job search help, training and resources, literacy resources, and classes for youth and adults. Rockwood and Fairview libraries will be refreshed through the Capital Bond project to create more space for the community, support efficiency through Automated Materials Handling, and add new furniture and layouts to support a variety of needs.

**PROGRAM ACTIVITY:** Reopening libraries after COVID-19 closures has focused on strategies to best serve marginalized communities and advance racial equity. Reopening decisions were informed using a community needs assessment and the prioritization of services based on identified needs: technology access and assistance, collection access, craft and educational kits, information access, library materials pick-up, and dedicated hours for immunosuppressed patrons. The result was expanding in-person services while continuing to support patrons through virtual programs and services. Library services were prioritized to serve those from underserved communities and provide a cultural- and/or language-specific lens. This included early literacy programs such as storytimes, virtual and in-person adult classes (ESL, citizenship, computer use, small business), 1:1 tech training, and job assistance training.

**RACIAL EQUITY ADVANCEMENT:** All library locations are actively engaging in equity work. An equity assessment was distributed to all location staff in April 2022; based on results, region-specific equity plans were developed and are in implementation. “Pulse checks” will occur every six months to determine progress, with plans revised as needed.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Number of library visits	232,052	210,000	290,000	275,000
Outcome	% of library users who found books and items they wanted	92%	90%	91%	91%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$5,645,959	\$0	\$5,970,929
Contractual Services	\$0	\$3,900	\$0	\$2,382
Materials & Supplies	\$0	\$72,262	\$0	\$100,659
Internal Services	\$0	\$1,258,673	\$0	\$1,368,418
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,980,794</b>	<b>\$0</b>	<b>\$7,442,388</b>
<b>Program Total:</b>	<b>\$6,980,794</b>		<b>\$7,442,388</b>	
<b>Program FTE</b>	0.00	49.50	0.00	49.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$213,760 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80005 East County Libraries

The library system will experience multiple bond-related closures and reopenings over the next year. During closures, staff time and location-based spending will be reallocated from closed locations to support other library services, including outreach, additional capacity at spillover locations, and other temporary services in the community.



**Program #80006 - Youth Development**

FY 2024 Proposed

**Department:** Library

**Program Contact:** Danielle Jones

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:** Measure 5 Education

**Executive Summary**

Youth Development provides leadership, strategic vision, and support for library youth and family initiatives, and ensures youth have access to library resources and services. It coordinates and consults with systemwide staff on services and partnerships to support youth ages 0-18, focusing on brain development, literacy skills, school readiness, school support, life skills, teen leadership development, connected learning, and reading for fun.

**Program Description**

**ISSUE:** Youth Development designs and delivers robust services to youth from birth to adulthood—along with parents, caregivers, educators, and community partners—to foster early literacy and positive educational and social development.

**PROGRAM GOAL:** This program provides oversight to systemwide youth and teen services efforts, prioritizing the needs of nondominant youth and families facing marginalization and limited access to services.

**PROGRAM ACTIVITY:** To remove barriers for youth to access library resources, Library Connect is offered in partnership with school districts across the county to seamlessly connect students with the library. Staff who are trained in early child development, brain development, and early reading research train staff and community partners, as well as visit classes taught in multiple languages to help adults learn how to read, talk, sing, play, and rhyme with babies, toddlers, and preschoolers so that children develop the pre-reading skills they need before they enter kindergarten. Focusing on the whole family, staff provide at-home learning support through virtual tutoring, literacy programming, family newsletters, and connecting families with community resources. Through strong teen engagement efforts and focusing on the principles of connected learning that combines personal interests, supportive relationships, and opportunities, staff support the leadership development of teens. Leadership for youth services is provided by Youth Development management and fostered in youth and teen librarians who provide location-specific direction to staff who serve youth.

**RACIAL EQUITY ADVANCEMENT:** Prioritizing BIPOC youth, staff help create pathways for teen voices to be heard in library decision-making, and create opportunities for teens to lead library programming and initiatives. Systemwide youth services focus on providing services to youth and families, initiatives and advocacy around issues that youth and families face, and a strong commitment to diversity, equity, and inclusion.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of K-12 students who have access to library resources and services through Library Connect	113,797	90,000	112,100	90,000
Outcome	% of virtual tutoring users who would recommend the service to a friend	100%	85%	85%	85%

**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	2023	2023	2024	2024
Personnel	\$0	\$946,224	\$0	\$1,012,237
Contractual Services	\$0	\$34,000	\$0	\$36,000
Materials & Supplies	\$0	\$86,847	\$0	\$92,566
Internal Services	\$0	\$43,734	\$0	\$46,031
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,110,805</b>	<b>\$0</b>	<b>\$1,186,834</b>
<b>Program Total:</b>	<b>\$1,110,805</b>		<b>\$1,186,834</b>	
<b>Program FTE</b>	0.00	6.75	0.00	6.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$36,238 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

Last Year this program was: FY 2023: 80006 Youth Development

**Department:** Library **Program Contact:** Matthew Yake  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Community Information removes access barriers and provides reliable information, inclusive events, and advocacy for adult readers. This program provides service by phone, chat, email, and mail. It upholds equitable outcomes, and fulfills public needs and desires with enriching and culturally specific events.

**Program Description**

**ISSUE:** Library users depend on quick, effective, and accurate referrals to library services and information via phone, chat, email, and mail. Patrons want to learn, connect, and see their community reflected in informative, enriching events.

**PROGRAM GOAL:** Community Information (CI) will expand coverage for services in languages other than English. These services include referrals and information provided by phone, chat, email, and mail, as well as internal translation services. It will review its phone and chat service model using insight from meetings with the Office of Emergency Management. This program will also expand and improve mail information service for patrons who are incarcerated. CI will improve evaluation tools that support the delivery of culturally responsive events. Additionally, program teams will work with Learning and Organizational Development to create staff training that incorporates updated tools.

**PROGRAM ACTIVITY:** CI consists of three work units: the Contact Center provides referral and information services by phone; the Reference, Information, and Content team provides referral and information services by chat and mail, content creation, and internal translation services; and the Systemwide Events and Reader Services team develops and supports delivery of public events and resources that support advocacy for readers. These units collaborate with We Speak Your Language, Indigenous Community Services, and Black Cultural Library Advocates teams to create culturally responsive events. Teams also collaborate with the Office of Project Management and Evaluation to improve event evaluation tools.

**RACIAL EQUITY ADVANCEMENT:** CI continues to embed equity in planning and development, working towards equitable outcomes. This program centers race by evolving its service model to include greater support for languages other than English. This program is also shifting resources towards internal translation support and service to incarcerated patrons. CI serves the public by delivering events, classes, and performances that reflect the library's priority of leading with race, focusing on resources for historically underserved and marginalized communities. Program teams are actively engaged in developing evaluation tools that can guide decision-making in support of equitable outcomes.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of contacts (phone, chat, email, text) answered by Community Information staff	114,715	150,000	112,000	150,000
Outcome	% of questions answered by Community Information staff via telephone without the need for a referral	90%	90%	90%	90%

**Performance Measures Descriptions**

## Legal / Contractual Obligation

The budget reflects the passage of Measure 26-143: "Form Library District with permanent rate to fund library services," November 2012 General Election. The district summary states in pertinent part: "If approved, the Multnomah County Library District would be formed with a permanent rate dedicated to library services, operations, books, materials, programs, activities and oversight of the district. Formation of a District would...prevent reductions in services, programs and activities, and hours."

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$3,165,546	\$0	\$3,460,961
Contractual Services	\$0	\$276,000	\$0	\$250,475
Materials & Supplies	\$0	\$136,398	\$0	\$84,914
Internal Services	\$0	\$138,338	\$0	\$172,750
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,716,282</b>	<b>\$0</b>	<b>\$3,969,100</b>
<b>Program Total:</b>	<b>\$3,716,282</b>		<b>\$3,969,100</b>	
<b>Program FTE</b>	0.00	25.75	0.00	26.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$123,902 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80007 Community Information

The Community Information program will add a new Translation Editor position to improve the library's approach to translation editing, and help ensure patrons receive linguistically and culturally relevant information about library services and resources.

**Department:** Library **Program Contact:** Jennifer Studebaker

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Community Learning connects community members who face barriers in accessing library services with resources to accomplish their learning goals. This program serves community members of all ages through technology classes, workforce development, adult literacy tutoring, the Rockwood makerspace, summer reading, and youth outreach programs with an equity-based service model.

**Program Description**

**ISSUE:** Community members face educational disparities based on race, language, disability, and other identities that experience marginalization.

**PROGRAM GOAL:** The goal of Community Learning is to connect those who face barriers with the resources and learning opportunities they need. We minimize disparities by offering free, culturally relevant services. We work with partners to promote our services to communities that need them the most.

**PROGRAM ACTIVITY:** The Adult Learning team connects community members who have not been well-served by schools or who face barriers to employment with the resources they need to accomplish their goals. This includes services for ESL, basic literacy, and GED learners; digital literacy programs; and classes that support small business owners and job seekers in overcoming barriers to economic empowerment. The Rockwood makerspace works with community partners and culturally specific staff teams to develop STEM programs for teens. The Summer Reading Program encourages youth from birth to high school to build a daily reading habit over the summer. The Youth Learning team serves children from birth through 12th grade, as well as their caregivers and educators. School-aged staff offer curriculum support for K-12 students and educators. We also provide high-interest, culturally reflective books in English and Spanish to 3rd-5th graders. Early childhood staff support kindergarten readiness for Spanish-speaking families. We also work with partners like Head Start, WIC, and shelters to provide books for families and to teach early literacy classes in multiple languages.

**RACIAL EQUITY ADVANCEMENT:** This program connects with community members who face the most barriers to accessing library services, particularly communities of color and immigrants. We seek input to better adapt programs for community members' needs. We use an equity model to prioritize services provided to K-12 schools, and partner with local organizations who prioritize racial equity and work with underserved communities. Partners include Head Start, Black Parent Initiative, Hacienda CDC, Impact Northwest, Portland Literacy Council, Easter Seals, and Neighborhood House.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of children and teens who participate in the Summer Reading Program	99,401	85,000	90,000	85,000
Outcome	% of participants who learn something new from an adult learning program	90%	80%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$3,126,528	\$0	\$3,109,552
Contractual Services	\$0	\$76,250	\$0	\$88,500
Materials & Supplies	\$0	\$539,041	\$0	\$389,640
Internal Services	\$0	\$125,996	\$0	\$130,359
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,867,815</b>	<b>\$0</b>	<b>\$3,718,051</b>
<b>Program Total:</b>	<b>\$3,867,815</b>		<b>\$3,718,051</b>	
<b>Program FTE</b>	0.00	22.75	0.00	21.25

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$111,322 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

Last Year this program was: FY 2023: 80008 Community Learning

**Department:** Library **Program Contact:** Jennifer Studebaker  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 80001  
**Program Characteristics:**

### Executive Summary

Mobile and Partner Libraries provides equitable library access to residents of Multnomah County who face barriers to using traditional brick-and-mortar-based library services. This program provides library services to those underserved by traditional library programs, processes, and practices, founded on the belief that library services are a right of all, regardless of physical ability, housing status, race, ethnicity, gender identity, or languages spoken.

### Program Description

**ISSUE:** Access to information, educational opportunities, technology, and literacy enrichment are service areas that are systemically lacking in many parts of Multnomah County. No-charge, culturally specific services that provide access to language learning, early literacy and learning, and more are lacking in our community.

**PROGRAM GOAL:** The primary service populations for Mobile and Partner Libraries (M&PL) are homebound older adults and people with disabilities, adults and youth in custody in jails and prisons, people experiencing homelessness, and families using childcare services. The goal of the program is to provide free access for all by providing accessible library services outside of library buildings, and supporting education and learning for all ages.

**PROGRAM ACTIVITY:** To meet this goal, M&PL develops audience-specific collections and delivers books and other library materials and services to Multnomah County residents who are homebound; residents who live in assisted living facilities, retirement homes, adult care homes, homeless shelters, transitional homes, or jails (in partnership with Multnomah County Sheriff's Office); and families using childcare services. In addition to providing library materials, outreach staff provide reader 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/Bookmobile to offer library services to populations experiencing barriers to accessing library locations.

**RACIAL EQUITY ADVANCEMENT:** M&PL 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. Library services are prioritized to serve those from underserved communities and provided with a cultural-and/or language-specific lens. This includes early literacy programs such as storytimes, virtual and in-person adult classes (ESL, citizenship, computer use, small business), 1:1 tech training, job assistance trainings, and Community Outreach services including tabling and community agency visits.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	In-person book deliveries to homebound patrons	97	100	100	100
Outcome	% of homebound library users who report that service reduces social isolation	N/A	80%	80%	80%
Output	Number of books circulated to childcare providers	39,800	50,000	50,000	50,000

### Performance Measures Descriptions

The FY 2022 outcome metric does not have data available, as there was no survey conducted in FY 2022.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,194,118	\$0	\$1,164,987
Contractual Services	\$0	\$737	\$0	\$0
Materials & Supplies	\$0	\$188,202	\$0	\$185,786
Internal Services	\$0	\$52,717	\$0	\$55,561
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,435,774</b>	<b>\$0</b>	<b>\$1,406,334</b>
<b>Program Total:</b>	<b>\$1,435,774</b>		<b>\$1,406,334</b>	
<b>Program FTE</b>	0.00	9.75	0.00	8.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$41,707 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80009 Mobile and Partner Libraries

In prior years, the library's Mobile Library vehicle was budgeted as part of this program offer. As of this year, the Mobile Library vehicle is included as part of the Central Library program offer.

**Department:** Library**Program Contact:** Vailey Oehlke**Program Offer Type:** Administration**Program Offer Stage:** Proposed**Related Programs:****Program Characteristics:****Executive Summary**

The Library Director's Office provides executive leadership and strategic vision for the library system by working with elected leaders, advisory boards, community organizations, and staff to ensure that library services are responsive to the evolving needs of residents over time. This work is informed by a commitment to serve and support those who have previously not had access or been welcomed.

**Program Description**

**ISSUE:** The Director's Office of the Library Department supports the work of two divisions to ensure that library services meet the evolving needs of the community over time.

**PROGRAM GOAL:** The Library Director's Office envisions the library's role and future in the community, then turns that vision into strategy and direction for the rest of the library.

**PROGRAM ACTIVITY:** In its work, the Director's Office partners with the Board of County Commissioners, the Multnomah County Library District Board, the Library Advisory Board, and the community. This program represents Multnomah County Library across the region and the nation, working with other libraries and library organizations. The program also partners with The Library Foundation and Friends of the Library to improve public support and fundraising. As part of the Library Director's Office, the library's Equity and Inclusion Manager provides equity leadership to the library.

**RACIAL EQUITY ADVANCEMENT:** The Equity and Inclusion Manager represents the library on the County's Workforce Equity Strategic Plan committee, and builds relationships with others both inside and outside of the library. This collaboration helps leverage resources, assess policies, consider library needs, and uphold equity work. The manager creates and monitors metrics to keep track of the library's equity progress. This program develops training for staff around working in a culturally responsive way. The program also works to build shared language and understanding around diversity, equity, and inclusion. This program will support all library programs in carrying out equity goals for the coming fiscal year. It will track the progress of those goals and provide guidance to program managers.

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Library managers with at least four hours of equity and racially just leadership training or coaching	45	45	60	60
Outcome	Library user satisfaction with Multnomah County Library	98%	92%	97%	97%
Outcome	Recent library users who say they would recommend the library to others (Net Promoter Score)	80	85	83	80
Outcome	Retention rate for employees of color	92%	90%	93%	93%

**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	2023	2023	2024	2024
Personnel	\$0	\$1,160,797	\$0	\$1,252,000
Contractual Services	\$0	\$77,500	\$0	\$91,500
Materials & Supplies	\$0	\$68,628	\$0	\$53,402
Internal Services	\$0	\$58,663	\$0	\$64,763
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,365,588</b>	<b>\$0</b>	<b>\$1,461,665</b>
<b>Program Total:</b>	<b>\$1,365,588</b>		<b>\$1,461,665</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
Intergovernmental	\$0	\$100,306,769	\$0	\$106,770,207
Other / Miscellaneous	\$0	\$35,000	\$0	\$35,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$100,341,769</b>	<b>\$0</b>	<b>\$106,805,207</b>

## Explanation of Revenues

This program generates \$44,822 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

Last Year this program was: FY 2023: 80010 Library Director's Office

**Department:** Library **Program Contact:** Johnny Fang

**Program Offer Type:** Administration **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:**

### Executive Summary

Business Services manages the fiscal functions to support all library programs. This unit oversees the library’s fiscal activities with integrity to ensure all legal and regulatory requirements are followed. The unit manages and reports on all revenues and expenditures; it also oversees purchases, contracts, and grants, and helps with budget preparation.

### Program Description

**ISSUE:** Business Services manages all the fiscal functions to ensure the library system runs smoothly.

**PROGRAM GOAL:** This program ensures that library funds are budgeted, received, accounted for, and spent as they should be.

**PROGRAM ACTIVITY:** The Business Services unit manages the preparation and submission of the budget every year. It then monitors and adjusts the budget throughout the year. The unit also manages contracts and purchases for the library, and oversees any money coming in and going out. It oversees grants from federal, state, foundation, and other nonprofit funding. The unit also represents the library in many countywide groups and meetings related to finance. The unit works closely with Multnomah County Central Finance and Central Purchasing.

**RACIAL EQUITY ADVANCEMENT:** The unit focuses on equity by providing fiscal support to the library’s programs for underserved communities. The unit works with minority and women suppliers, and assists them in the process of being a County vendor. The unit also advances equity through training and development opportunities for all staff, but especially for BIPOC staff. The Business Services team is currently 50% BIPOC. Team members are encouraged to participate in job-specific training and conferences that deepen and broaden the team’s knowledge of regulatory changes and best practices. This investment in staff education strengthens BIPOC staff retention.

### Performance Measures

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
Output	Number of supplier invoices processed	4,553	5,500	5,000	5,000
Outcome	% of staff who participated in external trainings or conferences	67%	67%	67%	67%

### 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	2023	2023	2024	2024
Personnel	\$0	\$1,422,858	\$0	\$3,062,076
Contractual Services	\$0	\$14,200	\$0	\$9,700
Materials & Supplies	\$0	\$86,459	\$0	\$112,023
Internal Services	\$0	\$84,932	\$0	\$149,214
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,608,449</b>	<b>\$0</b>	<b>\$3,333,013</b>
<b>Program Total:</b>	<b>\$1,608,449</b>		<b>\$3,333,013</b>	
<b>Program FTE</b>	0.00	7.75	0.00	8.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$109,622 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80012 Business Services

The Business Service program offer includes the estimated department-wide cost for a one-time retention bonus in FY 2024, per the Local 88 union contract.

**Department:** Library  
**Program Offer Type:** Support  
**Related Programs:** 80025

**Program Contact:** Alene Davis  
**Program Offer Stage:** Proposed

**Program Characteristics:**

**Executive Summary**

Facilities and Logistics prioritizes diversity, equity, and inclusion to ensure that library buildings provide access for all and create safe and inclusive places for learning and reading. This program invests in quality buildings to reduce long-term operational costs and provide maximum flexibility for the future, allowing programs to deliver high-impact services to all patrons. In addition to managing more than 20 Library District buildings, Facilities and Logistics oversees the library’s central stores, fleet, and the movement of materials and supplies between locations, supporting all library programs in successfully achieving their goals.

**Program Description**

**ISSUE:** Because the Library District owns the building assets for the Multnomah County Library, the library holds ultimate accountability for the state of its buildings.

**PROGRAM GOAL:** Facilities and Logistics ensures the upkeep and utilization of the library’s long-term assets meet the library’s mission and vision, both now and into the future.

**PROGRAM ACTIVITY:** The Facilities team provides oversight for repair and maintenance activities for more than 20 library locations. This includes coordinating with County staff, telecommunications, contractors, and vendors. It is also responsible for the development of the Library District’s five-year plan, and contributes to and approves the Department of County Asset’s five-year Capital Improvement Plan for library buildings. It provides stakeholder-level input into criteria for projects, including new construction and major renovation. It serves all library staff and patrons as experts on ADA-compliant building access and ergonomics, and provides support for secure building access. The Logistics team oversees deliveries that move materials between locations, enabling quick access to library materials throughout the county. The program operates daily, delivering to approximately 40 service points each weekday. Delivery includes all library books and materials, interoffice mail, U.S. mail, library supplies, and bank deposits. The team provides support to all library fleet vehicles to coordinate service, interface with the County fleet, and oversee vehicle replacement. It also manages central supply stores on behalf of the library system. This program manages risk and safety for the library along with the Security program, and contributes to security policy development and implementation.

**RACIAL EQUITY ADVANCEMENT:** Facilities and Logistics directly supports diversity, equity, and inclusion by budgeting to upgrade facilities to better meet universal design standards—in addition to ADA requirements—to support equitable access for all, with a prioritized focus on underserved communities. This program also promotes design justice, including trauma-informed design, sustainability, pandemic resiliency, connection to nature, and workforce equity within facilities projects.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Crates of books, mail, and supplies moved annually	172,769	200,000	186,800	140,000
Outcome	% of patrons who agree library spaces are safe and welcoming	94%	90%	92%	90%

**Performance Measures Descriptions**

Performance measure “Library manager satisfaction with the delivery system” was discontinued in FY 2024. The annual survey that garnered this data point is being revised.



## 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	2023	2023	2024	2024
Personnel	\$0	\$1,195,371	\$0	\$1,334,082
Contractual Services	\$0	\$1,200	\$0	\$2,000
Materials & Supplies	\$0	\$51,742	\$0	\$51,232
Internal Services	\$0	\$2,750,702	\$0	\$3,727,043
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,999,015</b>	<b>\$0</b>	<b>\$5,114,357</b>
<b>Program Total:</b>	<b>\$3,999,015</b>		<b>\$5,114,357</b>	
<b>Program FTE</b>	0.00	10.00	0.00	10.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$47,760 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

Last Year this program was: FY 2023: 80014 Facilities

**Department:** Library      **Program Contact:** Johnette Easter  
**Program Offer Type:** Administration      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Human Resources promotes resource management of highly qualified, diverse staff throughout the employment life cycle, including recruiting, hiring, and retaining. The program also includes Learning and Organizational Development, which focuses on staff training and development, as well as the library’s Volunteer Services program.

**Program Description**

**ISSUE:** Library Human Resources (HR) leads the recruitment, retention, and development of the library workforce that allows the library to fulfill its mission and provide service in accordance with library priorities.

**PROGRAM GOAL:** HR manages staff through the employment life cycle to recruit and retain highly qualified, diverse applicants to ensure a highly functioning workforce that serves the changing needs of Multnomah County residents. It applies an equity lens on a wide range of employee and labor relations issues.

**PROGRAM ACTIVITY:** In addition to consulting with managers and employees across workforce topics—including performance management—HR partners with the County’s Central Human Resources and Labor Relations to develop initiatives and ensure the union contract and personnel rules are enforced appropriately. This program includes Learning and Organizational Development (L+OD), which coordinates training and supports organizational growth through targeted development programs, workgroup planning, and team-building. L+OD also partners with County HR, and helps initiate and lead high-impact, cross-functional projects by providing change management and effectiveness strategies. The HR program also includes Volunteer Services. Volunteer Services oversees the entire life cycle and support of volunteers, including placement, policies, and recognition. Library volunteers reflect the racial and ethnic diversity of Multnomah County, and Volunteer Services recently added a position specifically focused on creating equitable and accessible volunteer opportunities. Volunteers range from elementary school students to octogenarians and bring an array of skills, abilities, and life experiences to support the library.

**RACIAL EQUITY ADVANCEMENT:** HR continues to support the library’s focus on diversity, equity, and inclusion by developing new tools and training to meet the library’s Workforce Equity Strategic Plan and department objectives. The program will also continue to recruit and hire qualified diverse applicants. The program will work with the library’s equity team to ensure development and change management activities are viewed through an equity lens.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hours contributed by volunteers	5,000	6,000	16,000	9,000
Outcome	% of library staff who agree that they can make a difference by working here	80%	87%	80%	80%
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	71%	84%	71%	71%

**Performance Measures Descriptions**

The FY 2023 output estimate reflects the return of in-person Summer Reading volunteers. The anticipated drop in the FY 2024 output offer is due to pausing materials movement volunteers systemwide while Central Library is closed, as well as a reduction in Summer Reading volunteers while several libraries are closed across the system.

## 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	2023	2023	2024	2024
Personnel	\$0	\$2,605,051	\$0	\$2,838,898
Contractual Services	\$0	\$48,250	\$0	\$65,000
Materials & Supplies	\$0	\$329,291	\$0	\$371,361
Internal Services	\$0	\$109,250	\$0	\$119,524
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,091,842</b>	<b>\$0</b>	<b>\$3,394,783</b>
<b>Program Total:</b>	<b>\$3,091,842</b>		<b>\$3,394,783</b>	
<b>Program FTE</b>	0.00	15.75	0.00	16.75

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$101,632 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80017 Human Resources

This program offer includes resources for an additional Human Resources Analyst Senior to support recruiting and address workload constraints within the library's Human Resources team.

**Department:** Library **Program Contact:** Jon Worona  
**Program Offer Type:** Administration **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

IT Services provides leadership and resources for the library’s technology vision, ensuring robust and sustainable technology, and supporting innovative, inclusive service to diverse communities and staff. This program maintains computers, mobile devices, equipment, networking, applications integration, development, and security. It also supports learning, creation, and productivity for the public and staff.

**Program Description**

**ISSUE:** The library is committed to digital equity and inclusion, to increase access to equipment, internet, and tech help.

**PROGRAM GOAL:** IT Services defines and develops technology solutions that align with patron and staff needs and support library priorities.

**PROGRAM ACTIVITY:** The library partners with County IT to maintain more than 1,000 public computers and mobile devices, the library website, intranet, software, servers, internet access, and Wi-Fi in library facilities. Library users can search the catalog of materials, manage their accounts, download e-books, stream audio and video content, use electronic resources, and access the internet for educational, business, and personal use. Children and adults use library computers and tablets to do research, complete homework, apply for jobs, find reading, communicate with agencies, and participate in social media. Public computers also provide office software, such as word processing, to accomplish personal, business, or school work. The library offers computers and software in training rooms, for use in libraries, or to take home. Many public computer users have no access to a computer or high-speed internet at home, so the library is their only window to technology, communication, and information. IT Services also regularly maintains more than 800 computers, equipment, and software for library staff, supporting office computing and systems such as the library catalog, patron database, circulation system, materials acquisition system, electronic resources, and other internal operations. Due to bond closures in the coming year, IT Services will support the disconnection, move, storage, and refresh of more than 170 public computers, 200 staff computers, and related equipment.

**RACIAL EQUITY ADVANCEMENT:** This program supports and is influenced by the Digital Equity and Inclusion Coordinator and provides leadership in the regional Digital Inclusion Network. IT Services runs the Tech Lending program that provides digital literacy training, Chromebook, and Wi-Fi hotspot loans. Tech Lending prioritizes BIPOC patrons. Most patrons are referred to the program through community partners or by staff specifically working with BIPOC communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of public computers	739	1,000	1,144	911
Outcome	Library user satisfaction with the availability of public computers and Wi-Fi	90%	90%	85%	75%
Output	Number of free computer and Wi-Fi sessions	2,389,601	1,800,000	3,200,000	2,600,000

**Performance Measures Descriptions**

In FY 2023, Tech Lending added Chromebooks and one-time funded Wi-Fi hotspots, exceeding projections and in support of building closures. FY 2023 estimates include two bond-related closures. FY 2024 offers are based on multiple location closures due to bond construction. Approximately 1,000 public and 800 staff computers will be managed, moved, stored, and/or refreshed during this time. User satisfaction and Wi-Fi sessions are expected to decline temporarily due to closures.

## 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	2023	2023	2024	2024
Personnel	\$0	\$1,121,819	\$0	\$1,215,899
Contractual Services	\$0	\$236,000	\$0	\$358,678
Materials & Supplies	\$0	\$1,079,460	\$0	\$1,628,396
Internal Services	\$0	\$8,461,111	\$0	\$8,365,554
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$10,898,390</b>	<b>\$0</b>	<b>\$11,568,527</b>
<b>Program Total:</b>	<b>\$10,898,390</b>		<b>\$11,568,527</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$43,529 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80018 IT Services

This program offer includes additional in-target spending for technology support, including Automated Materials Handling and audiovisual needs.

**Department:** Library

**Program Contact:** Shawn Cunningham

**Program Offer Type:** Support

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Marketing and Communications program leads internal and external communication strategy, maintaining and evolving 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 uses library priorities to center the needs of historically underserved and oppressed communities.

### Program Description

**ISSUE:** Marketing and Communications (Marcom) provides essential communication services to the library and the thousands of library users each day, both online and in person.

**PROGRAM GOAL:** This program supports internal staff communication and creates lasting, meaningful relationships with the community to uphold the library's core pillars.

**PROGRAM ACTIVITY:** Marcom maintains an informative and engaging strategic online presence in social media and email marketing, overseeing the library's brand and identity. It develops strategies to promote library use, and creates mechanisms to gather library user feedback and input. This program provides critical guidance and input into systemwide strategic decisions, and also provides clear, timely information to the public and the news media, including the coordination, application, and translation of information to distinct cultural and language communities. Marcom communicates with library staff about the ongoing evolution of library services and resources, and advances the library's priorities and community engagement ethos for the reinvention of library spaces.

**RACIAL EQUITY ADVANCEMENT:** Marcom uses the County's Community Opportunity Map (layers of statistical demographic measures), Knowledge, Skills, and Abilities (KSA) staff allocation, and cultural- and language-specific resources to engage diverse communities of color in ways that are relevant—through language, design, and platform. Marcom partners with KSA staff to understand and respond to specific community needs and connect people with library services and resources.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Active cardholders	202,377	200,000	214,000	210,000
Outcome	Market penetration (active cardholder households as a percentage of all households in the service area)	38%	36%	38%	36%

### 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$1,481,007	\$0	\$1,719,032
Contractual Services	\$0	\$157,000	\$0	\$123,000
Materials & Supplies	\$0	\$164,552	\$0	\$166,726
Internal Services	\$0	\$57,819	\$0	\$67,147
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,860,378</b>	<b>\$0</b>	<b>\$2,075,905</b>
<b>Program Total:</b>	<b>\$1,860,378</b>		<b>\$2,075,905</b>	
<b>Program FTE</b>	0.00	10.50	0.00	10.50

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$61,541 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80019 Marketing and Communication

This program offer includes resources for a limited duration marketing position to provide additional communications capacity through bond-related closures and reopenings.

**Department:** Library  
**Program Offer Type:** Support  
**Related Programs:** 80025  
**Program Characteristics:**

**Program Contact:** Dave Ratliff  
**Program Offer Stage:** Proposed

**Executive Summary**

Integrated Library Services (INTS) provides equitable access to diverse, dynamic, and relevant collections of physical books and digital information for all ages. This program honors the lived experience of all community members and the languages they speak. This informs the way that INTS selects, acquires, catalogs, processes, and distributes library materials. INTS also manages technical tasks and policies that allow patrons to use materials.

**Program Description**

**ISSUE:** Public access to information, educational opportunities, technology, and connection with others are systemically lacking in Multnomah County. There are substantial limitations for no-charge, culturally specific community hubs that provide access to language learning, early literacy, technology support, and more.

**PROGRAM GOAL:** Integrated Library Services ensures that the books, media, and electronic resources that support these needs are available to the public.

**PROGRAM ACTIVITY:** INTS staff manage and coordinate all aspects of provision and access to the library's collection of materials. This includes selecting, purchasing, and digitizing materials, maintaining an accurate catalog of materials, processing physical items for library use, evaluating collection usage and diversity, implementing equitable circulation policies, coordinating the timely distribution of materials throughout the system, mailing holds and outreach items directly to patrons, coordinating borrowing with other libraries, and maintaining the technical systems that support this work. The library collects materials in a variety of formats to accommodate patrons with visual or other disabilities. 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 location. Library users provide input on collection decisions by suggesting items for the library to purchase or requesting materials through interlibrary loan.

**RACIAL EQUITY ADVANCEMENT:** This program serves Multnomah County residents of all ages, ethnicities, and economic backgrounds by reducing barriers and providing a wide range of materials. The collection includes materials in English and five other primary languages (Spanish, Chinese, Vietnamese, Russian, and Somali), as well as a smaller collection of other world language collections, including Ukrainian. The INTS team includes speakers of multiple languages from multiple cultures, specifically tasked with working for and with those communities—as well as our employees with specific cultural and language knowledge, skills, and abilities—to create collections that meet community needs.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of items in the collection, physical and digital	2,792,427	2,550,000	2,500,000	2,500,000
Outcome	% of library users who found books and items they wanted	93%	90%	93%	93%
Efficiency	Turnover rate, physical and digital content	6.0	5.0	6.4	6.0
Output	% of the library collection that supports diversity, equity, and inclusion	24%	21%	21%	25%

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$4,906,325	\$0	\$5,373,615
Contractual Services	\$0	\$534,800	\$0	\$534,600
Materials & Supplies	\$0	\$9,576,847	\$0	\$9,121,198
Internal Services	\$0	\$192,466	\$0	\$216,044
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$15,210,438</b>	<b>\$0</b>	<b>\$15,245,457</b>
<b>Program Total:</b>	<b>\$15,210,438</b>		<b>\$15,245,457</b>	
<b>Program FTE</b>	0.00	42.25	0.00	43.25

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$192,376 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80020 Integrated Library Services

The Integrated Library Services team will begin utilizing Automated Materials Handling systems in the next fiscal year, as well as relocating from interim spaces to the new, permanent operations center funded through the Library Capital Bond Program.

**Department:** Library

**Program Contact:** Annie Lewis

**Program Offer Type:** Administration

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Public Services Division Management (PSDM) provides direction for the implementation of library values: free access for all; a trusted guide for learning; the leading advocate for reading; and a champion for equity and inclusion. PSDM is responsible for leadership and accountability for the library’s direct service to the people of Multnomah County, and manages Security, the Office of Project Management and Evaluation (OPME), and Policy.

### Program Description

**ISSUE:** Public Services Division Management provides direction and oversight to ensure Public Services is working together to focus on patron outcomes, deconstructing white supremacy structures in library systems and services, creating operational efficiencies, supporting emergency response, and centering racial equity in all aspects of service.

**PROGRAM GOAL:** PSDM’s goals are to create and maintain cohesive organizational structures to enact the library’s mission, and to advance countywide principles identified in the Workforce Equity Strategic Plan. It also aims to create a responsive administration to improve patron outcomes. This will all be accomplished while ensuring compliance and adherence to national and state library standards.

**PROGRAM ACTIVITY:** PSDM plans services, develops and evaluates programs and staff, and administers the budget for Location Services, Community Services, Integrated Library Services (INTS), OPME, and Policy. Public Services teams in Location Services, Community Services, and INTS partner with community-based organizations, County departments, and other agencies in Multnomah County to provide services in library buildings, as well as direct service through outreach programs. In FY 2024, Public Services will strengthen resources for partnership development to prepare for the activation of new library spaces developed through the Capital Bond project. Additionally, Multnomah County Library (MCL) will continue to implement planned changes to security and public service staffing.

**RACIAL EQUITY ADVANCEMENT:** PSDM provides leadership and accountability to ensure MCL advances racial equity through the use of tools, systems, and expectations for Public Services, security, and OPME resources. For system-level projects, OPME uses a prioritization tool that weights racial equity as the top priority. MCL also continues to contract with Coalition of Communities of Color to conduct a data equity evaluation, which will allow MCL to examine current data strategies; connect with key stakeholders to co-construct a path towards more equitable data practices; and provide actionable recommendations to ensure equity is centered in the collection, analysis, use, sharing, and reporting of data.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Digital material checkouts	5,292,344	5,100,000	5,600,000	5,500,000
Outcome	% of survey respondents who are satisfied with library staff assistance	99%	N/A	99%	98%
Outcome	% of library employee survey respondents who agree they are able to offer the best quality service	72%	N/A	72%	72%

### Performance Measures Descriptions

Two performance measures were retired in order to include measures that better reflect the entire division. Retired measures include outreach program attendance and library user satisfaction with Book-a-Librarian service. New outcome measures reflect survey feedback from both library users and library employees.

## 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	2023	2023	2024	2024
Personnel	\$0	\$5,181,485	\$0	\$6,170,725
Contractual Services	\$0	\$33,400	\$0	\$41,400
Materials & Supplies	\$0	\$25,840	\$0	\$38,668
Internal Services	\$0	\$137,348	\$0	\$239,178
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,378,073</b>	<b>\$0</b>	<b>\$6,489,971</b>
<b>Program Total:</b>	<b>\$5,378,073</b>		<b>\$6,489,971</b>	
<b>Program FTE</b>	0.00	39.50	0.00	41.50

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$220,912 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

**Last Year this program was:** FY 2023: 80022 Public Services Division Management

This program offer includes a new position, Community Partnerships Manager, which will focus on developing and managing location-based community partnerships in new library spaces.

New this fiscal year, the library's spending on security is now centralized within the Public Services Division Management program offer. This change includes the reassignment of multiple positions from individual library locations.

**Department:** Library **Program Contact:** Eddie Arizaga  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 80025  
**Program Characteristics:**

### Executive Summary

Community Engagement seeks to foster relationships and create space for underserved communities to provide meaningful input that influences the delivery of equitable services to their community. This program works as a catalyst for community input to inform the practice and services that we provide to the community. This team builds relationships, advocates for services, and guides implementation in collaboration with internal and external stakeholders.

### Program Description

**ISSUE:** Disadvantaged and underserved communities do not have an avenue to participate in the development of nontraditional and direct library services for their community.

**PROGRAM GOAL:** Through relationships with community organizations, service providers, and public partners, Community Engagement will create opportunities for community members to collaborate with library staff and develop library programs and services that are culturally and linguistically appropriate. This program will expand and improve the reach of the current library communications channel to new, former, and nontraditional library users to inform them of services, programs, and access to digital tools and services. This program will also collaborate with the Office of Program Management and Evaluation in conducting a community needs assessment that will help direct and support program goals and objectives, as well as create measurement tools for assessment and evaluation of program management.

**PROGRAM ACTIVITY:** This program provides direct leadership and support to culturally and linguistically diverse staff who serve library patrons through service delivery at their point of need. Community Engagement coordinates, supports, and delivers library service information through community outreach opportunities that enable staff to share available opportunities and resources with community members. This program prioritizes community engagement with underserved communities, with a specific effort to reach BIPOC communities, new immigrant communities, and other emerging vulnerable populations who are at risk of being overlooked.

**RACIAL EQUITY ADVANCEMENT:** By engaging and elevating traditionally underserved voices and communities in the ideation, delivery, and evaluation of library services, this program creates a space of social inclusion for BIPOC community members to be active participants in a community-led process to navigate library services from assumed needs to assessed needs.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of community listening sessions and community events	45	50	50	50
Outcome	% of community members who report that their voices and needs are meaningfully considered	N/A	75%	N/A	75%
Output	Participants in community listening sessions and events	450	500	450	500

### Performance Measures Descriptions

Performance measures were new in FY 2022, and several factors delayed implementation. Due to COVID-19 concerns, Community Engagement shifted its approach to listening sessions and events in FY 2022. In FY 2023, due to program leadership changes and significant staff time dedicated to community engagement around the bond, listening sessions for regular library operations were not in full effect and a community survey will not be completed.

## Legal / Contractual Obligation

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## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,683,890	\$0	\$1,870,356
Contractual Services	\$0	\$27,000	\$0	\$10,000
Materials & Supplies	\$0	\$284,260	\$0	\$68,120
Internal Services	\$0	\$67,399	\$0	\$73,239
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,062,549</b>	<b>\$0</b>	<b>\$2,021,715</b>
<b>Program Total:</b>	<b>\$2,062,549</b>		<b>\$2,021,715</b>	
<b>Program FTE</b>	0.00	11.00	0.00	11.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program generates \$66,959 in indirect revenues.

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (99.97%) and resources from the County's Library Fund (0.03%). It represents a prorated share of property taxes (97.5%), other revenues such as interest earnings, grants, and user charges for services provided to library patrons (1.3%), and District Fund balance utilized for one-time-only retention bonuses (1.2%).

## Significant Program Changes

Last Year this program was: FY 2023: 80023 Community Engagement

**Department:** Library **Program Contact:** Katie O'Dell  
**Program Offer Type:** Administration **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

### Executive Summary

With the passage of the Library Capital Construction Bond (Measure 26-211), the voters of Multnomah County approved the funding for all of the projects that are laid out as part of the bond plan. The Program Management Office (PMO) prioritizes accountability, equity, accessibility, flexibility, partnership, innovation, sustainability, and public safety through each project. The Library Building Bond Administration program consists of the library employees who are part of the Library Capital PMO. It includes the PMO Deputy Director, and positions responsible for communications, staff and community outreach, project coordination, and office administration—all in support of the library’s building program.

### Program Description

**ISSUE:** The first phase of the Capital Bond program will increase total space in the current set of library buildings by about 50%, bringing Multnomah County residents closer to the amount and types of library spaces other communities enjoy.

**PROGRAM GOAL:** The Library Building Bond Administration supports the library’s vision for capital construction projects through collaboration with bond program management staff and community outreach and engagement. This program represents the library staff positions that will support the Capital Bond program’s administration in collaboration with the Department of County Assets (DCA). Most of the library bond expenses are budgeted in the DCA; these positions are funded by the Multnomah County Library Capital Construction Fund.

**PROGRAM ACTIVITY:** Each library project will begin with a robust community engagement and input process to determine design and features. This program offer includes the program staff to support this large-scale effort, in addition to the funds to build and purchase the necessary infrastructure to meet the expected bond-based timeline. The measure includes audits and public oversight. The following is a list of projects within the overall program: Build a new East County Library; rebuild and expand four destination libraries; renovate and expand three neighborhood libraries; increase efficiency and reduce handling costs by converting to an Automated Materials Handling system; connect all libraries to gigabit speed internet service; increase accessibility of buildings, services, and technology for people with disabilities; and improve seismic readiness.

**RACIAL EQUITY ADVANCEMENT:** Diversity, equity, and inclusion are key values of the library. All aspects of this work shall center diversity, equity, and inclusion. The Library’s Capital Planning Principles and Community Engagement Ethos both place an emphasis on community voice and elevating the voices of those often left out of the conversation. Working closely with each project team, this group ensures parity in communications, language support at events and engagement, and documenting the impact of community engagement on final projects.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of public presentations, community listening sessions, and community events supporting current bond projects	N/A	N/A	50	50
Outcome	Community advocate satisfaction with experience as paid grassroots community engagement members (scale of 5)	4.8	4.0	4.8	4.0

### Performance Measures Descriptions

This program has a new output measure in FY 2024 to highlight community connections related to bond projects. The number of events and sessions will fluctuate according to the number of active program projects. The measure “Rating on a scale of 1 to 10 for the professionalism and helpfulness of the Library Project Coordinators to the County Construction Project Managers” is being retired in favor of the community-focused measure above.

## Legal / Contractual Obligation

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.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$0</b>	
<b>Program FTE</b>	0.00	6.00	0.00	6.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

Positions in this program offer are funded by the Multnomah County Library Capital Construction Fund (2517).

## Significant Program Changes

Last Year this program was: [FY 2023: 80024 Library Building Bond Administration](#)





## 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	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$120,000
Materials & Supplies	\$0	\$0	\$0	\$465,000
Internal Services	\$0	\$0	\$0	\$777,411
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,411</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,362,411</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,362,411
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,362,411</b>

## Explanation of Revenues

The revenue allocated to this program offer reflects an intergovernmental service reimbursement from the Library District (100%). All revenues allocated to this program offer are one-time-only, sourced from available fund balance in the Library District. Revenues and expenses in this program offer are isolated in a sub-fund within the Library Fund.

## Significant Program Changes

**Last Year this program was:**

This is a new program offer in FY24.

### 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 2024 Proposed budget is \$243.3 million, a \$7.9 million decrease from the FY 2023 Adopted budget. The increase in personnel services mostly relates to the employee retention payments (10030). In FY 2024, these payments are budgeted at \$14.3 million in one-time-only General Fund for all eligible employees, with the exception of Library employees that are covered by Library District funding in the Library. The decrease in contractual services primarily relates to a decrease in the Oregon Public Employees Retirement System (PERS) Bond Sinking Fund (10028). In FY 2023, The County established a new PERS side account (\$25 million) with Oregon PERS to help mitigate rising PERS costs by providing PERS rate relief.

The General Fund (including Video Lottery) has increased by \$14.3 million. The General Fund increase includes \$934,200 in new, ongoing funding for:

- Deputy Chief of Staff (10000B) \$240,000
- Ombudsperson – Charter Review (10005B) \$257,800
- WESP Planning and Engagement (10017C) \$240,000
- Resolution & Development Coordinator (10040B) \$196,400

Additionally, the Nondepartmental General Fund includes \$17,026,055 in one-time-only funding (10000C, 10007B, 10009C, 10010B, 10012B/C, 10018B/C, 10021B, 10030). A list of programs funded as one-time-only can be found in the Budget Director’s Message.

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Adopted Budget</u>	<u>Proposed Budget</u>	
Staffing FTE	117.63	126.30	126.80	128.80	2.00
Personnel Services	\$28,361,072	\$44,388,829	\$27,730,463	\$42,307,746	\$14,577,283
Contractual Services	60,957,900	89,742,208	91,563,870	65,077,181	(26,486,689)
Materials & Supplies	1,947,012	3,556,855	3,628,514	2,258,171	(1,370,343)
Internal Services	15,994,538	16,805,146	17,145,108	17,828,547	683,439
Debt Service	<u>105,736,217</u>	<u>108,894,460</u>	<u>111,116,796</u>	<u>115,837,045</u>	<u>4,720,249</u>
<b>Total Costs</b>	<b>\$212,996,739</b>	<b>\$263,387,498</b>	<b>\$251,184,751</b>	<b>\$243,308,690</b>	<b>(\$7,876,061)</b>

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

# Nondepartmental

fy2024 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 2024 General Fund	Other Funds	Total Cost	FTE
10000	Chair's Office	\$2,313,000	0	\$2,313,000	9.65
10000B	Deputy Chief of Staff	240,000	0	240,000	1.00
10000C	Countywide Visioning Renewal Process	250,000	0	250,000	0.00
10001	BCC District 1	806,300	0	806,300	4.00
10002	BCC District 2	806,300	0	806,300	4.00
10003	BCC District 3	806,300	0	806,300	4.00
10004	BCC District 4	806,300	0	806,300	4.00
10005A	Auditor's Office	2,788,480	0	2,788,480	13.00
10005B	Ombudsperson - Charter Review	257,800	0	257,800	1.00
10006	Tax Supervising and Conservation Commission	498,828	0	498,828	2.00
10007A	Communications Office	2,709,490	0	2,709,490	14.00
10007B	Public Records Software	200,000	0	200,000	0.00
10008	County Attorney's Office	0	7,885,120	7,885,120	25.00
10009A	Local Public Safety Coordinating Council	862,384	1,081,000	1,943,384	2.00
10009B	HB3194 Justice Reinvestment	0	425,271	425,271	0.80
10009C	Transforming Justice Implementation	150,000	0	150,000	0.00
10009D	Community Violence Coordination	185,336	0	185,336	1.00
10010A	Office of Community Involvement	379,000	0	379,000	2.00
10010B	OCI - Policy & Training Coordinator	122,000	0	122,000	0.00
10011	Office of the Board Clerk	1,121,330	0	1,121,330	2.35
10012	Office of Emergency Management	2,351,950	1,019,148	3,371,098	10.00
10012B	Logistics & Warehouse	604,842	0	604,842	0.00
10012C	Logistics & Vehicles	772,000	0	772,000	0.00
10016	Government Relations Office	1,476,630	0	1,476,630	6.00
10017A	Office of Diversity and Equity	1,891,365	0	1,891,365	8.00
10017B	Multnomah Youth Commission Support	219,085	0	219,085	1.00
10017C	WESP Planning and Engagement	240,000	0	240,000	1.00
10018	Office of Sustainability	1,065,170	50,000	1,115,170	6.00
10018B	Food Access Focus	400,000	0	400,000	0.00
10018C	Tree Memorial	32,200	0	32,200	0.00

# Nondepartmental

fy2024 proposed budget

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Nondepartmental (cont.)</b>					
10020	Regional Arts & Culture Council	300,000	0	300,000	0.00
10021A	State Mandated Expenses	13,098,420	1,765,188	14,863,608	0.00
10021B	Courthouse Security	191,100	0	191,100	0.00
10022	Pass-Through Payments to East County Cities	13,181,051	0	13,181,051	0.00
10023	OHS Local Option Levy	0	3,902,074	3,902,074	0.00
10024	County School Fund	0	80,125	80,125	0.00
10025	Convention Center Fund	0	41,576,080	41,576,080	0.00
10026	Capital Debt Retirement Fund	0	31,878,630	31,878,630	0.00
10027	Library GO Bond	0	55,702,015	55,702,015	0.00
10028	PERS Pension Bond Sinking Fund	0	76,137,162	76,137,162	0.00
10029	Youth Opportunity and Workforce Development	817,540	0	817,540	1.00
10030	Employee Retention Incentive Payments - Year 2	14,303,913	0	14,303,913	0.00
10040A	Complaints Investigation Unit	1,184,630	0	1,184,630	5.00
10040B	Resolution & Development Coordinator	196,400	0	196,400	1.00
<b>COVID-19 &amp; American Rescue Plan</b>					
10095	Sustainability - Wood Stove Replacement Pilot	0	500,000	500,000	0.00
10096	Sustainability - Electric School Buses	0	500,000	500,000	0.00
10097	Youth Connect	0	600,000	600,000	0.00
<b>Total Nondepartmental</b>		<b>\$67,629,144</b>	<b>\$223,101,813</b>	<b>\$290,730,957</b>	<b>128.80</b>

\*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 2024 General Fund	Other Funds	Total Cost	FTE
95000	Fund Level Transactions	\$122,854,607	\$106,788,315	\$229,642,922	0.00
	<i>This beginning fund balance is not shown in the Nondepartmental detail budget.</i>				
95001	General Fund Revenues	\$774,159,701	\$0	\$774,159,701	0.00
	<i>This program offer contains the budget for General Fund revenues. Expenses are budgeted in departments.</i>				

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**Department:** Nondepartmental      **Program Contact:** Jessica Vega Pederson  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Chair is the Chief Executive Officer of Multnomah County, leading the County'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 seen and supported. With both legislative and executive responsibilities, the Chair leads the strategic policy direction, priorities and budget aimed at serving the community equitably and effectively. The Chair works with the Board of Commissioners to implement policy, priorities and budget under the Home Rule Charter. All departments and Nondepartmental offices, report to the Chair. The Chair is a key stakeholder at national, state and regional tables, as a convener for community partnerships and as a spokesperson for the core mission, values, and initiatives critical to the County.

**Program Description**

The Chair oversees a \$3.3 billion budget and over 6,000 employees. Responsibilities include: developing an executive budget, appointing department directors, overseeing contracts, presiding over Board meetings, executing policies and ordinances adopted by the Board, serving as the Chief Personnel Officer and maintaining strong ties and connections with Multnomah County residents and other regional leaders.

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 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. The Chair will also focus attention in less represented parts of the County that have been historically overlooked.

During FY 2024, Chair Vega Pederson will focus on the following priorities:

- Rapidly expand access to the housing and support services we know people need to end their homelessness.
- Provide new ideas, partnership and strategic use of resources to urgently reduce unsheltered homelessness.
- Invest in areas that support children and youth and family stability, particularly through the Preschool for All program.
- Lead the transformation of the criminal legal system with investments that support diversion, reentry & healing.
- Mobilize public health strategies focused on eliminating health disparities perpetuated by systemic racism by leveraging County departments and their respective roles in achieving health equity.
- Champion Workforce Equity Strategic Plan strategies that move the County towards greater safety, trust & belonging.
- Lead 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Ensure broad community input by conducting community listening sessions and budget hearings.	N/A	10	10	20
Outcome	Meet with State/Fed officials on critical issues like homelessness, housing, behavioral health, and safety	N/A	N/A	N/A	12
Output	Proactively communicate with residents through a regular community newsletter	N/A	12	14	12

**Performance Measures Descriptions**

The performance measures for FY 2023 reflect goals for the final 6 months of the year after Chair Vega Pederson took office in January 2023.

Chair Vega Pederson represents Multnomah County at national policy making tables convened by Association of Oregon Counties, National Association of Counties and at the Large Urban County Caucus. In addition, she works with regional partners along the West Coast to address shared challenges. learn and develop cross-jurisdictional solutions.



## 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	2023	2023	2024	2024
Personnel	\$1,843,547	\$0	\$1,955,064	\$0
Contractual Services	\$16,210	\$0	\$33,840	\$0
Materials & Supplies	\$87,570	\$0	\$108,785	\$0
Internal Services	\$218,761	\$0	\$215,311	\$0
<b>Total GF/non-GF</b>	<b>\$2,166,088</b>	<b>\$0</b>	<b>\$2,313,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,166,088</b>		<b>\$2,313,000</b>	
<b>Program FTE</b>	9.65	0.00	9.65	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10000 Chair's Office

1.00 FTE Staff Assistant is moved from the Communications Office (10007A) to align the staff. This transfer does not result in new FTE.

**Department:** Nondepartmental

**Program Contact:** Jessica Vega Pederson

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

In the past few years, the scale and scope of Multnomah County’s work has changed significantly. New voter approved initiatives have led to new funding for supportive housing services, Preschool for All, and an overhaul of our library facilities, enlarging the scope and impact of the County, its programs, and its budget. In partnership with the Chair’s chief of staff, this position will oversee major projects for the Chair’s office, including policy initiatives, project management, deliverables and long term planning. The deputy chief of staff will help the chair’s office in the annual budget process, building upon and refining existing budgeting systems, as well as other internal County projects.

**Program Description**

The deputy chief of staff will support the County Chairperson and their chief of staff. The deputy will manage a variety of long-term, cross-organizational projects. They will lead the planning and implementation of projects; develop project plans; facilitate the definition of project scope, goals, milestones, and deliverables; define project tasks and resource requirements; plan and schedule project timelines; identify project risks and develop contingency plans; assemble and coordinate project staff; manage project budgets; communicate with stakeholders; and create and maintain comprehensive project documentation.

This position will provide leadership and guidance for the countywide annual budget development, communication strategy and oversight, as well as assist in strategically structuring the annual budget meetings with department heads, policy advisors and the Central Budget Office.

The deputy chief of staff will incorporate an equity lens, in collaboration with ongoing work through the Workforce Strategic Equity Plan, into policy work that helps to align initiatives to the diverse communities Multnomah County serves. This position will also serve as a backup for the Chair’s chief of staff.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Quarterly check-ins with policy staff to establish long term policy goals & monitor progress toward completion.	N/A	N/A	N/A	20
Outcome	Development of a Mission, Vision, Values statement with the board of commissioners around budgetary 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$236,503	\$0
Materials & Supplies	\$0	\$0	\$1,997	\$0
Internal Services	\$0	\$0	\$1,500	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$240,000</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

**Department:** Nondepartmental      **Program Contact:** Jessica Vega Pederson  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Countywide Visioning Renewal Process is an initiative to update the County’s mission, vision, and values to ensure that the County’s services and programs are aligned with the current and future needs of the community.

**Program Description**

The Countywide Visioning Renewal Process is an external and internal engagement process to review the County’s current mission, vision, and values and generate revisions to these guiding principles to prepare the County to support the needs of the public and its employees for the future. The County’s current mission, vision, and values were last updated in 2013.

The funds will be designated to engage an external facilitation and consultation group that will lead the design of external and internal engagement processes to gather input. This group will engage with a set of community and employee stakeholders who will help guide and assist the consultant group in effective outreach strategies. Funds will also support purchasing materials and equipment that may be needed in order to complete the initiative.

With the development of a renewed mission, vision, and values, the next phase of this project may include County departments engaging in goal and priority setting activities that will connect department efforts to the greater guiding principles of the County.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Employee and community participation	N/A	N/A	N/A	2,500
Outcome	Revised mission, vision, values documents	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Employee and community participation will be a measure of the number of individual people engaged in the Renewal Process.

The outcome measure will be a complete mission, vision and values report.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$250,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$250,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Funded with one-time-only general fund dollars.

Significant Program Changes

Last Year this program was:

**Department:** Nondepartmental      **Program Contact:** Sharon Meieran  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

Commissioner Meieran’s priorities include: systems coordination and improvement in areas of behavioral health, homeless services, public safety and crisis response; increasing access to quality behavioral health services, including those specific to methamphetamine and Fentanyl addiction; supporting public safety system innovations to reduce recidivism and promote alternatives to incarceration; reducing homelessness through a holistic public health approach to the full spectrum of need from shelter through permanent housing; improving accountability and transparency of policy and budget making-decisions; improving County contracting systems to ensure transparency, oversight and accountability in County contracts with partner organizations; implementing recommendations from a feasibility study of municipal broadband in Multnomah County; collaborating with her colleagues on construction and infrastructure projects in District 1; supporting veterans, older adults, and people with disabilities; mitigating the risks to human life and the environment in the CEI Hub located in District 1; engaging with advocates and individuals with lived experience to advance policies to address domestic violence and sex trafficking. Commissioner Meieran will advance and support policies that pay a living wage to frontline workers employed by community based organizations partnering with the County in health and human services.

Commissioner Meieran also advocates for effective legislation and adequate state and federal funding for local programs. She proactively engages with her District 1 constituents and strives for her office to respond to constituent inquiries and concerns in a timely manner. In the FY 2024 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.

Commissioner Meieran is the Board Liaison to the Aging Services Advisory Council, Disability Services Advisory Council, Veterans Task Force, Domestic Violence Fatality Review, Gateway Center for Domestic Violence, Multnomah County Sex Trafficking Collaborative, RACC, Our Creative Future Project, and Westside Multimodal Committee.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Respond to constituent emails, phone calls and meeting requests timely and resolve constituent concerns.	99%	100%	100%	100%
Outcome	Provide testimony and meet directly with state and federal legislators for priority issues.	50 events	35 events	40 events	30 events
Output	Conduct or partner on twice quarterly outreach events.	20 events	24 events	24 events	20 events
Output	Proactively connect with District 1 constituents, with an emphasis on marginalized communities.	105 events	75 events	100 events	80 events

**Performance Measures Descriptions**

1) Timely response is 10 business days. 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).

## 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	2023	2023	2024	2024
Personnel	\$620,949	\$0	\$665,283	\$0
Materials & Supplies	\$58,399	\$0	\$65,188	\$0
Internal Services	\$87,285	\$0	\$75,829	\$0
<b>Total GF/non-GF</b>	<b>\$766,633</b>	<b>\$0</b>	<b>\$806,300</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$766,633</b>		<b>\$806,300</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10001 BCC District 1

**Department:** Nondepartmental      **Program Contact:** Susheela Jayapal  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

It is with pragmatic optimism that Commissioner Jayapal enters her second four year term. The county continues to grapple with the changing landscape after managing multiple public health crises over the last 3 years, and the FY 2024 budget needs flexibility for evolving public health needs while continuing the investments in robust services across the county. Many innovative and effective new projects started over the last few years due to investments from the Federal government, and our challenge will be how to continue rethinking our services in ways that will move us toward equity and justice with fiscal constraints.

Commissioner Jayapal continues to prioritize housing and homelessness; economic justice; clean air and climate resilience; and public safety. Specific efforts include ensuring effective implementation of Regional Longterm Rent Assistance and the acquisition of housing units; diversion of low-level offenses from the criminal justice system; and strengthening of services for immigrants and refugees. During the 2024 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 serves as a member of the Tri-county Planning Body and Oversight Committee for Metro's Supportive Housing Services. She serves as co-chair on the Earthquake Ready Burnside Bridge and is the liaison to the Joint Policy Advisory Committee on Transportation (JPACT), the Region 1 Area Commission on Transportation, and the Regional Tolling Advisory Committee. Commissioner Jayapal serves as liaison and Executive Committee member for the Workforce Development Board (Worksystems). She also serves on the Walnut Park Redevelopment Project, and is a board member for the Association of Oregon Counties. In 2020 she chaired the Joint Task Force on Supporting Business in Reducing Diesel Emissions.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Community engagement and constituent outreach via meetings and events.	27	18	20	20
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.	100%	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	2023	2023	2024	2024
Personnel	\$622,382	\$0	\$675,203	\$0
Contractual Services	\$14,640	\$0	\$15,000	\$0
Materials & Supplies	\$42,326	\$0	\$42,055	\$0
Internal Services	\$87,285	\$0	\$74,042	\$0
<b>Total GF/non-GF</b>	<b>\$766,633</b>	<b>\$0</b>	<b>\$806,300</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$766,633</b>		<b>\$806,300</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10002 BCC District 2

**Department:** Nondepartmental

**Program Contact:** Diane Rosenbaum

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

Multnomah County Commissioner Diane Rosenbaum is one of five elected officials who form the governing body of Multnomah County. She represents District 3, comprising much of Southeast Portland. District 3 is the most densely populated County district according to 2020 U.S. Census data. Commissioner Rosenbaum 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://www.multco.us/commissioner-rosenbaum>.

### Program Description

Commissioner Diane Rosenbaum represents East Portland, her home of more than 40 years, and brings to this role a lifetime of public service experience, most notably representing Southeast Portland in the Legislature for 18 years. As a Multnomah County Commissioner, she has a keen interest to continue her work on behalf of constituents to alleviate poverty and advance economic justice. She joins the Board at a pivotal time when community members are experiencing the aftermath of the global COVID-19 pandemic, when many community members are increasingly experiencing housing instability, food insecurity, the need for mental health and addiction treatment services, rising costs for essential goods, and extreme weather events stressing the climate crisis we face. Along with the Board and county staff, Commissioner Rosenbaum will work alongside her colleagues to address these issues with an equity-focused lens to allocate resources to those in the community who need them the most.

The Chair has assigned Commissioner Rosenbaum to serve as the County's liaison to the 82nd Avenue Transit Project Steering Committee; Advisory Committee on Sustainability and Innovation; the Board of Commissioners Audit Committee; and the Mt. Hood Cable Regulatory Commission.

Commissioner Rosenbaum is serving as District 3 Commissioner following the election of her predecessor, Jessica Vega Pederson, to County Chair. Multnomah County Code Chapter 5, Section 5.003, requires that each elected official designate a person to perform their responsibilities in the event of a vacancy, and that designation must be approved by the Board of County Commissioners. Diane Rosenbaum was approved as the District 3 designee by resolution in January 2017. Commissioner Rosenbaum will serve in this capacity until the County certifies the election to select a person to fill the remainder of the existing term.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Proactively communicate with residents through a monthly community newsletter.	N/A	N/A	6	12
Outcome	Advance advocacy on priority issues at local, state, and federal levels by engaging community stakeholders.	N/A	N/A	6	12
Outcome	Engage community and conduct outreach via attendance of community meetings and events.	N/A	N/A	15	30

### Performance Measures Descriptions

In FY24 a new District 3 Commissioner will take office and may choose to track different performance measures than those listed: 1) Publish a monthly newsletter. 2) Advance advocacy on priority issues at local, state, and federal levels by engaging community stakeholders. 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 District 3-convened events.

## Legal / Contractual Obligation

The Multnomah County Commissioners offices are mandated by the Multnomah County Home Rule Charter, Chapter III, 3.10.(3).

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$641,311	\$0	\$668,701	\$0
Materials & Supplies	\$37,856	\$0	\$63,314	\$0
Internal Services	\$87,466	\$0	\$74,285	\$0
<b>Total GF/non-GF</b>	<b>\$766,633</b>	<b>\$0</b>	<b>\$806,300</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$766,633</b>		<b>\$806,300</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10003 BCC District 3

**Department:** Nondepartmental

**Program Contact:** Lori Stegmann

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of residents involved in discussion of East County issues and policy areas	2,500	2,500	2,000	2,500
Outcome	Increase in awareness of East County issues	75%	75%	75%	75%
Output	Number of meetings and events convened	30	30	15	10
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	2023	2023	2024	2024
Personnel	\$657,396	\$0	\$704,601	\$0
Materials & Supplies	\$24,109	\$0	\$28,452	\$0
Internal Services	\$85,128	\$0	\$73,247	\$0
<b>Total GF/non-GF</b>	<b>\$766,633</b>	<b>\$0</b>	<b>\$806,300</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$766,633</b>		<b>\$806,300</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10004 BCC District 4

**Department:** Nondepartmental      **Program Contact:** Jennifer McGuirk  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Auditor is elected by voters countywide and answers to the people of 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, special studies, and investigations that provide accountability to the public and help improve County programs, services, and operations.

**Program Description**

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 of position in County government. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of audit reports and follow-ups issued.	6	5	5	6
Outcome	For reports with recommendations, percent with at least one rec. focused on supporting racial equity.	NA	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.	91%	90%	90%	90%

**Performance Measures Descriptions**

The first and third output measures include reports on audits and recommendations, special studies, and annual reports on the hotline and Auditor's Office. The second output measure ensures that audit reports consider 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	2023	2023	2024	2024
Personnel	\$2,171,772	\$0	\$2,290,540	\$0
Contractual Services	\$183,390	\$0	\$192,560	\$0
Materials & Supplies	\$95,289	\$0	\$100,080	\$0
Internal Services	\$200,274	\$0	\$205,300	\$0
<b>Total GF/non-GF</b>	<b>\$2,650,725</b>	<b>\$0</b>	<b>\$2,788,480</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,650,725</b>		<b>\$2,788,480</b>	
<b>Program FTE</b>	13.00	0.00	13.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10005A Auditor's Office

This program combines 10005C Audit Capacity Expansion from FY 2023.

**Department:** Nondepartmental      **Program Contact:** Jennifer McGuirk  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

In November 2022, more than 85% of Multnomah County voters passed a County Charter amendment establishing the ombudsperson as a role reporting to the County Auditor. The Auditor is elected by voters countywide and answers to the people of Multnomah County.

**Program Description**

As of November 2022, County Charter requires the County Auditor to include an ombudsperson in their office. The ombudsperson function supports the Auditor’s mission to ensure that County government is efficient, effective, equitable, transparent, and accountable to all who live in our county.

Multnomah County government provides critical safety net services to historically under-resourced community members. People also connect with county government through bridges and roads, libraries, and many other general services.

At times, government can make mistakes, treat people unfairly, craft policies that have disparate impacts, or simply reach the wrong decision. The ombudsperson is available to the people of Multnomah County as an impartial resource to receive complaints about specific county government administrative actions.

The ombudsperson impartially investigates complaints and makes related reports. They conduct their work with the goal of safeguarding the rights of the public and promoting high standards of fairness, competency, efficiency, and justice in the provision of county services. The ombudsperson seeks solutions for people who have been treated unjustly, recommends steps to eliminate inequities, and supports people’s trust in government.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of public outreach activities	N/A	N/A	N/A	15
Outcome	Percent of complaints responded to within 2 business days	N/A	N/A	N/A	100%
Output	Annual report issued	N/A	N/A	N/A	1

**Performance Measures Descriptions**

The first output measure ensures the Auditor's Office connects with the public about the new ombudsperson service. The second output measure ensures the office publicly reports on the ombudsperson's work. The outcome measure ensures the ombudsperson responds promptly to public complaints about specific county government actions.



## Legal / Contractual Obligation

County Charter 8.10 (4) states: "The ombudsperson function is established within the office of auditor" and defines the ombudsperson's duties.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$233,334	\$0
Materials & Supplies	\$0	\$0	\$9,042	\$0
Internal Services	\$0	\$0	\$15,424	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$257,800</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$257,800</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:

**Department:** Nondepartmental      **Program Contact:** Allegra Willhite  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

The Tax Supervising and Conservation Commission (TSCC), established by 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 and Public Information:** TSCC holds public hearings on member budgets and tax measures to engage with elected officials and advocate for the public in the spending of taxpayer dollars. Guided by a commitment to equity, TSCC encourages members of the public from all corners of our community to attend and comment at these public hearings. Additionally, 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. The report was revised in 2022 to improve accessibility.

**Budget Reviews/Certifications and Training:** 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 holds annual local budget law trainings and provides regular advisory and consultative services to local government staff to improve compliance with budget law.

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 set by law to 4% annually.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hold public hearings on subject jurisdiction budgets and property tax ballot measures.	12	15	16	14
Outcome	Minimize the number of recommendations and objections to district budgets.	5	4	4	4
Output	Number of responses to budget law and other inquiries (annual measure).	88	45	50	50

### Performance Measures Descriptions

## Legal / Contractual Obligation

ORS 294.625 (1) The Commission has jurisdiction over all municipal corporations principally located in Multnomah County with populations exceeding 200,000 and that are subject to local budget law (13 large 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. (23 out of 30 small districts are members).

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$420,920	\$0	\$446,458	\$0
Contractual Services	\$6,240	\$0	\$6,560	\$0
Materials & Supplies	\$52,084	\$0	\$44,296	\$0
Internal Services	\$3,428	\$0	\$1,514	\$0
<b>Total GF/non-GF</b>	<b>\$482,672</b>	<b>\$0</b>	<b>\$498,828</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$482,672</b>		<b>\$498,828</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 10006 Tax Supervising and Conservation Commission

**Department:** Nondepartmental

**Program Contact:** Julie Sullivan-Springhetti

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Communications Office connects people in Multnomah County to the Chair and Board of Commissioners, County services, and staff. We do this by providing external communications and media relations, including 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 fulfill public records requests. We respond to emergencies 365 days a year, leading crisis communications in the region. We also connect County employees to one another through the weekly employee newsletter, the Wednesday Wire, and supporting County leadership's direct communication with staff.

### Program Description

The Communications Office consistently and accurately informs the public of County services, news developments, policies and initiatives to increase understanding of what the County does, and the difference the County makes in people's lives. Staff work creatively via television, newspapers, radio, social media, direct mail, advertising, community events and in producing content across more than 20 County websites to proactively increase the visibility of the County and the services it provides to all residents. The Office leads with care in identifying issues, audiences, and communication strategies. Staff work to ensure that the public sees that Multnomah County government is efficient, transparent and accountable. The Office strives to make the County a trusted source of information and help in a crisis.

Goals for 2024 include:

Expanding our written, visual, graphic and storytelling tools to reach the most diverse audiences by increasing our bilingual and bicultural work with staff and community partners.

Launching a new Homeless and Housing Services coordination team to better provide taxpayers, the public and the media with stories and information about critical county programs and partnerships.

Improving internal communications to connect an increasingly diverse and disparate hybrid workforce.

Developing new infrastructure to public records requests.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of news stories generated by the office in all media -- TV, print, radio, County website and blogs	2,074	1,800	2,000	2,050
Outcome	Number of multi-media videos/projects produced by the office that reach diverse audiences.	119	120	130	140
Outcome	Number of Twitter users for the County that signal public engagement, particularly during a crisis.	47,137	47,500	49,000	49,500
Outcome	Number of Facebook followers for the County that signal public engagement.	15,630	15,630	17,500	17,750

### Performance Measures Descriptions

The performance measure capture social media reach including a new Spanish language Facebook audience.

## 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	2023	2023	2024	2024
Personnel	\$2,285,834	\$0	\$2,426,424	\$0
Contractual Services	\$12,360	\$0	\$12,980	\$0
Materials & Supplies	\$84,534	\$0	\$88,808	\$0
Internal Services	\$159,153	\$0	\$181,278	\$0
<b>Total GF/non-GF</b>	<b>\$2,541,881</b>	<b>\$0</b>	<b>\$2,709,490</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,541,881</b>		<b>\$2,709,490</b>	
<b>Program FTE</b>	14.00	0.00	14.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 10007A Communications Office

This program combines 10007B Communications Coordinator Homeless and Housing Services & 10007C Internal Communications Coordinator from FY 2023.

In FY 2024, 1.00 FTE Staff Assistant is moved to The Chair's Office (10000) to align the staffing - this transfer does not result in new FTE.

**Department:** Nondepartmental

**Program Contact:** Julie Sullivan-Springhetti

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Multnomah County strives to meet the spirit and intent of Oregon’s Public Records law in order for 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 the state’s statutes provide a clear framework and schedule for local governments to acknowledge, research and respond to the public requests in a timely manner.

**Program Description**

This investment will fund the implementation and maintenance of a software tool that will allow the public to submit a public records request electronically. This includes the internal and external costs of making the software part of County business practices. After implementation, staff will use the software to organize and expedite the County’s response to that request by an automated system that schedules acknowledgment of the request, assigns the task to the appropriate custodian of the records, coordinates work groups that may be collaborating to collect the documents, calendars required actions, permits redactions during legal review, limits duplication of efforts and allows the County to stay in compliance with Oregon Public Records Law.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Complete the evaluation and selection of a software develop.*	N/A	100%	100%	N/A
Outcome	Percentage of milestones met based on the approved plan and timeline.	N/A	100%	100%	100%
Output	Contractor to automate County's public records.*	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

\*Performance Measure #1 is split across two performance measures in FY 2024.

## Legal / Contractual Obligation

Under Oregon's Public Records Law, "every person" has a right to inspect any nonexempt public record of Multnomah County.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Materials & Supplies	\$0	\$0	\$200,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 10007D Public Records Software

In FY 2023, this program was funded with one-time-only General Fund.

**Department:** Nondepartmental

**Program Contact:** Jenny Madkour

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	County Attorney Direct Service Hours	24,985	25,000	25,000	25,000
Outcome	Percentage of County Attorney Time Dedicated to Direct Client Services	96%	95%	95%	95%
Input	Number of Tort Claims Received	245	220	200	210

**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	2023	2023	2024	2024
Personnel	\$0	\$6,148,690	\$0	\$6,731,389
Contractual Services	\$0	\$297,360	\$0	\$312,230
Materials & Supplies	\$0	\$229,982	\$0	\$242,910
Internal Services	\$0	\$577,178	\$0	\$598,591
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,253,210</b>	<b>\$0</b>	<b>\$7,885,120</b>
<b>Program Total:</b>	<b>\$7,253,210</b>		<b>\$7,885,120</b>	
<b>Program FTE</b>	0.00	26.00	0.00	25.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,253,210	\$0	\$7,885,120
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,253,210</b>	<b>\$0</b>	<b>\$7,885,120</b>

## 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 2023: 10008 County Attorney's Office

In FY 2024, a vacant 1.00 FTE Legal Assistant Senior (9004) is cut.

**Department:** Nondepartmental      **Program Contact:** Abbey Stamp  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**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 convenes 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 Description**

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 led by County Chair Jessica Vega Pederson.

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, 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 also champions the Transforming Justice project.

In FY 2024, 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), focused on overhauling the pretrial justice system, LPSCC funds three staff.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	Percentage of staff attending at least one diversity, equity, and inclusion trainings each year	100%	1	100%	100%
Outcome	Percentage/number of policy-level projects that include voices of people with lived experiences.	60%	60%	70%	70%

**Performance Measures Descriptions**

Performance Measure 3 updated from FY23

## 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	2023	2023	2024	2024
Personnel	\$0	\$1,183,896	\$0	\$824,976
Contractual Services	\$0	\$265,400	\$0	\$80,400
Materials & Supplies	\$0	\$119,837	\$0	\$130,036
Internal Services	\$824,840	\$81,456	\$862,384	\$45,588
<b>Total GF/non-GF</b>	<b>\$824,840</b>	<b>\$1,650,589</b>	<b>\$862,384</b>	<b>\$1,081,000</b>
<b>Program Total:</b>	<b>\$2,475,429</b>		<b>\$1,943,384</b>	
<b>Program FTE</b>	0.00	3.00	0.00	2.00

Program Revenues				
Intergovernmental	\$0	\$514,885	\$0	\$406,000
Other / Miscellaneous	\$0	\$1,060,704	\$0	\$675,000
Beginning Working Capital	\$0	\$75,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,650,589</b>	<b>\$0</b>	<b>\$1,081,000</b>

## Explanation of Revenues

This program generates \$29,534 in indirect revenues.  
 State Department of Corrections through SB 1145 - \$406,000  
 MacArthur Foundation - \$675,000

## Significant Program Changes

**Last Year this program was:** FY 2023: 10009A Local Public Safety Coordinating Council

1.00 FTE and 1.00 LDA IT positions that supported SJC implementation have completed their work and are eliminated in FY 2024.

The Justice Fellowship Coordinator LDA has moved from OCI to LPSCC (as of Jan 9, 2023).

**Department:** Nondepartmental      **Program Contact:** Abbey Stamp  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 led by County Chair Jessica Vega Pederson.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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)	100%	100%	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$155,778	\$0	\$170,983
Contractual Services	\$0	\$473,556	\$0	\$247,687
Materials & Supplies	\$0	\$480	\$0	\$480
Internal Services	\$0	\$5,592	\$0	\$6,121
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$635,406</b>	<b>\$0</b>	<b>\$425,271</b>
<b>Program Total:</b>	<b>\$635,406</b>		<b>\$425,271</b>	
<b>Program FTE</b>	0.00	0.80	0.00	0.80

<b>Program Revenues</b>				
Intergovernmental	\$0	\$635,406	\$0	\$425,271
<b>Total Revenue</b>	<b>\$0</b>	<b>\$635,406</b>	<b>\$0</b>	<b>\$425,271</b>

## Explanation of Revenues

This program generates \$6,121 in indirect revenues.

State HB 3194 Criminal Justice Commission (CJC) - \$425,271

This revenue includes formula funding based on a statewide allocation (\$343,291) and supplemental funding (\$81,980) from the State for this program.

## Significant Program Changes

**Last Year this program was:** FY 2023: 10009B HB3194 Justice Reinvestment

In addition to funding a 0.80 FTE Project Manager, this program funds \$247,687 for three contracts for services to victims of crime (IRCO, Oregon Crime Victims Law Center, and Lutheran Community Services NW).

**Department:** Nondepartmental      **Program Contact:** Abbey Stamp  
**Program Offer Type:** New      **Program Offer Stage:** 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 2023, which resulted in eighteen Core Strategies to support the effort to achieve a vision for a just legal system. In FY 2024, these funds will launch each of these strategies, accompanied by significant buy-in, sustainable implementation plans, and governance.

**Program Description**

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. The visioning began in earnest in FY 2022. A report summarizing the perspective of over 130 stakeholders (from individuals in recovery to judges) was completed in 2022, which led to the development and approval of a Vision for the Future of Justice Policy and eighteen accompanying Core Strategies. The last few months of 2022 focused on eighteen two-hour sessions to better define the implementation work ahead for each unique strategy.

This program offer allocates \$150,000 toward a contractor to support launch and implementation of each strategy, creating local independence and leadership for the entirety of the Transforming Justice project. This one-time-only request concludes the planning and launch phases of the work, closing out the contract by the end of FY 2024.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of meetings held with non-County stakeholders	NA	NA	80%	80%
Outcome	Percentage of core strategies moved from development to implementation.	N/A	100%	0	100%
Outcome	Percentage of strategies that lead with race using data and intentional approaches to reduce disparities.	N/A	100%	100%	100%

**Performance Measures Descriptions**

FY 2023 Transforming Justice work was slowed significantly due to a number of other systemic crises. These performance measures quantify the efforts to study and prepare the project to launch and implementation outside the LPSCC office. (#1 is N/A as Steering Committee completed its work)

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$250,000	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$250,000</b>		<b>\$150,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 10009C Transforming Justice Implementation

In FY 2023, this program was funded with one-time-only General Fund.

**Department:** Nondepartmental

**Program Contact:** Abbey Stamp

**Program Offer Type:** Existing

**Program Offer Stage:** 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 funds one FTE in Multnomah County Local Public Safety Coordinating Council (LPSCC) office 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 Description**

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.

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 coordinator in the Multnomah County Local Public Safety Coordinating Council office deepens 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. This position serves as 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of LPSCC meetings convened	N/A	12	12	18
Outcome	Provide an annual report that details the impact of gun violence prevention and intervention investments	N/A	1	1	1
Output	Number of briefings, planning groups and presentations provided to increase collaboration and coordination	N/A	12	12	18

**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	2023	2023	2024	2024
Personnel	\$174,491	\$0	\$171,836	\$0
Materials & Supplies	\$1,991	\$0	\$1,891	\$0
Internal Services	\$0	\$0	\$11,609	\$0
<b>Total GF/non-GF</b>	<b>\$176,482</b>	<b>\$0</b>	<b>\$185,336</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$176,482</b>		<b>\$185,336</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 10009D Gun Violence Coordination

**Department:** Nondepartmental

**Program Contact:** JR Lilly

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**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 Description

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 periodic 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percentage of participants in activities who felt time was well spent	100%	90%	85%	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	83%	90%	80%	90%
Outcome	Community meetings & events with partners serving historically underrepresented/hard to reach communities	4	10	5	10

### Performance Measures Descriptions

Measure 1 is based on an annual survey of CIC and CBAC members. Measures 3 and 4 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	2023	2023	2024	2024
Personnel	\$259,852	\$0	\$294,486	\$0
Contractual Services	\$15,850	\$0	\$16,650	\$0
Materials & Supplies	\$25,557	\$0	\$26,800	\$0
Internal Services	\$43,757	\$0	\$41,064	\$0
<b>Total GF/non-GF</b>	<b>\$345,016</b>	<b>\$0</b>	<b>\$379,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$345,016</b>		<b>\$379,000</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 10010A Office of Community Involvement

In FY 2024, the office will no longer be supervising the Limited Duration Staff Positions for the Justice Fellowship Program and the Charter Review Committee as these positions have served its purpose or work is being supervised by another program.

**Department:** Nondepartmental

**Program Contact:** JR Lilly

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

### 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. 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 new, limited duration position will develop new training, standards and policies for use in advisory groups and volunteer programs across departments.

### Program Description

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 Policy & Training Coordinator will aim to create: countywide community engagement policy, training, and support systems; equitable representation policy for recruitment, on boarding, and selection criteria; and creating a vetting/accountability process for all volunteers.

The Policy & Training Coordinator will work to develop training classes that support community members participating on county advisory groups and in department volunteer programs. The coordinator will collaborate with stakeholders to identify additional training needs, work with experts to develop training content and determine methods for training delivery, and pilot and refine training, soliciting feedback from staff and community participants.

The position will also advance the work to establish countywide policies and/or approaches to stipends and work to identify additional opportunities for development of policies and procedures supporting consistent implementation of best practices in community involvement across the organization.

This position will also evaluate the County's community engagement policies and programs to reduce barriers to participation, and develop tools and metrics for monitoring and evaluating countywide community engagement activities and impact.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new countywide trainings for County volunteer	N/A	N/A	N/A	5
Outcome	Create framework and resource 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$118,371	\$0
Materials & Supplies	\$0	\$0	\$2,129	\$0
Internal Services	\$0	\$0	\$1,500	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$122,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$122,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:

**Department:** Nondepartmental

**Program Contact:** Marina Hovious

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of Board related documents processed (digital files).	3,718	4,000	3,500	3,500
Outcome	Board Meeting Minutes uploaded and available to the public within two weeks.	90%	90%	90%	90%
Outcome	Board adopted resolutions, proclamations, orders & ordinances available to public within 1 week.	100%	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	2023	2023	2024	2024
Personnel	\$331,859	\$0	\$357,880	\$0
Contractual Services	\$50,270	\$0	\$52,790	\$0
Materials & Supplies	\$314,781	\$0	\$365,406	\$0
Internal Services	\$341,947	\$0	\$345,254	\$0
<b>Total GF/non-GF</b>	<b>\$1,038,857</b>	<b>\$0</b>	<b>\$1,121,330</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,038,857</b>		<b>\$1,121,330</b>	
<b>Program FTE</b>	2.35	0.00	2.35	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 10011 Office of the Board Clerk

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 to support effective and accessible Board proceedings.

**Department:** Nondepartmental      **Program Contact:** Chris Voss  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Annual exercise performance objectives successfully tested.	N/A	N/A	N/A	100%
Outcome	Oregon Emergency Management requirements met for annual performance grant.	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Performance measures have changed back to the FY 2021 measures after they were altered due to the COVID-19 response



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,432,671	\$870,835	\$1,550,264	\$983,385
Contractual Services	\$147,270	\$966,579	\$154,640	\$0
Materials & Supplies	\$131,030	\$291,283	\$136,836	\$557
Internal Services	\$531,683	\$31,263	\$510,210	\$35,206
<b>Total GF/non-GF</b>	<b>\$2,242,654</b>	<b>\$2,159,960</b>	<b>\$2,351,950</b>	<b>\$1,019,148</b>
<b>Program Total:</b>	<b>\$4,402,614</b>		<b>\$3,371,098</b>	
<b>Program FTE</b>	8.00	2.00	8.56	1.44

<b>Program Revenues</b>				
Intergovernmental	\$0	\$2,159,960	\$0	\$1,019,148
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,159,960</b>	<b>\$0</b>	<b>\$1,019,148</b>

Explanation of Revenues

This program generates \$35,206 in indirect revenues.  
 Federal Emergency Management Performance Grant - \$262,840  
 Federal Urban Areas Security Initiative Grants - \$365,409  
 Federal State Homeland Security Program - \$390,899

In FY 2024, 0.56 FTE is backfilled with General Fund. In FY 2023 this FTE was funded by the EMPG. The reduction in grant funding is due to the Federal government reducing the statewide allocation by 13%. This resulted in last year's award being 35% greater than this years, excluding an additional EMPG supplemental also awarded last year. Last year's total award was \$490,431 (\$406,970 formula + \$83,461 supplemental) and this year's total projected award is \$262,840.

In addition, FY 2023 included carry over in grant funding due to the COVID-19 response and having to shift from normal operations. FY 2024 doesn't include carry over as Emergency Management shifts back to normal operations.

Significant Program Changes

**Last Year this program was:** FY 2023: 10012 Office of Emergency Management

The Office of Emergency Management began to respond to COVID-19 in January 2020 and this response continues today. The office hopes to return to a more normal operation during FY 2023. While in a response mode, many of the everyday activities including planning, training, exercises, mitigation, etc. have limited support.

**Department:** Nondepartmental      **Program Contact:** Chris Voss  
**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program totals \$604,842 in one-time-only General Fund to support two initiatives. 1. This funding provides for both the warehouse at \$322,511 and 2. a base level of Limited Duration Appointment (LDA) staffing at \$282,331 to support the logistical team 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 Description**

The staff in this program purchase supplies, coordinate with Community Based Organizations (CBO), and offer supplies to these and other groups who may be underserved or that may be experiencing an outbreak. This team works with County departments, Cities, the State, BIPOC community organizations, contractors, non-profits, hospitals and other groups to support operations and mitigate the spread of COVID-19. This includes the requesting, purchasing, storage of personal protective equipment, supplies to support COVID outbreaks and support to shelter operations when they exceed the Joint Office of Homeless Services (JOHS) capacity.

This group also maintains the warehouse and approximately 6 million in supplies stored at the facility. This includes various systems from inventory management to the coordination and re-stock of supplies, most of which have come in from the State at no cost. This group also coordinates with other Oregon Counties on the acquisition of supplies from their organizations. This group will maintain the buying capacity for all severe weather gear funded through the Joint Office and provided at shelters and to support outreach activities.

The County leases over 12,000 square feet to store supplies and equipment necessary to continue COVID-19 operations. Additionally, the group manages 7 mobile trailers, 6 storage containers throughout the county, and supplies at one other county location and 3 shelter locations. The warehouse and staff allow us to consolidate supplies and to move supplies that are more sensitive to temperature fluctuations into a controlled atmosphere.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain capability to provide supplies for 1,200 persons seeking sheltering with 72 hours notice.	N/A	N/A	95%	100%
Outcome	Provide 75% of supplies to underserved and BIPOC communities*	N/A	75%	90%	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	2023	2023	2024	2024
Personnel	\$0	\$2,000,000	\$282,331	\$0
Internal Services	\$0	\$425,000	\$322,511	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$2,425,000</b>	<b>\$604,842</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,425,000</b>		<b>\$604,842</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$2,425,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$2,425,000</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

In FY 2023, this program was funded with Federal American Rescue Plan (ARP) Direct County Funding.  
 In FY 2024, this program is funded with one-time-only General Fund.

Significant Program Changes

Last Year this program was: FY 2023: 10093A ARP Emergency Management Logistics

In FY 2024, the County also expects to take ownership of a morgue trailer and lighting unit provided from the State as well as donated Americans with Disabilities Act (ACT) compliant vehicles from Metro to assist with transport during shelter activations.

**Department:** Nondepartmental      **Program Contact:** Chris Voss  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program consists of \$772,000 in one-time-only General Fund and supports the Emergency Management Logistics team with vehicles and 6 Limited Duration Assignment (LDA) positions to support the County's COVID-19 operations and to mitigate the spread of COVID-19 in our community and our shelter system. Program 10012B totals \$604,842 and 2 LDA's and provides base level staffing to support the Emergency Management Logistics team with the Warehouse, including the purchase of supplies. These two programs represent the complete Emergency Management Logistics team (\$1,376,842 and 8 LDA).

**Program Description**

Staff in this program are responsible for the transportation of supplies and coordination of several mission critical severe weather shelter programs. This program expects to maintain the ability to coordinate and deliver supplies to Community Based Organizations (CBOs), outbreak locations and shelter locations during activations. Calendar year 2022 included over 2,500 deliveries to CBO's including support to 627 outbreaks at organizations focused on underserved populations or high risk communities. In total, between CBO support and shelter activations, this team provided transportation for more than 2.5 million items and expects to maintain a similar capability for COVID-19 and shelter support in FY 2024.

This group ensures the delivery of meals, snacks and drinks to persons in severe weather shelters. While most meals are prepared by outside vendors and coordinated through this group; snacks and drinks are purchased, stored and delivered by this team. In 2022, this consisted of more than 18,000 meals and over 250,000 snacks and drinks. The December 2022 severe weather shelter event alone resulted in the delivery of 81,254 snacks and drinks to shelter locations. The cost of food is covered by another County Department.

Since 2021, this team has also coordinated the delivery of numerous culturally specific items requested as part of a larger shelter improvement program as well as an expansion of items for both medically fragile and persons needing various accommodations. A single shelter is often opened with approximately 40,000 items delivered by this team or through the volunteers who are supported by this team. This group also coordinates the resources necessary to support ADA transport including a collaboration with Metro in which the County receives donated Metro vehicles.

While Shelter activity is at its busiest during the winter and summer months, it is a year round activity that includes planning, training, exercises, contract negotiation, inventory management and system purchase and training. In addition, many of the improvements anticipated next year include expansion of our volunteer network and training of these new personnel would occur in the off season.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Maintain capability to provide supplies for 1,200 persons seeking sheltering with 72 hours notice.	N/A	N/A	95%	100%
Outcome	Deliver 95% of processed PPE requests within 3 business days (unless later date is requested by client)	N/A	95%	95%	95%

**Performance Measures Descriptions**

Output measure supporting sheltering is new and a goal for the warehouse

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$719,778	\$0
Internal Services	\$0	\$0	\$52,222	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$772,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$772,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

In FY 2023, this program was funded with Federal American Rescue Plan (ARP) Direct County Funding. See program 10012B for the FY 2023 total ARP Logistics budget.

In FY 2024, this program is funded with one-time-only General Fund.

Significant Program Changes

**Last Year this program was:** FY 2023: 10093A ARP Emergency Management Logistics

In FY 2024, this program provides for 6.00 LDA and with the combined 2.00 LDA in program 10012B, is a 11.00 LDA reduction from FY 2023 (19.00 LDA in FY 2023).

**Department:** Nondepartmental      **Program Contact:** Jeston Black  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Government Relations Office 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 into County actions and facilitate partnerships. 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 Description**

The Government Relations Office serves as the primary representative for the County to State, Federal Elected and Tribal 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 Tribal, Federal, State, and Local Levels.

The Office of Government Relations, in partnership with County Departments, provides analysis and tracks the 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 is the single point of contact for Oregon's nine federally recognized Tribal Governments, as well as works 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 three budget cycles the Office of Government Relations has expanded its work in developing positive partnerships with cities in East County, expanding its budget analysis capabilities to translate budget impacts in impacted communities and formalizing Multnomah County's relationship with Tribal Governments.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	35	30	33	36
Outcome	Develop engagement strategies with Tribal governments and local American Indian/Alaska Native communities	0	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	2023	2023	2024	2024
Personnel	\$1,127,639	\$0	\$1,232,504	\$0
Contractual Services	\$124,000	\$0	\$124,000	\$0
Materials & Supplies	\$48,651	\$0	\$51,110	\$0
Internal Services	\$71,765	\$0	\$69,016	\$0
<b>Total GF/non-GF</b>	<b>\$1,372,055</b>	<b>\$0</b>	<b>\$1,476,630</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,372,055</b>		<b>\$1,476,630</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10016 Government Relations Office

**Department:** Nondepartmental

**Program Contact:** Joy Fowler

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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, employee experience and wellbeing.

ODE advances this work by providing countywide leadership as a multiracial, 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.

This offer funds the ongoing implementation of key pillars of ODE work: Workforce equity and the Workforce Equity Strategic Plan through stakeholder engagement, developing communications strategies, and evaluating impacts as well as ensuring accountability to performance measures; training and internal policy toward Safety, Trust and Belonging for all employees; the Equity Policy Team's work around disability equity and accommodations, compliance reporting, research and evaluation, exit interviews, policy development, and other initiatives that improve systems and structures; 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; coordination of the Multnomah Youth Commission, representing Black, Indigenous, and People of Color communities, and utilizing 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Employee Resource Groups managed and coordinated	9	9	9	9
Outcome	Compliance on Workforce Equity Strategic Plan performance measure adherence	90%	90%	90%	90%
Output	Number of guidance documents, evaluation reports or compliance reports completed	5	4	4	5
Output	Number of disability accommodation consults	25	25	35	35

**Performance Measures Descriptions**



## 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	2023	2023	2024	2024
Personnel	\$1,556,876	\$0	\$1,631,037	\$0
Contractual Services	\$24,860	\$0	\$26,110	\$0
Materials & Supplies	\$88,366	\$0	\$92,816	\$0
Internal Services	\$161,264	\$0	\$141,402	\$0
<b>Total GF/non-GF</b>	<b>\$1,831,366</b>	<b>\$0</b>	<b>\$1,891,365</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,831,366</b>		<b>\$1,891,365</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10017A Office of Diversity and Equity

Beginning in FY 2024, funding for Multnomah Youth Commission (MYC) on-call staff will be reflected in the MYC program offer (10017B).

**Department:** Nondepartmental      **Program Contact:** Joy Fowler  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Multnomah Youth Commission (MYC) is the official youth policy body for Multnomah County and the City of Portland. There are 42 young adults, ages 13- 21, from majority Black, Indigenous and People of Color Communities (BIPOC), that strive 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 Description**

The Multnomah Youth Commission advises and offers 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 the lead and work together to address issues most important to their communities, while highlighting and sharing ideas and experiences to build youth-led solutions. This policy and project work include the following:

- Transit Equity/TriMet Youth Pass for All
- Transforming Juvenile Probation
- Improving Youth/Police Relations
- Later High School Start Times To Combat Chronic Absenteeism
- Reducing Youth Sexual Assault and Harassment/Reporting in Schools
- Funding youth-led Environmental/Climate Justice Community Projects

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Youth Commission Meetings held	21	22	21	21
Outcome	Youth-led policies impacted and/or advocated for	12	12	8	12
Output	Number of partnerships established	12	12	14	14
Outcome	Number of Youth-led forums and/or events held	6	5	6	6

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$154,983	\$0	\$186,636	\$0
Materials & Supplies	\$20,017	\$0	\$21,014	\$0
Internal Services	\$0	\$0	\$11,435	\$0
<b>Total GF/non-GF</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$219,085</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$175,000</b>		<b>\$219,085</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 10017B Multnomah Youth Commission Support

In addition to our full-time MYC Sr Program Specialist, ODE has an on-call Program Aide. While their funding is not reflected in the FTE due to their status, their cost is reflected in the total dollars.

**Department:** Nondepartmental      **Program Contact:** Joy Fowler  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Workforce equity requires the County identify and address structural and policy barriers to equal employment opportunity faced by our employees due to their protected class. In addition to aligning County stakeholders, implementing the WESP requires the robust engagement of employees directly impacted by racial disparities in guiding the vision and identifying recommendations for ratifying an updated Workforce Equity Strategic Plan. In addition, ODE’s emphasis on building strategic initiatives for the County will aid in program alignment and advancing short and long term goals related to and outside of the WESP.

**Program Description**

The Office of Diversity and Equity increased its staff capacity through a limited-duration position to initiate its planning and engagement process to update the WESP in the fall of 2022. The updated strategic plan is expected to provide recommendations beyond 2024. To maintain the fidelity of our organizational values described by our Equity and Empowerment Lens, the development and support of engagement processes need to expand and continue. This proposal supports transitioning the one-time, limited-duration investment to a full-time position within ODE. This full-time position will provide the necessary support to fulfill both the workforce equity goals and overarching ODE strategic initiatives which benefit the County as follows:

- Partnering with the Workforce Equity Manager to design an engagement process based on the principles of our Equity and Empowerment Lens
- Executing a stakeholder engagement process that supports the principles of our Equity and Empowerment lens through conversations, focus groups, listening sessions, surveys, and other methods of gathering and analyzing feedback
- Assist the Workforce Equity Manager with change management by supporting County leaders, departments, offices, and other stakeholders to implement the WESP and providing deeper level coordination and communication.

Updating the WESP will include stakeholders, including but not limited to the County’s Chief Operating Officer, County leadership, Human Resources, Equity Managers, department equity committees, the Complaint Investigations Unit, Employee Resource Groups, and other County staff.

In alignment with the WESP, this role will also help drive ODE’s strategic initiatives that support county-wide work, manage results and outcomes that are actionable and advance our commitment to equity by partnering with the Chief Diversity and Equity Officer to identify areas of opportunity; advise on strategy, recommend solutions related to advancing both ODE and county-wide short and long term goals through actionable steps.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of meetings engaging with project team leads on process design and updates.	N/A	4	4	10
Outcome	Updated WESP where all stakeholders are invited to engage in meeting outlined objectives.	N/A	N/A	85%	85%
Output	Number of stakeholder engagement process sessions.	N/A	10	10	15
Output	Number of WESP focus areas reviewed.	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$157,499	\$0
Contractual Services	\$0	\$0	\$80,000	\$0
Materials & Supplies	\$0	\$0	\$2,501	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$240,000</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 10017C WESP Update Planning and Engagement

This program adds 1.00 FTE Human Resources Analyst Senior (9748).

**Department:** Nondepartmental

**Program Contact:** John Wasiutynski

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description

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, increase community resilience in the face of a warming climate, 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of unique County employees engaged with programming offered by the Office of Sustainability.	1,032	500	684	800
Outcome	Decrease in community wide greenhouse gas emissions over 1990 levels based on trend line analysis.	25%	17%	20%	20%
Output	Total number of advisory committee meeting volunteer hours	216	100	200	200
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 2020. These data are also reported on a calendar year basis. Since 2020 data are impacted by the pandemic induced economic slow down, an emissions rebound is anticipated. 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 Oregon Department of Energy's biannual report.

## Legal / Contractual Obligation

The Office of Sustainability will support the County's ability to obtain grant funding from both the state and Federal government in light of unpresidented funding being directed at emissions reduction, pollution reduction, and environmental justice communities.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$888,936	\$7,000	\$969,912	\$7,000
Contractual Services	\$16,558	\$42,749	\$17,390	\$42,749
Materials & Supplies	\$30,796	\$0	\$32,360	\$0
Internal Services	\$57,644	\$251	\$45,508	\$251
<b>Total GF/non-GF</b>	<b>\$993,934</b>	<b>\$50,000</b>	<b>\$1,065,170</b>	<b>\$50,000</b>
<b>Program Total:</b>	<b>\$1,043,934</b>		<b>\$1,115,170</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$50,000	\$0	\$50,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>

## Explanation of Revenues

This program generates \$251 in indirect revenues.

Local - The Office of Sustainability has secured grant funding from the East Multnomah Soil and Water Conservation district, \$50,000 for the CY 2023.

## Significant Program Changes

**Last Year this program was:** FY 2023: 10018A Office of Sustainability

This program combines 10018C Climate Resilience Coordinator from FY 2023.

In FY 2023, the Office added a Senior Climate Resilience Policy Analyst position. This position will build on ongoing work to address community vulnerabilities to the impacts of the climate crisis. 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:** New      **Program Offer Stage:** 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 Description

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. To date, the county has installed municipal water connection, irrigation infrastructure, completed demolition work, and is in the process of completing construction drawings and obtaining permits. We anticipate the construction of the access road and community-orchard to be completed by the end of the current fiscal year, FY 2023. In FY 2024 we anticipate construction of the barn and greenhouse to be completed..

Also, starting this spring, MudBone will begin sub-leasing to beginning farmers now that irrigation infrastructure has been installed.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of farmers using CROPS	0	4	3	4
Outcome	Increase number of Black farmers in Multnomah County	0.27%	1%	0.27%	1%
Output	Volunteer hours	128	1,000	500	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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$500,000	\$400,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$400,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$500,000</b>		<b>\$400,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$500,000	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

In FY 2023, this program was funded with Federal American Rescue Plan (ARP) Direct County Funding.  
In FY 2024, this program is funded with one-time-only General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2023: 10094 ARP Office of Sustainability Food Access Focus

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.

Increased funding for improvements to the barn, road, parking, and greenhouse.

**Department:** Nondepartmental      **Program Contact:** John Wasitynski

**Program Offer Type:** New      **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The June 2021 Heat Dome event resulted in 69 deaths from hyperthermia. Later that same summer, during a subsequent heat wave, another 3 people died from extreme heat, for a total of 72 deaths. These tragic deaths highlight the dangers posed by human-caused climate change, with extreme heat being just one manifestation of a global crisis. These funds will be used to plant one tree for each person who died from heat in the summer of 2021. Trees will be planted in low tree canopy urban areas in the community, particularly areas identified as heat islands, eventually helping to lower ambient temperatures.

**Program Description**

Prior to June 2021, the highest temperature ever recorded in usually temperate Multnomah County was 107 degrees Fahrenheit, which happened in 1965 and again in 1981. Between June 25 and June 30, 2021, the county shattered that record with temperatures of 108, 112, and 116 degrees over three consecutive days. Temperatures remained high overnight during this period, providing little relief. Warm overnight temperatures over consecutive days — when homes and apartments without air conditioning do not cool down at night — are a primary driver of heat related illness, hospital visits and deaths during extreme heat events.

The extreme heat led to both an unprecedented response by the County and an unprecedented loss of life. Despite the largest sheltering operation for a heat event in our history, the Multnomah County Medical Examiner's data indicated that 72 people succumbed to hyperthermia in 2021. The majority of those who died were older, white and living alone in apartment buildings. In the County's "June 2021 Extreme Heat Event Preliminary Finding" report, planting trees in areas with low tree canopy and high urban heat island impacts was identified as a key long-term intervention necessary to protect the community from future heat events.

The June 2021 severe heat event would have been virtually impossible without human-caused global warming. Researchers have estimated that the extraordinary temperatures were a once-in-1,000-year event. However, if current greenhouse gas emissions continue, an event this extreme could happen every five to 10 years by the year 2040. The purpose of this program-offer is to both honor the lives of those who died as a result of the excessive heat and reduce the risk for others during future events. The trees will be planted by community members during a tree planting memorial event.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Host one volunteer planting and memorial event with 50 volunteers.	N/A	N/A	N/A	200 hours
Outcome	Plant 72 trees	N/A	N/A	N/A	72

**Performance Measures Descriptions**

Output - 50 volunteers for 4 hours, for a total of 200 hours.

Outcome - Plant 72 street trees or yard trees that are close to the street.

## Legal / Contractual Obligation

The County will look to procure services for street tree planting and for organizing a community memorial and tree planting event. The County and contracting partner will recruit property owners who will not only welcome a street tree adjacent to their property, but who are specifically committed to caring for a memorial tree.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$32,200	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$32,200</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$32,200</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:

**Department:** Nondepartmental

**Program Contact:** Jennifer Matsumura

**Program Offer Type:** Existing

**Program Offer Stage:** 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. With 50 years of community-based engagement with our county partners, we continue to leverage support from other regional government partners and private donors, including foundations and trusts. Ultimately, RACC invests much more in arts and culture than the County can afford to do alone—we leverage public dollars for the common good. As you will read in this report, these investments create vibrant neighborhoods, enhance our children’s education, and fuel the creative economy with measurable economic benefits for Multnomah County.

### Program Description

RACC plays a vital role in Multnomah County’s economic and community development efforts. RACC leverages private and public dollars to provide artists, creatives, and arts organizations with base financial support needed to serve the community; our Advocacy & Engagement program liaises between city, county, and national offices, including state arts orgs and congressional leaders regarding impactful legislation affecting the arts and culture in our region. We advocate for and support community still experiencing impacts from COVID-19. A RACC team member serves on the Planning Management Team for the regional cultural plan process. RACC’s Advocacy program provides a community-based equity lens with over 50 years’ worth of arts and culture knowledge and expertise. We leverage community with community. RACC’s nationally acclaimed Public Art program, including the Multnomah County 2% for Art Ordinance, integrates a wide range of art into public spaces. This program is reported on via a separate reporting mechanism. We sit on local and national panels to enrich the narrative and the conversation.

RACC continues to focus and advocate for a well-rounded arts education to uplift arts and culture in all of our districts in the county. Our advocacy into East County has highlighted, and continues to focus on, inequity in the distribution of the Arts Education and Access Fund (AEAF) monies specifically within Reynolds School District. We will continue to pursue equitable access to arts education as we lean into East County through data collection and the artlook@oregon platform, administered by RACC. RACC has partnered and held listening sessions with Congresswoman Bonamici regarding her Arts Education for All initiative. We also addressed the mental health needs of K-12 arts educators and offered free supportive Trauma Informed Care workshops. An expanded opportunity for Multnomah County to support this is included with this budget request. RACC invests in 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. RACC’s community services include workshops for artists, consulting for arts organizations, and a variety of printed, digital, and electronic resources. RACC serves as a fiscal sponsor for the Multnomah County Cultural Coalition as well as other local organizations.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Dollars leveraged from other sources (FY 2022 includes ARPA and NEA funding)	\$6.8 million	\$8 million	\$12 million	\$12.8 million
Outcome	Direct Investment in artists & arts & culture organizations (includes ARPA and NEA funds)	\$9.2 million	\$4.5 million	\$6.1 million	\$7.1 million
Output	RACC-funded artists and creatives who identify as immigrant or refugee	11%	N/A	13%	15%
Output	RACC-funded artists who identify as Black, Indigenous, and People of Color and/or reside in East County	61%	45%	45%	45%

### Performance Measures Descriptions

RACC’s work in the community is guided by our pledge towards increasing equity and access. Our performance measures speak to an increasing engagement across a spectrum of community groups and individuals. The new measurements and the ones tracked for FY 2023 from 2022 will be reported on an annual basis and can be informed by Multnomah County’s access and equity goals.

## 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	2023	2023	2024	2024
Contractual Services	\$300,000	\$0	\$300,000	\$0
<b>Total GF/non-GF</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$300,000</b>		<b>\$300,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** [FY 2023: 10020 Regional Arts & Culture Council](#)

For FY 2024, RACC will be re-aligning its Programs offering under the umbrella of a central Program hub. This will ensure cohesion and organization-wide engagement at the Programs. We are excited to bring this synthesis to the organization and the community. The Arts Education Program will focus more deeply in K-12 services. The relocation of the AEAF (Arts Tax Ordinance) to the City of Portland (for City program streamlining) has enabled RACC to take a holistic approach for how we support and advocate for our arts teachers, liaisons, coordinators, and parents. The ramping up of the artlook@oregon online tool will support this work and continue to reveal inequities and opportunities that exist within our communities around student access to art in their well-rounded curriculums.

**Department:** Nondepartmental      **Program Contact:** Christian Elkin  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program accounts for facilities charges for the State Courts sites downtown and in East County and for the Tax Supervising & Conservation Commission. It also accounts for a portion of the debt service on the East County Courthouse, for pass-through payments to the Multnomah Law Library, and the State Watermaster.

**Program Description**

ORS 1.185 requires that counties provide court space for the operation of the state circuit courts. Multnomah County operates courts at the downtown Courthouse, the Multnomah County Justice Center, the Donald E. Long Juvenile Justice Center, and at the East County Courthouse. County-provided courtroom space is a key resource in the County's criminal justice system. Multnomah County courts' central and eastside locations allow easy access to the court system, provide visibility into the public safety system at work.

The County's 17 story courthouse located at the west end of the Hawthorne Bridge which opened in 2020, houses 44 courtrooms and staff from the District Attorney's Office. The courthouse was built to acquire a Leadership in Energy and Environmental Design. LEED-Gold certification using less water and energy and reduce greenhouse gas emissions.

The County's Facilities Division is responsible for operating and maintaining County courtrooms. The Facilities Division provides services ranging from planning, construction, and building operations and maintenance to cleaning the buildings and maintaining the grounds for courtrooms located in Multnomah County's owned and leased facilities.

This program also includes:

- A \$5,000 pass thru payment for the State Watermaster.
- Funding for the Law Library. The 2011 Legislature passed several bills that changed the way court fees are allocated among local programs. One local program, the Multnomah Law Library, is a recipient of an allocation of fees through Multnomah County to the Law Library. The allocation will be monitored to see if changes are made for the upcoming State biennium.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Preventive Maintenance Work Order Costs as a percent of Total Maintenance Work Order Costs	42%	45%	41%	45%
Outcome	Customer Satisfaction surveys with a result of "very satisfied" out of 100%	82%	90%	85%	85%

**Performance Measures Descriptions**

These measures are the same as those used for the County's other building operations, see Program Offer 78202.

PM #1 - The percentage of proactive maintenance work demonstrates the level of effort on proactive monitoring and maintenance of building systems. Focus on preventive maintenance maximizes life cycle and reduces cost of breakdown repair.

PM #2 - Customer satisfaction surveys: Percentage of submitted customer reviews marked "very satisfied" out of 100%

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$1,205,000	\$0	\$1,205,000	\$0
Materials & Supplies	\$174,877	\$0	\$183,621	\$0
Internal Services	\$10,900,571	\$1,773,508	\$11,709,799	\$1,765,188
<b>Total GF/non-GF</b>	<b>\$12,280,448</b>	<b>\$1,773,508</b>	<b>\$13,098,420</b>	<b>\$1,765,188</b>
<b>Program Total:</b>	<b>\$14,053,956</b>		<b>\$14,863,608</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$1,200,000	\$0	\$1,200,000	\$0
<b>Total Revenue</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$0</b>

## 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 2023: 10021 State Mandated Expenses

**Program #10021B - Courthouse Security**

FY 2024 Proposed

**Department:** Nondepartmental **Program Contact:** Jeff Lewis  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:** 78003  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The Multnomah County Central Courthouse (MCCCH) is located in downtown Portland. The downtown area is experiencing a significant increase in property damage and graffiti. In FY 2023, Facilities and Property Management (FPM) contracted for expanded overnight security services to deter such activities. This program offer will fund the continuation of these services in FY 2024.

**Program Description**

This program funds the continuation of overnight security services for the MCCCH with the goal to reduce property damage to the building and to protect the County’s newly built asset. These expanded services have significantly reduced property damages to the building and have been a deterrent.

Future security needs at the site will be included in the countywide safety and security efforts to plan, develop, and implement a security program led by the Department of County Assets in coordination with the Chief Operating Officer and countywide leadership.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of overnight property damage incidents	N/A	0	in progress	0
Outcome	Reduction in overnight property damage repair to the exterior building	N/A	100%	in progress	100%

**Performance Measures Descriptions**

Measure the number of incidents and amount of property damage due to continued funding of overnight security at the MCCCH.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Internal Services	\$165,000	\$0	\$191,100	\$0
<b>Total GF/non-GF</b>	<b>\$165,000</b>	<b>\$0</b>	<b>\$191,100</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$165,000</b>		<b>\$191,100</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

**Last Year this program was:** FY 2023: 10021B Courthouse Security

In FY 2023, this program was funded with one-time-only General Fund and is again asking for one-time-only funds while the security assessments are conducted.



## 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	2023	2023	2024	2024
Contractual Services	\$11,560,000	\$0	\$13,181,051	\$0
<b>Total GF/non-GF</b>	<b>\$11,560,000</b>	<b>\$0</b>	<b>\$13,181,051</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$11,560,000</b>		<b>\$13,181,051</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 2023: 10022 Pass-Through Payments to East County Cities

**Department:** Nondepartmental

**Program Contact:** Eric Arellano

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

OHS operates the Oregon Historical Society Museum, the 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 for our core programs, including our exhibit series; statewide education programs; public programs; Digital Collections website and online digital history resources like The Oregon Encyclopedia; research library services 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. 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 now 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 2022-23 to the Oregon Historical Society for its programs and operations.

The 2022 OHS exhibit series portrayed connections to the past and to one another through various art forms. The photography, paintings, music, even the art of a carousel, were selected to give a sense of time, place, and who we are. Last year's informative exhibits included: I Am An American: Stories of Exclusion and Belonging (The Immigrant Story presents an exhibition that explores the different facets of Asian American experiences) Frances Stilwell: Oregon's Botanical Landscape featuring paintings of Oregon's native plants in their natural habitats; and twin exhibits highlighting the natural beauty of Oregon's State Parks, A Walk in the Park with images from OHS's collection and A Century of Wonder: Celebrating 100 Years of Oregon State Parks, that includes contemporary images of the parks. To complement the museum exhibit, highlights from A Century of Wonder were used to form a traveling exhibit.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Multnomah County residents admitted free of charge	3,890	17,500	8,382	9.640
Outcome	Improved library hours per week	32	32	32	32
Output	Increased number of public programs	187	205	100	100
Quality	Care of Collections through additional curator/registrar	0	0	1	0

**Performance Measures Descriptions**

While the lifting of many COVID-19 pandemic restrictions by the State and County allowed OHS to fully open and to sponsor in person lectures and programs, OHS continued to sponsor many virtual and hybrid programs. School tours also began to return in the fall of 2022. OHS continues to reach out to educators through an education-related E-Digest, and through in-person programs. A broader weekly e-digest is now sent out to over 20,000 subscribers. The annual Oregon History Day competition was held virtually but will return in-person in 2023.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$3,643,039	\$0	\$3,873,074
Internal Services	\$0	\$29,000	\$0	\$29,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$3,672,039</b>	<b>\$0</b>	<b>\$3,902,074</b>
<b>Program Total:</b>	<b>\$3,672,039</b>		<b>\$3,902,074</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Taxes	\$0	\$3,646,083	\$0	\$3,861,074
Interest	\$0	\$3,000	\$0	\$3,000
Beginning Working Capital	\$0	\$22,956	\$0	\$38,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$3,672,039</b>	<b>\$0</b>	<b>\$3,902,074</b>

## 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 2023: 10023 OHS Local Option Levy

**Department:** Nondepartmental      **Program Contact:** Jeff Renfro  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program offer distributes revenues received from property taxes associated with railroad cars to local school districts. This is a statutory responsibility of Oregon counties (ORS 308.505 to ORS 308.665) and these revenues are dedicated to a County School Fund. It also includes revenues dedicated to the County School Fund received from the sale of timber cut on federal forest land and the Secure Rural Schools (SRS) program. Federal legislation governing the SRS payments has sunset several times, and has not been reauthorized.

**Program Description**

Since 1908, all counties in Oregon had received payments from the US government from revenue generated by the sale of timber cut on federal forest lands. State law specified how the revenue was to be allocated.

The federal law authorizing federal timber payments to counties, PL 106-393, sunset as of September 30, 2006. It was reauthorized by Congress for one year in 2007, and was renewed in 2008 for a four-year period, during which time the amount received declined each year. FY 2012 was to have been the last year in this 4-year extension. Congress reauthorized this legislation for one year in FY 2013, and again in FY 2014.

In April of 2015, Congress once again reauthorized the Secure Rural Schools program, but for two years. Payments are retroactive for the County's FY 2015 budget and will provide funds in FY 2016.

The law was not reauthorized for FY 2017, and timber payments will be governed by the 1908 Act as amended. The law was not reauthorized for FY 2019, and our assumption is that it will not be reauthorized in the future.

The remaining revenue is from the County's portion of the ad valorem tax that is assessed on the value of rail cars as outlined by state statute.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output		N/A	N/A	N/A	N/A
Outcome		N/A	N/A	N/A	N/A

**Performance Measures Descriptions**

The County School Fund provides a very small amount of the total revenue available to schools in Multnomah County. Arguably, this amount is not large enough to contribute meaningfully toward student academic achievement.

## Legal / Contractual Obligation

ORS 328.005-035 outlines the requirement to establish a County School Fund. The apportionment of revenue from the sale of timber on federal forest lands is described in ORS 294.060, which states: "...moneys received by each county...shall be divided 75 percent to the Road Fund and 25 percent to the school fund of the County."

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$80,125	\$0	\$80,125
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$80,125</b>	<b>\$0</b>	<b>\$80,125</b>
<b>Program Total:</b>	<b>\$80,125</b>		<b>\$80,125</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$80,000	\$0	\$80,000
Interest	\$0	\$100	\$0	\$100
Beginning Working Capital	\$0	\$25	\$0	\$25
<b>Total Revenue</b>	<b>\$0</b>	<b>\$80,125</b>	<b>\$0</b>	<b>\$80,125</b>

## 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 2023: 10024 County School Fund

**Department:** Nondepartmental

**Program Contact:** Eric Arellano

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Impact (\$ in millions) of Convention Center Visitors to County Economy	487	550	579	670
Outcome	Number of Employees in Travel/Tourism Industry (Est.)	4,810	5,300	5,378	6,064

**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 saw a reduction in event (cancelled or delayed) activity but has steadily recovered in FY 2022-23. The Convention Center has served as a shelter during emergency events (warming or cooling) for those individuals experiencing homelessness.



## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$35,315,375	\$0	\$41,576,080
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$35,315,375</b>	<b>\$0</b>	<b>\$41,576,080</b>
<b>Program Total:</b>	<b>\$35,315,375</b>		<b>\$41,576,080</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Taxes	\$0	\$35,225,475	\$0	\$41,430,330
Interest	\$0	\$8,000	\$0	\$10,000
Beginning Working Capital	\$0	\$81,900	\$0	\$135,750
<b>Total Revenue</b>	<b>\$0</b>	<b>\$35,315,375</b>	<b>\$0</b>	<b>\$41,576,080</b>

## 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 2023: 10025 Convention Center Fund

The travel industry has been one of the hardest hit by the COVID-19 pandemic. Lodging occupancy rates hit historic lows locally during peak of COVID-19 pandemic. Transient Lodging Taxes have seen steady improvement in FY 2022 and into FY 2023 but still well below peak level collections. Transient Lodging Taxes are estimated to be at 77% of peak level in FY 2023. Motor Vehicle Rental Taxes have recovered much faster, tax collections recovered to peak levels in FY 2022.

**Department:** Nondepartmental

**Program Contact:** Eric Arellano

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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)
- Series 2022 (\$25.095 million) - Full Faith & Credit (Bank Placement)

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/Design/Right of Way phases of the Burnside Bridge replacement project. All binding obligations were approved by the Board of County Commissioners.

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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	2023	2023	2024	2024
Contractual Services	\$0	\$3,000	\$0	\$3,000
Debt Service	\$0	\$29,467,603	\$0	\$30,703,930
Unappropriated & Contingency	\$0	\$2,724,647	\$0	\$1,171,700
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$32,195,250</b>	<b>\$0</b>	<b>\$31,878,630</b>
<b>Program Total:</b>	<b>\$32,195,250</b>		<b>\$31,878,630</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$237,730	\$0	\$212,600
Other / Miscellaneous	\$0	\$28,231,873	\$0	\$22,710,330
Financing Sources	\$0	\$0	\$0	\$6,783,000
Interest	\$0	\$50,000	\$0	\$60,000
Beginning Working Capital	\$0	\$3,675,647	\$0	\$2,112,700
<b>Total Revenue</b>	<b>\$0</b>	<b>\$32,195,250</b>	<b>\$0</b>	<b>\$31,878,630</b>

## 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.

In FY 2024, General Fund one-time-only resources will be used pay for last year of debt service for the ERP portion of the FFC Series 2017 Bond.

## Significant Program Changes

**Last Year this program was:** FY 2023: 10026 Capital Debt Retirement Fund

In September of 2022, the County financed a portion (30%) of the Design and Right of Way phase of the Burnside Bridge Replacement Project totaling \$25.095 million. The financing was a FFC Direct Bank Placement and will fully mature in fiscal year 2032.

**Department:** Nondepartmental      **Program Contact:** Eric Arellano  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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 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	2023	2023	2024	2024
Debt Service	\$0	\$51,974,193	\$0	\$53,808,115
Unappropriated & Contingency	\$0	\$799,082	\$0	\$1,893,900
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$52,773,275</b>	<b>\$0</b>	<b>\$55,702,015</b>
<b>Program Total:</b>	<b>\$52,773,275</b>		<b>\$55,702,015</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$52,419,815	\$0	\$53,808,115
Interest	\$0	\$100,000	\$0	\$175,000
Beginning Working Capital	\$0	\$253,460	\$0	\$1,718,900
<b>Total Revenue</b>	<b>\$0</b>	<b>\$52,773,275</b>	<b>\$0</b>	<b>\$55,702,015</b>

## 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 2023: 10027 Library GO Bond

**Department:** Nondepartmental

**Program Contact:** Eric Arellano

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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, the County Board approved the establishment of five PERS side accounts (\$25 million each) from FY 2017-2023. Side accounts total \$125 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 two qualifying side account (\$12.5 million). Though rate of relief can vary, the relief is estimated to be between .6%- .7% of payroll.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$25,461,495	\$0	\$455,495
Debt Service	\$0	\$29,675,000	\$0	\$31,325,000
Unappropriated & Contingency	\$0	\$40,092,116	\$0	\$44,356,667
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$95,228,611</b>	<b>\$0</b>	<b>\$76,137,162</b>
<b>Program Total:</b>	<b>\$95,228,611</b>		<b>\$76,137,162</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$35,082,027	\$0	\$34,108,050
Financing Sources	\$0	\$25,000,000	\$0	\$0
Interest	\$0	\$315,000	\$0	\$700,000
Beginning Working Capital	\$0	\$34,831,584	\$0	\$41,329,112
<b>Total Revenue</b>	<b>\$0</b>	<b>\$95,228,611</b>	<b>\$0</b>	<b>\$76,137,162</b>

## Explanation of Revenues

Interest earnings on the fund balance and service charges are assessed to departments as a percentage of payroll. In FY 2024, departments will pay 6.50% of payroll costs toward the retirement of the Pension Obligation Bonds.

## Significant Program Changes

**Last Year this program was:** FY 2023: 10028 PERS Pension Bond Sinking Fund

The County established a PERS side account (amount \$25 million) with Oregon PERS in FY 2023, rate relief to begin 7/1/2023. The side account will help mitigate rising PERS costs by providing PERS rate relief. FY 2024 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

**Program Offer Stage:** 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 Description

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.

FY 2023 funding sustained youth engagement efforts and continued program expansion to offer opportunities for youth year-round (October to May) in addition to SummerWorks (June to September).

Youth Opportunities and Workforce Development will continue the second year pilot of the community leadership and career development program for young Black men ages 16 to 21. The pilot includes two cohorts of youth run during the school year and through the summer. Participants 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 are followed by internships in various offices related to the criminal legal system, social services and community development.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of participating youth*	320	188	248	200
Outcome	Percentage of youth who complete training and internship hours	89%	80%	84%	80%
Outcome	Percentage of participating youth experiencing barriers to employment**	96%	90%	90%	90%
Outcome	Percentage of youth of color participating	76%	70%	70%	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	2023	2023	2024	2024
Personnel	\$158,498	\$0	\$180,394	\$0
Contractual Services	\$597,040	\$0	\$626,900	\$0
Materials & Supplies	\$5,998	\$0	\$6,306	\$0
Internal Services	\$5,764	\$0	\$3,940	\$0
<b>Total GF/non-GF</b>	<b>\$767,300</b>	<b>\$0</b>	<b>\$817,540</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$767,300</b>		<b>\$817,540</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 10029A Youth Opportunity and Workforce Development

- This program combines 10029B Youth Opportunity and Workforce Development - Expansion from FY 2023.
- Persistent impacts from COVID-19 included navigating social distancing guidelines, and increased virtual opportunities and paid training due to fewer in-person internship worksites. 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 2024 moving back toward 160 hours per internship or work experience.
- In FY 2024 this program includes \$50,000 to continue the second year of the community leadership and career development pilot program for young Black men ages 16 to 21.

**Department:** Nondepartmental      **Program Contact:** Jeff Renfro  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

In FY 2023, several large bargaining units completed successor bargaining. These new contracts featured retention incentives that would be paid out as two lump-sum payments. The Chair chose to extend the retention incentives to most County employees. The specific details of the payments differ by bargaining unit. The first payments retention incentive payments were paid out in FY 2023. This program offer budgets the second retention incentive payment.

**Program Description**

The majority of Multnomah County employees entered FY 2023 with an open labor contract. Successor bargaining for all bargaining units included proposals meant to increase employee retention. The final agreements for each bargaining unit included retention incentives, paid out as two lump-sum payments. The specifics of the payments differ by bargaining unit, but AFSCME Local 88 retention incentives are an FY 2023 payment of 2% of employee pay with a minimum of \$2,500 and an FY 2024 payment of 1% of employee pay with a minimum of \$2,000.

In part to reward Multnomah County employees for the extraordinary level of work provided during the Pandemic and to increase retention, the Chair chose to extend retention incentive payments to most County employees. The first payment was made in FY 2023. ARP resources were used to pay the retention incentives for eligible employees.

This program offer budgets the second retention incentive payment, to be paid out in July 2023. ARP resources will not be used for eligible employees, to preserve ARP funding to winding down pandemic-era programming. The second payment will be covered by One-Time-Only General Fund resources derived from FY 2022 departmental underspending and FY 2022 revenue collections above the forecast. Retention Incentives for Library employees are covered by Library District funding, and are budgeted in Library program offers.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of employees receiving retention incentive payment.	N/A	N/A	N/A	5,073
Outcome	% of employee receiving payment on time.	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$14,303,913	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,303,913</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$14,303,913</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

The payments are made using One-Time-Only General Fund revenues, derived from FY 2022 departmental underspending and FY 2022 revenue collections above the forecast. The revenue is budgeted as BWC in the General Fund Revenues Program Offer (95001).

Significant Program Changes

Last Year this program was:

**Department:** Nondepartmental      **Program Contact:** Andrea Damewood  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Serve as main point of reporting and inquiry for protected class complaints.	92	100	100	100
Outcome	Average number of days investigations completed.	125	100	113	100
Output	Centrally investigate discrimination and harassment complaints filed by employees (except MCSO & DA).	39	50	50	50

### Performance Measures Descriptions

CIU spends significant time handling cases that do not go to investigation, performing intakes, gathering 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. The first output reflects the total number of inquiries or reports that come to the CIU; while outcome two is the number of days on average it takes for the investigation to take place. The third output is the number of inquiries that reflect the number of inquiries that come to CIU that become full protected class investigations.

## 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	2023	2023	2024	2024
Personnel	\$891,258	\$0	\$952,152	\$0
Contractual Services	\$27,300	\$0	\$28,670	\$0
Materials & Supplies	\$87,495	\$0	\$91,890	\$0
Internal Services	\$121,345	\$0	\$111,918	\$0
<b>Total GF/non-GF</b>	<b>\$1,127,398</b>	<b>\$0</b>	<b>\$1,184,630</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,127,398</b>		<b>\$1,184,630</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 10040A Complaints Investigation Unit

**Department:** Nondepartmental      **Program Contact:** Andrea Damewood  
**Program Offer Type:** New      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**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 program funds a position to provide coaching on best practices to managers and HR partners; resolving cases using alternative dispute resolution prior to a case becoming a protected class complaint; and following up with those involved in protected class complaints. This work includes mediation, team building, training, facilitation, restorative justice, etc.

**Program Description**

This program will fund 1.00 FTE 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 alternative dispute resolution in conflicts that may otherwise result in a protected class complaint
- Create recommendations for resolution best practices.
- Monitor cases post-investigation to ensure restoration and alternative dispute resolutions are implemented by individuals and Departments
- Provide coaching to involved HR partners and managers on restorative practices.
- Work collaboratively with reporting party in CIU case to assess needs and make a plan or work collaboratively with the department to assess workgroup needs throughout the investigation and beyond.
- 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 and to best prepare for post-investigation follow up.
- Stay current on and liaise with additional County resources in Central HR, Equity Management, or external trainings.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Work with the impacted parties in cases on resolution post investigation.	N/A	25	22	25
Outcome	Create recommendations for resolution best practices.	N/A	1	1	1
Output	Collaborating during an investigation with investigators, HR and others to provide solutions and reduce harm.	N/A	N/A	30	30
Output	Provide alternative conflict resolution prior to a complaint or at the receipt inquiry.	N/A	N/A	10	10

**Performance Measures Descriptions**

Right sized and added performance measures to reflect work achieved during the first half of FY 2023. PM #1 creates plans and implements resolution after a CIU investigation. PM #2 creates recommendations for collaborating across depts, CIU and Central HR in resolution practices. PM #3 involves work done in parallel to an investigation, working with stakeholders to provide support to management, staff and work groups while an investigation is ongoing. PM #4 reflects cases able to divert prior to an investigation into an alternative dispute resolution process. making an investigation no longer necessary.

## 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; the first year of this pilot has helped to resolve and deter these complaints.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$178,909	\$0
Materials & Supplies	\$0	\$0	\$17,491	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$196,400</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$196,400</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 10040B Resolution & Development Coordinator Pilot

In FY 2023, this was a pilot program funded with one-time-only General Fund.

In FY 2024, this program is funded with ongoing General Fund and adds 1.00 FTE HR Analyst Senior (9748).

**Department:** Nondepartmental      **Program Contact:** John Wasiutynski  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:** 25121B  
**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 Description**

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 - \$11,000 with an average cost of about \$8,500.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of households served with wood burning appliance replacements*	N/A	60-150	5	40
Outcome	Annual Particulate Matter emissions reduction**	N/A	1,200-30,000	1,000	8,000

**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	2023	2023	2024	2024
Contractual Services	\$0	\$400,000	\$0	\$400,000
Materials & Supplies	\$0	\$100,000	\$0	\$100,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>
<b>Program Total:</b>	<b>\$500,000</b>		<b>\$500,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$500,000	\$0	\$500,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) through State of Oregon Funding (year two of two years) - \$500,000

Significant Program Changes

**Last Year this program was:** FY 2023: 10095 Sustainability - Wood Stove Replacement Pilot

This program offer falls under the County's Public Health Emergency Response ARP Priority Area.

The cost of full replacement has increased due to inflationary pressures.

**Department:** Nondepartmental      **Program Contact:** John Wasiutynski  
**Program Offer Type:** Existing      **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Traffic related fossil fuel combustion emissions are the single largest source of air pollution in Multnomah County and the leading source of cancer causing air toxics in Multnomah County. Diesel and gas powered engines, particularly in medium and heavy duty vehicles like school buses are among the leading contributors of traffic related air toxics. Exposure of children to these emissions, especially diesel emissions, is particularly concerning. This investment purchases electric school buses in Multnomah County school districts that are already engaged in fleet electrification projects and will reduce student exposure to toxic pollutants and reduce greenhouse gas emissions.

**Program Description**

Although no area of Multnomah County has safe levels of traffic-related pollution, the pollution “hot-spots” are in neighborhoods with higher proportions of residents who are people of color. The disproportionate exposure to traffic-related emissions 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. 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 districts. 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of school buses replaced*	N/A	2	0	2
Outcome	Lifetime Cost Effectiveness (\$/short ton reduced) for diesel particulate matter**	N/A	\$62.9 Million	\$0.00	\$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. Currently the County is in the process of finalizing intergovernmental agreements with Portland Public School District and Centennial School District for the transfer of funding to support the purchase of electric school buses.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$500,000	\$0	\$500,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>
<b>Program Total:</b>	<b>\$500,000</b>		<b>\$500,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$500,000	\$0	\$500,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) through State of Oregon Funding (year two of two years) - \$500,000

Significant Program Changes

Last Year this program was: FY 2023: 10096 Sustainability - Electric School Buses

This program offer falls under the County's Public Health Emergency Response ARP Priority Area.

**Department:** Nondepartmental      **Program Contact:** Raffaele Timarchi  
**Program Offer Type:** Existing      **Program Offer Stage:** 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 Description**

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 second phase of a two-year project that includes place-based service learning projects in low-income neighborhoods to create social connections and engage youth as community change agents.

**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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Youth served in professional/educational settings*	N/A	80	118	200
Outcome	% of youth who complete training and internship hours**	N/A	80%	84%	80%
Outcome	% of participating youth experiencing barriers to employment***	N/A	90%	95%	90%
Output	Number of community-based organizations activated to serve as mentors and life coaches.	N/A	2	2	5

**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, 200 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Contractual Services	\$0	\$1,000,000	\$0	\$600,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$600,000</b>
<b>Program Total:</b>	<b>\$1,000,000</b>		<b>\$600,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,000,000	\$0	\$600,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$600,000</b>

Explanation of Revenues

Federal American Rescue Plan (ARP) through State of Oregon Funding (year two of two years) - \$600,000

Significant Program Changes

Last Year this program was: FY 2023: 10097 Youth Connect

This program offer falls under the County's Crisis Response & Community Recovery ARP Priority Area.



## Legal / Contractual Obligation

Reserve and contingency accounts reflect prudent financial management of county resources. The reserve has been established at 10% - a level that Moody's Investors Service uses as a benchmark. The goal in developing the reserve policy was to shield the County from fluctuations in revenues available to fund ongoing programs. The policy articulates the conditions under which reserves will be used and outlines a process for replenishing them should they fall below the goal. The General Fund contingency cannot be accessed unless the Board takes affirmative action to transfer it. Conditions under which the the contingencv can be used are limited. in most cases. to one-time-only expenditures.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Cash Transfers	\$34,798,621	\$3,200,000	\$15,610,285	\$1,874,131
Unappropriated & Contingency	\$89,631,451	\$99,260,847	\$107,244,322	\$104,914,184
<b>Total GF/non-GF</b>	<b>\$124,430,072</b>	<b>\$102,460,847</b>	<b>\$122,854,607</b>	<b>\$106,788,315</b>
<b>Program Total:</b>	<b>\$226,890,919</b>		<b>\$229,642,922</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$6,457,500	\$0	\$6,350,000
Financing Sources	\$4,737,250	\$7,062,417	\$3,672,997	\$0
Interest	\$0	\$935,312	\$0	\$2,000,000
Beginning Working Capital	\$216,439	\$101,374,801	\$990,465	\$107,184,310
<b>Total Revenue</b>	<b>\$4,953,689</b>	<b>\$115,830,030</b>	<b>\$4,663,462</b>	<b>\$115,534,310</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 95000 Fund Level Transactions

No significant changes.





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Total:</b>		<b>\$0</b>		<b>\$0</b>
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$7,294,727	\$0	\$7,304,542	\$0
Taxes	\$524,928,237	\$0	\$578,156,246	\$0
Other / Miscellaneous	\$11,602,123	\$0	\$14,573,188	\$0
Interest	\$1,275,125	\$0	\$1,520,000	\$0
Beginning Working Capital	\$160,314,940	\$0	\$172,605,725	\$0
<b>Total Revenue</b>	<b>\$705,415,152</b>	<b>\$0</b>	<b>\$774,159,701</b>	<b>\$0</b>

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 2023: 95001 General Fund Revenues

### Department Overview

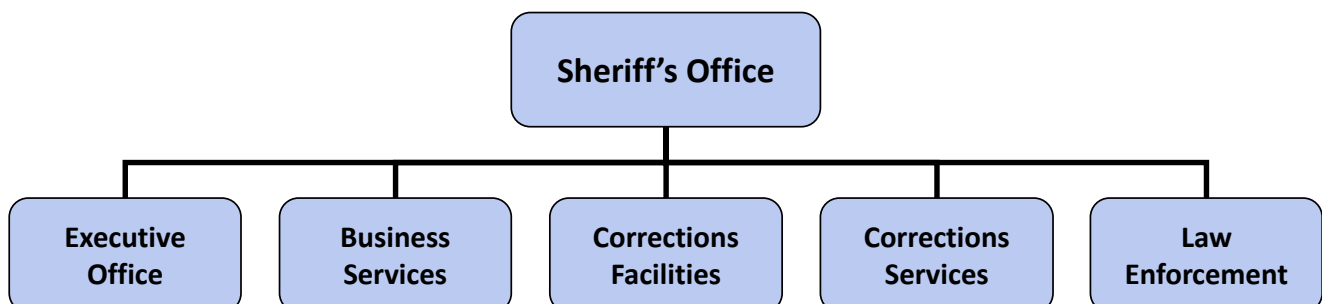
The Multnomah County Sheriff's Office (MCSO) envisions a safe and thriving community for everyone in Multnomah County. We are committed to supporting all community members through exemplary public safety services, and we believe that public safety is the foundation of a healthy thriving community. We are committed to furthering a culture of equity and inclusion, treating everyone with dignity, respect, and fairness.

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 patrolling over 100 miles of waterways including the Columbia River Gorge, an area which receives more than three million visitors each year. Additionally, MCSO provides search and rescue, special investigations, hazardous materials response, regional task force collaboration, as well as dive, search, and recovery operations. MCSO is a full-service law enforcement agency with a commitment to protecting and serving Multnomah County.

MCSO's Corrections Services and Facilities Divisions oversee the operations of the Multnomah County Detention Center and Inverness Jail, including 1,130 budgeted jail beds and corresponding corrections programs. 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, 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 supports MCSO operations by directing strategic initiatives, maintaining accurate data and technology solutions, and providing prudent management of resources to best serve the public. In FY 2024 Business Services will also oversee MCSO Human Resources, focusing on innovative hiring and retention efforts.

MCSO's Executive Office Division includes the oversight of Diversity, Equity & Inclusion; Communications; and Internal Affairs.



## Budget Overview

The FY 2024 Sheriff's Office (MCSO) budget is \$193.6 million, a \$13.4 million (7.4%) increase from the FY 2023 Adopted budget. The General Fund accounts for 88.9% of the total budget, and General Fund expenses increased by \$14.5 million (9.2%). Other Funds (besides American Rescue Plan) decreased by \$0.1 million (-0.5%). American Rescue Plan funding decreased by \$1.0 million.

The change in Other Funds includes a \$1.9 million (-21.7%) decrease in State Community Corrections Senate Bill 1145 (SB 1145) funding. This is partially offset by a \$0.9 million increase in Federal Equitable Sharing Forfeitures funding, along with some smaller increases across a variety of funding sources.

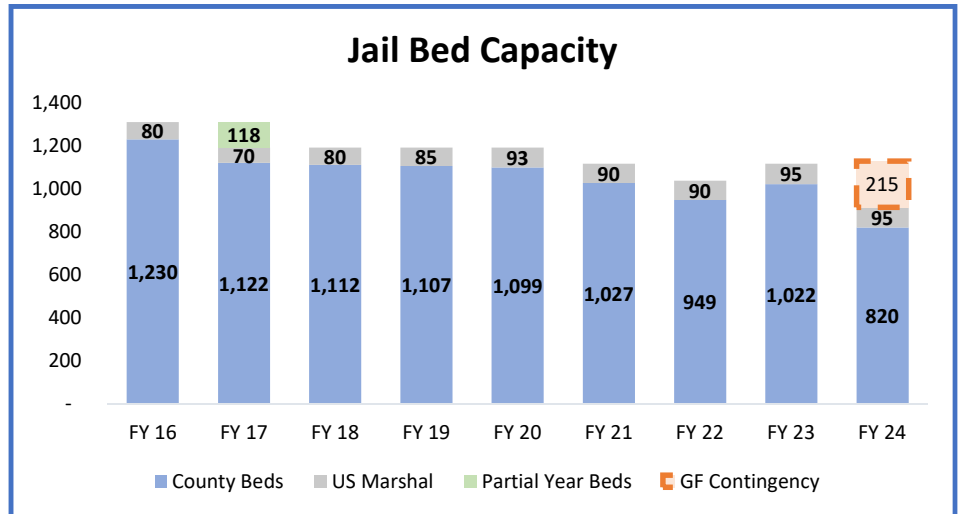
Multnomah County receives SB 1145 revenue from the Oregon State Department of Corrections (DOC) to provide incarceration, parole, probation and/or post-prison supervision services for adults sentenced to 12 months or less. In the 2023-2025 biennium, the Governor's budget reduced the SB 1145 funding. The SB 1145 revenue decrease, when combined with inflationary pressures, results in MCSO needing to reduce \$3.4 million if the State doesn't increase its budget. SB 1145 historically funds jail beds, and this reduction includes the following:

- Dorm 10 (\$832,760)
- Dorm 11 (\$786,220)
- Dorm 12 (\$1,353,563)
- 2.00 FTE Corrections Counselors (\$301,200)
- 1.00 FTE Records Technician (\$116,848)

The Chair's Proposed budget mitigates the risk of jail bed reduction by placing \$3.0 million of one-time-only General Fund into contingency for Dorms 10, 11, and 12. This results in the jail beds being 100% funded for FY 2024 if the State doesn't increase the SB 1145 funding. However, the funding is one-time-only, so other solutions will need to be assessed for FY 2025 and ongoing.

When factoring in the General Fund contingency, the budgeted jail capacity in the FY 2024 Proposed budget is 1,130 beds (915 beds funded ongoing and 215 beds funded one-time-only). This includes a decrease of 52 beds due to removing the top bunks in dorms to facilitate physical distancing, along with an offsetting increase of 65 beds by adding Dorm 13 to normal jail operations. Dorm 13 was previously funded with American Rescue Plan (ARP) funding and was used to physically distance adults in custody because of COVID-19.

# Budget Overview (continued)



Note: The anticipated SB 1145 reduction in FY 2022 wasn't realized. The FY 2022 Revised budget maintained budgeted jail bed capacity at 1,117 beds.

The budget includes \$1.2 million in American Rescue Plan (ARP) funding for COVID-related needs. The ARP revenue will be used to fund MCIJ Dorm 5 (60997). This dorm will not increase budgeted jail bed capacity. Instead, the dorm will allow for increased physical distancing for the adults in custody. The ARP funding also includes a 1.00 FTE Child Abuse Team Detective (60989) and 2.00 FTE deputies to focus on protection orders and court-ordered dispossession of firearms (60990).

The General Fund budget also includes \$562,877 in new ongoing General Fund for Facility Security - Additional Positions (60415D) and \$905,391 for MCIJ Dorm 13 (60330J).

Budget Trends	FY 2022	FY 2023	FY 2023	FY 2024	Difference
	Actual	Current Estimate	Adopted Budget	Proposed Budget	
Staffing FTE	805.12	809.73	809.23	787.49	(21.74)
Personnel Services	\$131,294,019	\$141,032,070	\$141,149,736	\$152,523,846	\$11,374,110
Contractual Services	5,212,150	5,479,353	6,063,706	6,895,288	831,582
Materials & Supplies	4,853,187	4,374,529	5,584,655	5,601,200	16,545
Internal Services	23,334,717	24,038,345	24,897,982	25,213,016	315,034
Capital Outlay	158,857	552,090	2,492,160	3,342,894	850,734
<b>Total Costs</b>	<b>\$164,852,930</b>	<b>\$175,476,387</b>	<b>\$180,188,239</b>	<b>\$193,576,244</b>	<b>\$13,388,005</b>

## Successes and Challenges

MCSO is proud of its strong relationships with its public safety partners including the Department of Community Justice, the Multnomah County District Attorney's Office, and the Oregon Judicial Department. Our collaboration with these and other partners in FY2023 allowed us to continue to maintain a decreased jail population and mitigate the spread of COVID-19. We continue to work very closely with these partners, as well as the Corrections Health Department and County Public Health, to ensure our protocols maximize the health and wellbeing of our adults in custody.

MCSO continues to expand our focus on Diversity, Equity, and Inclusion (DEI) and embedding these values into our culture. We are committed to the County's Workforce Equity Strategic Plan (WESP), and our DEI unit members are committed to achieving the minimum standards set forth in the WESP regarding retention, recruitment, and organizational culture change. In FY2023 we were thrilled to onboard a Training Specialist to our DEI unit, a position that is helping us develop internal training and identify training partnerships with outside organizations.

The past two years have included an unprecedented wave of retirements and other separations at MCSO, introducing significant staffing challenges in the Corrections Division in particular. MCSO continues to innovate around hiring and retention in the face of these challenges. This includes implementing new tools to streamline our application and hiring process and vastly expanding our recruitment efforts. Diverse recruitment and supportive and inclusive retention efforts in particular are a priority for the agency.

In Corrections we have seen a gradual "intensification" of the population of adults in custody, characterized by a prevalence of severe charges, less overall turnover among the custodial population, and longer average stays. While this is partially a result of policy changes in response to the COVID-19 pandemic, which drastically reduced misdemeanor bookings, it is also reflective of a broader trend of increased violent crime in Multnomah County. This has likewise impacted our Law Enforcement division, which continues to work to meet growing challenges around gun violence. One area where we have found success is investment in two dedicated Civil Deputies, who have helped MCSO nearly triple its annual number of firearm dispossession related to restraining orders and protection orders.

## COVID-19 & American Rescue Plan

MCSO Corrections and Law Enforcement Divisions continue to wrestle with some lingering challenges that emerged during the COVID-19 pandemic era in Multnomah County. American Rescue Plan (ARP) funding will continue to provide a critical resource to meet these challenges.

In our corrections settings, MCSO is mindful of the need to provide adequate space for adults in custody to mitigate the spread of COVID-19, flu, and other diseases. To this end MCSO anticipates operating Dorm 5 as flexible housing, to be utilized when additional space is needed, using ARP funding.

MCSO is committed to mitigating firearm-related violence in our communities. Shootings and homicides by firearm have increased dramatically in Multnomah County over the past three years, with 2023 continuing the trend in its early months. Key strategies in the fight to mitigate these incidents include the dispossession of firearms among those deemed a threat to themselves or others through protection orders or restraining orders, as well as timely specialized investigations. Hiring dedicated resources - one detective and two civil deputies hired in 2021 - has enabled MCSO to dramatically increase its dispossession efforts and successful criminal case processing, work we anticipate continuing with ARP funding or County general funds.

Additionally, over recent years, child abuse cases received by MCSO increased 370.5%. Cases in 2023 are on pace to exceed previous years by a significant amount. With changes to the statewide Department of Human Services (DHS) hotline reporting and case management, the Detective Unit receives and processes all DHS reports of alleged child abuse and neglect in order to ensure cases are cross-reported. The impacts of COVID-19 have caused an even greater increase in isolation and resulting delay in service interventions by mandatory reporters. Trained and experienced detectives are required to objectively and thoroughly investigate nearly 150 allegations of child abuse each month and determine if a violation of criminal law occurred, identify and apprehend the offender, and file appropriate criminal charges while ensuring the child's needs are met. MCSO anticipates the use of ARP funding to support this critical work.

# Diversity, Equity, and Inclusion

MCSO recognizes that we cannot achieve an inclusive culture without a focus on equity and a commitment to holding ourselves accountable to our community's call for transformational reform and change. As part of this we acknowledge the need to better understand how systemic racism and implicit bias exist in our organizations and institutions, including criminal justice, health care, education, and housing.

MCSO continues to invest in our Equity and Inclusion (E&I) Unit. MCSO's E&I Director sits at the executive level of the agency, attending meetings for key decisions and policy development, and supervises up to two FTE focused on policy, training, and human resource processes. Our E&I Committee includes representation from all divisions of our agency, with ranks from the front line, supervisory, and executive levels and comprising various racial, ethnic, gender identity, and disability statuses. The E&I Unit and Committee provide MCSO with different perspectives with which to examine the impacts of agency policy and procedures on both our employees and those we serve.

MCSO is committed to the County's Workforce Equity Strategic Plan (WESP). In FY2023 MCSO worked to impact objectives outlined in WESP Focus Area 1, Organizational Culture, developing a strategy for delivering E&I training to executive managers. Key to this work was MCSO's hire of its first E&I Training Specialist, a role that is already working to deliver foundational E&I training to executive level staff and helping identify external opportunities for additional training.

# Budget by Division

Division Name	FY 2024 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$4,801,893	\$0	\$4,801,893	17.00
Business Services Division	24,078,302	1,969,153	26,047,455	87.50
Corrections Facilities Division	80,512,266	7,295,407	87,807,673	364.34
Corrections Services Division	33,531,081	3,497,588	37,028,669	183.10
Law Enforcement Division	29,218,393	7,425,532	36,643,925	132.55
COVID-19 & American Rescue Plan	0	1,246,629	1,246,629	3.00
<b>Total Sheriff's Office</b>	<b>\$172,141,935</b>	<b>\$21,434,309</b>	<b>\$193,576,244</b>	<b>787.49</b>

### 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 their 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: 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

Human Resources has moved from the Executive Office to the Business Services Division for FY 2024.



### 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) Criminal Justice Information Services (CJIS) Unit - provides innovative technology solutions to over 3,000 users across a wide range of platforms; 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; and 7) Human Resources, which supports all MCSO employees from recruitment to hiring and throughout their careers. 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. BSD also works very closely with the Equity and Inclusion Unit to help ensure we're working toward MCSO being a place of safety, trust, and belonging.

### Significant Changes

Human Resources has moved from the Executive Office to the Business Services Division for FY 2024.

The County's budget includes \$203,826 in one-time-only General Fund contingency to fund dedicated law enforcement administrative support related to the implementation of new or expanded programs resulting from Ballot Measure 114 and/or Senate Bill 248.

## Corrections Facilities Division

The Corrections Facilities Division includes 1,130 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 all jail bookings. 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

Dorm 13, previously funded with American Rescue Plan funding for physical distancing due to COVID, is now being funded as part of regular operations with ongoing General Fund. This dorm offsets the beds lost when top bunks were removed from some dorms.

In FY 2024, one-time-only funding for Dorms 10, 11, and 12 is being placed into General Fund contingency. These dorms were cut due to a reduction in Senate Bill 1145 Community Corrections (SB 1145) funding that Multnomah County receives from the Oregon State Department of Corrections. Ideally, the final State budget will restore funding for SB 1145 for the 2023-2025 biennium, but the contingency funds can be used to continue operating these dorms for one more year if the State funding isn't restored.

## 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 budget includes an additional 5.00 FTE to expand staffing in the Facility Security Unit (60415D). This unit is currently understaffed, resulting in members constantly having to work overtime. Consistent with the County's values set forth in the Workforce Equity Strategic Plan, this change will provide meaningful support to this critical unit.

### 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 tens of thousands of 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

The FY 2024 budget includes a 1.00 FTE Child Abuse Team Detective, funded with American Rescue Plan, to provide timely intervention and prosecution in cases that have dramatic, lifelong impacts on children.

The Gun Violence Prevention Detective, focused on reducing the length of investigation times and increasing investigation completion rates, previously funded with American Rescue Plan dollars, has been cut.

### 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 2024 General Fund	Other Funds	Total Cost	FTE
<b>Executive Office</b>					
60100	Executive Office	\$1,962,047	\$0	\$1,962,047	5.00
60105	Equity & Inclusion Unit	520,029	0	520,029	3.00
60120	Professional Standards	1,875,806	0	1,875,806	7.00
60130	Communications Unit	444,011	0	444,011	2.00
<b>Business Services Division</b>					
60200	Business Services Admin	1,827,167	0	1,827,167	1.00
60205	Criminal Justice Information Systems	7,592,279	0	7,592,279	7.00
60210	Fiscal Unit	1,760,844	0	1,760,844	11.00
60213A	Logistics Unit	767,478	0	767,478	4.00
60215A	Human Resources	2,179,522	0	2,179,522	11.00
60217	Time & Attendance Unit	685,402	0	685,402	5.00
60220	Planning & Research Unit	963,705	0	963,705	5.00
60225A	Enforcement Division Support	3,812,407	0	3,812,407	28.00
60230	Alarm Program	0	271,701	271,701	1.50
60235	Concealed Handgun Permits	32,495	1,440,000	1,472,495	3.00
60250	Training Unit	4,457,003	257,452	4,714,455	11.00
<b>Corrections Facilities Division</b>					
60300	Corrections Facilities Admin	1,171,901	0	1,171,901	2.00
60305	Booking & Release	11,654,400	0	11,654,400	59.24
60310A	MCDC Core Jail & 4th Floor	20,254,401	0	20,254,401	61.72
60310B	MCDC 5th Floor	5,147,554	0	5,147,554	25.48
60310C	MCDC 6th Floor	2,723,232	0	2,723,232	14.04
60310D	MCDC 7th Floor	4,622,062	0	4,622,062	27.30
60310E	MCDC 8th Floor	2,916,186	0	2,916,186	16.38
60311	Clinic Escort Deputies	364,136	0	364,136	2.00
60330A	MCIJ Dorms 16, 17 & 18	15,168,637	7,061,335	22,229,972	66.10
60330B	MCIJ Dorms 6 & 7	3,342,215	0	3,342,215	14.56
60330C	MCIJ Dorm 8 & 9	3,119,602	0	3,119,602	14.56
60330D	MCIJ Dorms 14 & 15	3,898,247	0	3,898,247	18.20

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Corrections Facilities Division (continued)</b>					
60330H	MCIJ East Control	322,468	0	322,468	1.82
60330J	MCIJ Dorm 13	905,391	0	905,391	3.64
60345	CERT/CNT	198,266	0	198,266	0.00
60350	HB3194 Justice Reinvestment - Escorts	0	234,072	234,072	1.30
60360	Corrections Support	4,703,568	0	4,703,568	36.00
<b>Corrections Services Division</b>					
60400	Corrections Services Division Admin	937,982	0	937,982	3.00
60405	Transport	4,190,405	0	4,190,405	16.00
60410A	Court Services - Courthouse	5,471,974	0	5,471,974	22.00
60410B	Court Services - Justice Center	1,333,430	0	1,333,430	7.00
60410C	Court Services - JJC	394,615	0	394,615	2.00
60415A	Facility Security - Courts	2,053,437	822,448	2,875,885	18.60
60415B	Facility Security - Jails	3,362,697	0	3,362,697	22.50
60415C	Facility Security - Dom Violence Gateway One Stop	120,260	0	120,260	1.00
60415D	Facility Security - Additional Positions	562,877	0	562,877	5.00
60420	Classification	4,485,906	0	4,485,906	20.00
60425	MCDC Behavioral Health Team	410,184	0	410,184	2.00
60430	Jail Programs	3,015,054	511,089	3,526,143	20.50
60432A	MCIJ Work Crews	529,035	470,143	999,178	4.00
60435	Volunteer Services	219,448	0	219,448	1.00
60440	HB3194 Justice Reinvestment - Program Administrator	0	207,597	207,597	1.00
60445A	Close Street	1,245,179	0	1,245,179	4.00
60445B	Restore - Close Street	561,820	0	561,820	3.00
60450	Warehouse	1,499,857	0	1,499,857	6.60
60455	Property & Laundry	3,136,921	0	3,136,921	20.00
60460	Commissary & AIC Welfare	0	1,486,311	1,486,311	3.90
<b>Law Enforcement Division</b>					
60500	Enforcement Division Admin	895,080	0	895,080	2.00
60505A	Patrol	17,278,240	230,991	17,509,231	61.05
60510	Civil Process	1,846,449	0	1,846,449	8.00
60515A	River Patrol	2,239,702	858,691	3,098,393	10.50
60520A	Detectives Unit	3,390,587	0	3,390,587	13.00

# Sheriff's Office

## fy2024 proposed budget

Prog. #	Program Name	FY 2024 General Fund	Other Funds	Total Cost	FTE
<b>Law Enforcement Division (continued)</b>					
60525	Special Investigations Unit	1,776,812	2,144,065	3,920,877	7.00
60530	TriMet Transit Police	0	4,191,785	4,191,785	22.50
60535A	School Resource Deputy Program	277,872	0	277,872	1.50
60535B	Community Resource Officer Program	230,937	0	230,937	1.00
60535C	Restore Community Resource Officer Program	387,087	0	387,087	2.00
60540	Homeless Outreach and Programs Engagement (HOPE) Team	635,258	0	635,258	3.00
60550	Hornet Trail Rescue and Wilderness Law Enforcement Services Team	16,577	0	16,577	0.00
60555	Gun Dispossession/VRO Detail	243,792	0	243,792	1.00
<b>COVID-19 &amp; American Rescue Plan</b>					
60989	ARP - Child Abuse Team Detective	0	172,845	172,845	1.00
60990	ARP – Civil Process – Reducing Community Violence Involving Firearms	0	358,536	358,536	2.00
60997	ARP - MCIJ Dorm 5	0	715,248	715,248	0.00
<b>Total Sheriff's Office</b>		<b>\$172,141,935</b>	<b>\$21,434,309</b>	<b>\$193,576,244</b>	<b>787.49</b>





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,322,190	\$0	\$1,175,869	\$0
Contractual Services	\$36,632	\$0	\$29,000	\$0
Materials & Supplies	\$126,622	\$0	\$107,000	\$0
Internal Services	\$332,027	\$0	\$650,178	\$0
<b>Total GF/non-GF</b>	<b>\$1,817,471</b>	<b>\$0</b>	<b>\$1,962,047</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,817,471</b>		<b>\$1,962,047</b>	
<b>Program FTE</b>	7.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60100A Executive Office

2.0 FTE Office Assistant Seniors moved to the Fiscal Unit (program offer 60210).

**Department:** Sheriff **Program Contact:** Katie Burgard  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Diversity, Equity and Inclusion (DEI) Unit under the leadership of its Director, leads and guides the agency in developing a data-driven strategy for integrating DEI principles and actions 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 Description**

The DEI 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 unit works to create a welcoming and inclusive workplace environment for all employees regardless protected class identities. Unit staff consults and collaborates directly with the Sheriff, the executive team and individual units to build the structural framework that is necessary to incorporate DEI within each Unit's work. In addition, the DEI 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 DEI practitioners working within public safety.

The work of the DEI Unit focuses on:

- Increasing diversity numbers of staff through recruitment and retention by applying an equity lens to the strategies, data collection systems, progress reviews and analysis.
- Expanding training opportunities on cultural competency, 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 track 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 DEI Unit members actively participate in the MCSO Equity and Inclusion Committee. They 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of County Workforce Equity Initiative Objectives addressed by MCSO Equity Committee	76%	50%	50%	50%
Outcome	Retention of employees of color	N/A	N/A	N/A	90%
Outcome	Managers who have documented training and/or coaching that focuses on racially just leadership practice	N/A	N/A	N/A	50
Outcome	Number of WESP meetings attended	5	12	12	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 and Chief Diversity and Equity Officer 1:1 to review WESP work throughout the fiscal year. Performance Measure outcomes 1 and 2 are new performance measures for FY24.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$424,996	\$0	\$502,129	\$0
Contractual Services	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$50,371	\$0	\$7,000	\$0
Internal Services	\$900	\$0	\$900	\$0
<b>Total GF/non-GF</b>	<b>\$486,267</b>	<b>\$0</b>	<b>\$520,029</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$486,267</b>		<b>\$520,029</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60105 Equity & Inclusion Unit

**Department:** Sheriff **Program Contact:** Jeff Heinrich  
**Program Offer Type:** Support **Program Offer Stage:** 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. Sworn MCSO members are authorized under justifiable circumstances to use physical force against members of the public. With that enormous responsibility and potential liability, the public demands and deserves assurance that the agency is conducting its mandated duties equitably, inclusively, lawfully, and in the most ethical and efficient manner possible. The Professional Standards Unit operates independently of the chain-of-command and reports directly to the elected Sheriff, ensuring public accountability.

**Program Description**

Professional Standards consists of the Inspections Unit, the Life Safety Officer, the Internal Affairs Unit (IAU), the Use of Force (UOF) Inspector and the Professional Standards Liaison. These subunits and positions provide continuous examination of MCSO's personnel, policies and operations 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 ensures internal and public accountability for individual misconduct and as well as the adoption of best practices to minimize the impacts of 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 audits all facets of MCSO operations, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety 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 both live and work. Each complaint is initially evaluated by a Preliminary Investigative Assessment. IAU's administrative investigations are conducted in accordance with established just cause and due process requirements to ensure accountability for both employees and the IAU process, itself. The Use of Force Inspector conducts comprehensive reviews of all control events and Use of Force reports, and makes recommendations for policies and procedures based on emerging standards and best practices in the area of confrontation management. The Use of Force Inspector also provides quarterly reports to the elected Sheriff on use of data and trends. The Sheriff's Office makes this data available on MCSO's public-facing website to ensure public accountability and transparency.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Control Event/Use of Force report review and audit by UOF inspector	730	600	600	600
Outcome	Number of processed complaints that required a full IAU investigation	19	30	20	25
Output	Number of OSHA, Blood-borne Pathogen, Respirator Training classes	18	19	12	12

**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. ORS Chapter 181A.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,726,463	\$0	\$1,689,616	\$0
Contractual Services	\$23,338	\$0	\$34,000	\$0
Materials & Supplies	\$82,426	\$0	\$49,000	\$0
Internal Services	\$83,041	\$0	\$103,190	\$0
<b>Total GF/non-GF</b>	<b>\$1,915,268</b>	<b>\$0</b>	<b>\$1,875,806</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,915,268</b>		<b>\$1,875,806</b>	
<b>Program FTE</b>	8.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60120 Professional Standards

1.0 FTE Captain moved to Corrections Services Administration (program offer 60400).

**Department:** Sheriff **Program Contact:** Chris Liedle  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Communications Unit is a bridge between the Sheriff's Office and the public, connecting, engaging and empowering members, residents, communities, partners and the media alike in Multnomah County and beyond. The Communications team works around the clock to provide accurate, time-sensitive information necessary for the public to make informed decisions, and shares and publishes agency news and events to increase community and membership engagement, works professionally and effectively with the media and furthers transparency by facilitating public records processes.

**Program Description**

The Communications Unit provides accurate information necessary for the public to make informed, sometimes life-saving decisions, and shares and publishes agency news and events to increase community and membership engagement and understanding of public safety. The Communications Unit manages a team of Public Information Officers, who deliver vital information to the public during an emergency or crisis, such as a natural disaster or criminal investigation. The Communications Unit produces public relations and marketing content, such as social media posts, press releases, infographics, photos and videos, and manages the agency's internal and external facing webpages, social media accounts and Sheriff's video projects, among many other tools, to effectively and creatively communicate Sheriff's Office activities to diverse audiences through various channels. The Communications Unit is responsible for developing, implementing and managing the agency's internal and external communications strategies, and continuously monitoring and evaluating such strategies to improve reach and engagement. The Communications Unit maintains the agency's public standing by working professionally and effectively with its media and community partners, and collaborating with intergovernmental partners and community organizations to create public safety, health and wellness messaging campaigns, coordinating community outreach opportunities and elevating direct messaging from the Sheriff. The Communications Unit furthers agency transparency by facilitating a high volume of public records requests, and strives to not only maintain, but forge new relationships with community partners and organizations. The Communications Unit embodies Sheriff's Office strategic plan goals of operating with equity, inclusivity and accessibility as guiding values. As the Multnomah County Sheriff's Office has grown, and its scope of services expanded, so too has the challenge of maintaining a shared organizational direction. Critical to MCSO's success, is that all members of its diverse workforce feel heard and are heard, and that member ideas continue to drive the success of the agency.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Social media posts	1,214	1,200	1,200	1,200
Outcome	Social media post engagements	351,000	215,000	300,000	325,000
Outcome	Communications development projects	3	3	3	3

**Performance Measures Descriptions**

The Communications Unit addressed all FY22 projects 1) Providing alt-text is now a common practice on all applicable social media posts. 2) The Communications Unit identified a vendor to help MCSO develop a strategy to build new websites to meet communications best practices. This work continues as an ongoing project in FY23. 3) The Communications Unit and Equity & Inclusion Unit established regular meetings to increase collaboration and information sharing, and to develop short-term and long-term strategies.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$346,764	\$0	\$392,955	\$0
Contractual Services	\$0	\$0	\$28,000	\$0
Materials & Supplies	\$39,500	\$0	\$11,000	\$0
Internal Services	\$9,204	\$0	\$12,056	\$0
<b>Total GF/non-GF</b>	<b>\$395,468</b>	<b>\$0</b>	<b>\$444,011</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$395,468</b>		<b>\$444,011</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60130A Communications Unit

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:** Jon Harms Mahlandt

**Program Offer Type:** Administration **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

MCSO's Business Services Division (BSD) oversees seven 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. We work to help anchor Equity and Inclusion into our culture, ensure fiscal responsibility and transparency in the work we do with both internal staff and the diverse communities in which we serve, and continually look for efficiencies across the agency.

**Program Description**

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 our service to the community. 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 Support - 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; Human Resources – supports all MCSO employees from recruitment to hiring and throughout their careers.

BSD's diverse portfolio of work brings diverse challenges. The Sheriff's Corrections Division is critically understaffed, State-issued mandates around firearm purchasing (Ballot Measure 114) and law enforcement accreditation have created significant unfunded workload for several units, and these and other challenges are all occurring amidst a challenging budgetary climate at the State and County levels. As such, BSD will spend FY2024 setting targeted, measurable one-year goals that acknowledge these challenges and set expectations to meet them.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of new measurable one-year goals	N/A	N/A	N/A	14
Outcome	Percent of performance measures met in Division	N/A	N/A	N/A	85%

**Performance Measures Descriptions**

Both performance measures are new for FY24. The offer of 14 new measurable one-year goals is based on a process of working collaboratively with each of seven division managers to set two one-year goals. The addition of the "percent of performance measures met in Division" measures the proportion performance measures in BSD in which prior-year actuals met or outperformed their estimates.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$417,688	\$0	\$425,876	\$0
Contractual Services	\$15,317	\$0	\$637,084	\$0
Materials & Supplies	\$1,174,700	\$0	\$680,832	\$0
Internal Services	\$30,672	\$0	\$23,375	\$0
Capital Outlay	\$0	\$0	\$60,000	\$0
<b>Total GF/non-GF</b>	<b>\$1,638,377</b>	<b>\$0</b>	<b>\$1,827,167</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,638,377</b>		<b>\$1,827,167</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
Other / Miscellaneous	\$1,291,233	\$0	\$1,230,116	\$0
<b>Total Revenue</b>	<b>\$1,291,233</b>	<b>\$0</b>	<b>\$1,230,116</b>	<b>\$0</b>

Explanation of Revenues

The FY 2024 Department Indirect Revenue is \$1,230,116.

Significant Program Changes

Last Year this program was: FY 2023: 60200 Business Services Admin



**Department:** Sheriff **Program Contact:** Andrew Potter  
**Program Offer Type:** Support **Program Offer Stage:** 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 the best technology solutions, accurate information, and timely responses to consistently facilitate correct, data-driven decision making.

**Program Description**

The Criminal Justice Information Systems (CJIS) Unit supports all aspects of technology for the Sheriff’s Office, including both hardware solutions and software systems, cyber security and our transition to a digital agency . 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 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 ensures 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of work orders completed	3,332	3,000	3,500	3,500
Outcome	Accessibility improvements	1	2	1	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	2023	2023	2024	2024
Personnel	\$1,555,760	\$0	\$1,670,456	\$0
Contractual Services	\$47,320	\$0	\$90,000	\$0
Materials & Supplies	\$935,866	\$0	\$1,317,751	\$0
Internal Services	\$5,548,180	\$0	\$4,514,072	\$0
<b>Total GF/non-GF</b>	<b>\$8,087,126</b>	<b>\$0</b>	<b>\$7,592,279</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$8,087,126</b>		<b>\$7,592,279</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
Service Charges	\$4,840	\$0	\$4,840	\$0
<b>Total Revenue</b>	<b>\$4,840</b>	<b>\$0</b>	<b>\$4,840</b>	<b>\$0</b>

Explanation of Revenues

General Fund:  
 \$3,600 - Requests for Arrest Reports  
 \$1,240 - Crime Capture Reports - Gresham

Significant Program Changes

Last Year this program was: FY 2023: 60205 Criminal Justice Information Systems

**Department:** Sheriff **Program Contact:** Scott Schlimpert

**Program Offer Type:** Support **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The MCSO Fiscal Unit provides comprehensive financial services to the Multnomah County Sheriff's Office in support of the agency's public safety operations and also has responsibility for the Sheriff's Office procurement and contract functions. The Sheriff's Office has over a \$160 million dollar annual budget which is funded from a variety of sources including County general fund; State and Federal grants; intergovernmental agreements; service fees; and through policing service agreements with local jurisdictions.

**Program Description**

The Fiscal Unit gathers financial data, enters and processes transactions through the County financial system, conducts analysis, and reports financial information to the management team so that strategic operational decisions can be made. The Fiscal Unit makes certain that funds are available for running the agency's operating programs and documents their use by providing key financial services including: budget development, modification and monitoring; fiscal projections; accounts receivable and payable; contract development and monitoring; procurement; grant accounting; travel and training processing; as well as monitoring County internal service reimbursements.

The Fiscal Unit provides crucial monthly financial reports to management and information for the County's annual audit. Oregon budget law, County financial policies, County administrative procedures and internal controls are implemented and administered by the Fiscal Unit. The Fiscal Unit works with the Planning & Research Unit and the Executive Office in providing information to the public.

The Fiscal Unit develops the Sheriff's Office's adopted budget annually. An agency's budget is a reflection of their values. With a lens toward equity, budget decisions include an assessment of equity impacts for potential burdens and benefits for the community, especially communities of color and low-income communities.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of payments over 60 days	5.0%	6.0%	5.9%	6.0%
Outcome	Number of accounts payable payments made	4,359	4,000	4,588	4,600

**Performance Measures Descriptions**

County policy is to have payments made within 30 days of invoice, the data is from Workday on actual payment date versus invoice date. The Outcome measure of payments made reflects the volume of payments processed by the unit with the outcome of vendors paid.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,409,706	\$0	\$1,703,460	\$0
Materials & Supplies	\$14,783	\$0	\$11,000	\$0
Internal Services	\$73,543	\$0	\$46,384	\$0
<b>Total GF/non-GF</b>	<b>\$1,498,032</b>	<b>\$0</b>	<b>\$1,760,844</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,498,032</b>		<b>\$1,760,844</b>	
<b>Program FTE</b>	9.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60210 Fiscal Unit

2.0 FTE Office Assistant Seniors moved from Executive Office (program offer 60100).

**Department:** Sheriff **Program Contact:** Jason Hamilton  
**Program Offer Type:** Support **Program Offer Stage:** 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 Description**

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**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>FY22 Actual</b>	<b>FY23 Budgeted</b>	<b>FY23 Estimate</b>	<b>FY24 Offer</b>
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	2023	2023	2024	2024
Personnel	\$581,626	\$0	\$590,377	\$0
Contractual Services	\$15,000	\$0	\$1,000	\$0
Materials & Supplies	\$18,844	\$0	\$17,000	\$0
Internal Services	\$183,275	\$0	\$159,101	\$0
<b>Total GF/non-GF</b>	<b>\$798,745</b>	<b>\$0</b>	<b>\$767,478</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$798,745</b>		<b>\$767,478</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60213 Logistics Unit

**Department:** Sheriff **Program Contact:** Jennifer Grogan

**Program Offer Type:** Support **Program Offer Stage:** 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 during the hiring process, throughout onboarding, and during the duration of their career with the Sheriff's Office. HR 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 Description

MCSO's Human Resources Unit leads the recruitment, hiring, and onboarding of all agency employees, and remains heavily involved in the experience of those employees throughout their careers. MCSO continues to be impacted by staffing shortages. We have seen a significant increase in PERS eligible sworn staff retiring despite not being eligible for the County's half medical for retirees, which historically has been the goal of many sworn staff. Legislative mandates and community expectations have also added to the complexity of hiring, with increasingly diverse skillsets needed in today's public safety environment. Continued high vacancy rates have impacts not only on current staff, but also long-term bargaining implications and costs for labor contracts.

We continue to make strides in shortening our recruitment processes by adopting new technologies and, where possible, automating components of our process. Despite limited staff time we participate in many recruitment fairs and community events, and work to identify more diversified opportunities for outreach, engagement, and support. We are also working with the Sheriff's Office Communications Unit to execute a strategic marketing plan that helps grow and diversify our applicant pool. These efforts, in addition to addressing our staffing crisis, are designed to grow our presence and welcome under-represented communities whose voices and leadership are needed. This is a pivotal piece of our evolving outreach efforts to become a culturally responsive agency that engenders safety, trust, and belonging.

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hiring and Community Engagement Events	51	81	81	95
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100%	100%	100%	100%

### 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.



## 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	2023	2023	2024	2024
Personnel	\$1,752,588	\$0	\$1,902,531	\$0
Contractual Services	\$72,124	\$0	\$162,000	\$0
Materials & Supplies	\$23,842	\$0	\$80,000	\$0
Internal Services	\$142,496	\$0	\$34,991	\$0
<b>Total GF/non-GF</b>	<b>\$1,991,050</b>	<b>\$0</b>	<b>\$2,179,522</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,991,050</b>		<b>\$2,179,522</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60110A Human Resources

In fiscal year 2024, this program will move from the Executive Division to the Business Services Division.

**Department:** Sheriff **Program Contact:** Jennifer Grogan

**Program Offer Type:** Support **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total hours audited per year	1,860,614	1,800,000	1,875,000	1,900,000
Outcome	Number of manual checks issued	58	75	120	120

**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	2023	2023	2024	2024
Personnel	\$637,911	\$0	\$678,402	\$0
Materials & Supplies	\$14,371	\$0	\$7,000	\$0
Internal Services	\$3,366	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$655,648</b>	<b>\$0</b>	<b>\$685,402</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$655,648</b>		<b>\$685,402</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last Year this program was:** FY 2023: 60111 Time & Attendance Unit

In fiscal year 2024, this program will move from the Executive Division to the Business Services Division.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$887,551	\$17,489	\$958,292	\$0
Materials & Supplies	\$5,323	\$0	\$2,000	\$0
Internal Services	\$34,782	\$1,749	\$3,413	\$0
<b>Total GF/non-GF</b>	<b>\$927,656</b>	<b>\$19,238</b>	<b>\$963,705</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$946,894</b>		<b>\$963,705</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

Program Revenues				
Intergovernmental	\$0	\$19,238	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$19,238</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60220 Planning & Research Unit

**Department:** Sheriff

**Program Contact:** Francis Cop

**Program Offer Type:** Support

**Program Offer Stage:** 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 ensures 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of warrants received and entered	15,347	20,000	16,000	17,000
Outcome	Number of protective orders received and entered	2,187	3,000	2,400	3,000
Output	Number of law enforcement records entered	14,078	18,000	14,000	18,000
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	18,898	18,000	23,000	24,000

**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.

## 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	2023	2023	2024	2024
Personnel	\$3,215,779	\$0	\$3,521,428	\$0
Contractual Services	\$33,988	\$0	\$44,000	\$0
Materials & Supplies	\$72,970	\$0	\$52,000	\$0
Internal Services	\$52,304	\$0	\$194,979	\$0
<b>Total GF/non-GF</b>	<b>\$3,375,041</b>	<b>\$0</b>	<b>\$3,812,407</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,375,041</b>		<b>\$3,812,407</b>	
<b>Program FTE</b>	27.00	0.00	28.00	0.00

Program Revenues				
Fees, Permits & Charges	\$29,962	\$0	\$35,000	\$0
Other / Miscellaneous	\$32,980	\$0	\$30,000	\$0
<b>Total Revenue</b>	<b>\$62,942</b>	<b>\$0</b>	<b>\$65,000</b>	<b>\$0</b>

## Explanation of Revenues

General Fund:  
 \$35,000 - Tow Fees  
 \$30,000 - Report Requests

This amount is based on what was received during the first 6 months of FY 2023.

## Significant Program Changes

**Last Year this program was:** FY 2023: 60225 Enforcement Division Support

1.0 FTE Office Assistant Senior moved from Concealed Handgun Licensing (program offer 60235).

**Department:** Sheriff

**Program Contact:** Francis Cop

**Program Offer Type:** Existing

**Program Offer Stage:** 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 of reduce their number and unnecessary responses by law enforcement. The Program presently manages approximately 8,000 alarm customers.

**Program Description**

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 8,000 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of alarm events	2,660	2,900	2,500	2,850
Outcome	Number of false alarms dispatches completed	2,039	2,100	2,300	2,400
Output	Number of new alarm permits issued	528	800	600	700
Output	Number of existing alarm permits renewed	7,061	8,100	8,000	8,500

**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	2023	2023	2024	2024
Personnel	\$0	\$162,868	\$0	\$174,256
Contractual Services	\$0	\$65,057	\$0	\$65,057
Materials & Supplies	\$0	\$2,624	\$0	\$2,624
Internal Services	\$0	\$29,499	\$0	\$29,764
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$260,048</b>	<b>\$0</b>	<b>\$271,701</b>
<b>Program Total:</b>	<b>\$260,048</b>		<b>\$271,701</b>	
<b>Program FTE</b>	0.00	1.50	0.00	1.50

Program Revenues				
Fees, Permits & Charges	\$0	\$168,678	\$0	\$126,794
Other / Miscellaneous	\$0	\$61,370	\$0	\$114,907
Beginning Working Capital	\$0	\$30,000	\$0	\$30,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$260,048</b>	<b>\$0</b>	<b>\$271,701</b>

## Explanation of Revenues

This program generates \$23,127 in indirect revenues.

Special Ops Fund:

\$30,000 - Carry-over from Fiscal Year 2023

\$36,227 - Alarms Late Fees

\$90,567 - Alarms Permits

\$114,907 - False Alarms Fines

These amounts are based on FY 2023 mid-year actuals.

## Significant Program Changes

Last Year this program was: FY 2023: 60230 Alarm Program

**Department:** Sheriff

**Program Contact:** Francis Cop

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	New/renew concealed handgun permit applications	9,926	11,000	10,200	11,000
Outcome	New/transfer/renewal concealed handgun permits issued	10,943	12,000	11,400	12,000
Outcome	New denials and valid concealed handgun permits revoked	385	400	380	400
Output	Number of Courthouse ID's issued	636	600	762	800

**Performance Measures Descriptions**

Performance Measures for the CHL Unit are generated out of the PERMITS and PERMITIUM systems which is the licensing computer systems.

## Legal / Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

Firearm Purchase Permits is mandated by Oregon Measure 114

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$429,629	\$0	\$358,701
Contractual Services	\$0	\$45,889	\$0	\$45,889
Materials & Supplies	\$0	\$75,693	\$0	\$344,511
Internal Services	\$41,917	\$62,691	\$32,495	\$73,005
Capital Outlay	\$0	\$617,894	\$0	\$617,894
<b>Total GF/non-GF</b>	<b>\$41,917</b>	<b>\$1,231,796</b>	<b>\$32,495</b>	<b>\$1,440,000</b>
<b>Program Total:</b>	<b>\$1,273,713</b>		<b>\$1,472,495</b>	
<b>Program FTE</b>	0.00	4.00	0.00	3.00

Program Revenues				
Fees, Permits & Charges	\$0	\$783,385	\$0	\$885,000
Beginning Working Capital	\$0	\$400,000	\$0	\$500,000
Service Charges	\$75,540	\$48,411	\$95,000	\$55,000
<b>Total Revenue</b>	<b>\$75,540</b>	<b>\$1,231,796</b>	<b>\$95,000</b>	<b>\$1,440,000</b>

## Explanation of Revenues

This program generates \$55,455 in indirect revenues.

General Fund:

\$95,000 - Facility Access ID Badges (Based on actual amount collected in the first 6 months of FY23.)

Special Ops Fund:

\$500,000 - Carry-over from Fiscal Year 2023; \$5,000 - OLCC Fees; \$880,000 - Concealed Handgun Licenses; \$55,000 - In-Person Handgun Safety Classes and On-line Handgun Safety Course (Based on actual amounts collected during the first 6 months of FY 2023.)

## Significant Program Changes

**Last Year this program was:** FY 2023: 60235 Concealed Handgun Permits

1.0 FTE Office Assistant Senior moved to Enforcement Division Support (program offer 60225A).

**Department:** Sheriff

**Program Contact:** Rian Hakala

**Program Offer Type:** Existing

**Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$3,896,861	\$213,221	\$3,655,806	\$230,113
Contractual Services	\$95,200	\$0	\$102,000	\$0
Materials & Supplies	\$370,073	\$0	\$326,000	\$0
Internal Services	\$294,366	\$30,276	\$373,197	\$27,339
<b>Total GF/non-GF</b>	<b>\$4,656,500</b>	<b>\$243,497</b>	<b>\$4,457,003</b>	<b>\$257,452</b>
<b>Program Total:</b>	<b>\$4,899,997</b>		<b>\$4,714,455</b>	
<b>Program FTE</b>	10.50	0.50	10.50	0.50

<b>Program Revenues</b>				
Beginning Working Capital	\$0	\$160,000	\$0	\$160,000
Service Charges	\$0	\$83,497	\$0	\$97,452
<b>Total Revenue</b>	<b>\$0</b>	<b>\$243,497</b>	<b>\$0</b>	<b>\$257,452</b>

Explanation of Revenues

This program generates \$27,339 in indirect revenues.

Justice/Special Ops Fund:

\$97,452 - 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 2023: 60250A Training Unit

**Department:** Sheriff **Program Contact:** Steve Alexander

**Program Offer Type:** Administration **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Corrections Facilities Division administration provides leadership to Corrections Facilities operations in MCSO detention facilities. It is responsible for developing and guiding implementation of Sheriff's policies and directives in MCSO Corrections Facilities by operational managers and staff supervising Adults in Custody daily.

The Corrections Facilities administration also oversees and determines allocations of resources and personnel throughout the jail system to maintain safe and secure operations for staff and Adults in Custody in addition to ensuring Adults in Custody have access to services while in our care and custody.

**Program Description**

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. Information collected from Adults in Custody is considered as part of the enactment process to address concerns and ensure there are no disparities in application and address gaps if identified. 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 the COVID19 pandemic and other infectious disease concerns arise which impact facility capacity and processes. The County and Sheriff's Office recognizes the importance of access to communicate with loved ones while an adult is in custody with the Sheriff's Office. This offer includes funding to provide all adults in custody with two phone calls per week at no cost to them. By providing free access to phone calls for adults in our custody, MCSO ensures those experiencing economic hardship are not adversely impacted by the cost of phone services.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent performance measurements met in Division	88%	93%	93%	93%
Outcome	Number of new hires in Corrections Division	46	52	54	56
Output	Number of free phone calls per week offered to adults in custody	2	2	2	2
Outcome	All adults in custody have the opportunity to receive their 2 free phone calls per week (1=yes, 0=no)	1	1	1	1

**Performance Measures Descriptions**

"Percent performance measures met in Division" represents a summation of total Division performance measures. Does not include Corrections Admin.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$556,422	\$0	\$615,105	\$0
Contractual Services	\$291,720	\$0	\$380,000	\$0
Materials & Supplies	\$61,155	\$0	\$137,000	\$0
Internal Services	\$51,224	\$0	\$39,796	\$0
<b>Total GF/non-GF</b>	<b>\$960,521</b>	<b>\$0</b>	<b>\$1,171,901</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$960,521</b>		<b>\$1,171,901</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
Other / Miscellaneous	\$6,979	\$0	\$10,000	\$0
Service Charges	\$964	\$0	\$3,500	\$0
<b>Total Revenue</b>	<b>\$7,943</b>	<b>\$0</b>	<b>\$13,500</b>	<b>\$0</b>

Explanation of Revenues

General Fund:  
 \$3,500 - Marriage Fees  
 \$10,000 - Restitution Fines

Based on FY 2023 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 60300 Corrections Facilities Admin

**Department:** Sheriff **Program Contact:** Brian Parks

**Program Offer Type:** Existing **Program Offer Stage:** 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 Description

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 Release deputy works closely with transition services, medical/mental health and Corrections Records to ensure necessary information and documents are provided to individuals being released. Release also ensures individual property is returned upon release.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of standard and in transit bookings processed	13,405	18,000	15,500	19,000
Outcome	Number of releases processed at MCDC	13,001	20,000	15,000	19,000

### 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. The booking process includes search, identification, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.



## Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$9,868,316	\$0	\$11,637,274	\$0
Contractual Services	\$179,246	\$0	\$0	\$0
Materials & Supplies	\$68,708	\$0	\$16,000	\$0
Internal Services	\$1,683	\$0	\$1,126	\$0
<b>Total GF/non-GF</b>	<b>\$10,117,953</b>	<b>\$0</b>	<b>\$11,654,400</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$10,117,953</b>		<b>\$11,654,400</b>	
<b>Program FTE</b>	59.24	0.00	59.24	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60305A Booking & Release



## 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	2023	2023	2024	2024
Personnel	\$11,718,957	\$0	\$13,259,643	\$0
Contractual Services	\$770,318	\$0	\$935,000	\$0
Materials & Supplies	\$77,037	\$0	\$202,000	\$0
Internal Services	\$5,284,789	\$0	\$5,707,758	\$0
Capital Outlay	\$47,922	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$17,899,023</b>	<b>\$0</b>	<b>\$20,254,401</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$17,899,023</b>		<b>\$20,254,401</b>	
<b>Program FTE</b>	61.72	0.00	61.72	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60310A MCDC Core Jail & 4th Floor



## Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$4,274,994	\$0	\$4,646,736	\$0
Contractual Services	\$242,217	\$0	\$313,000	\$0
Materials & Supplies	\$51,402	\$0	\$159,000	\$0
Internal Services	\$30,644	\$0	\$28,818	\$0
<b>Total GF/non-GF</b>	<b>\$4,599,257</b>	<b>\$0</b>	<b>\$5,147,554</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,599,257</b>		<b>\$5,147,554</b>	
<b>Program FTE</b>	25.48	0.00	25.48	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60310B MCDC 5th Floor



## Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,304,317	\$0	\$2,454,594	\$0
Contractual Services	\$180,641	\$0	\$234,000	\$0
Materials & Supplies	\$61,957	\$0	\$9,000	\$0
Internal Services	\$27,515	\$0	\$25,638	\$0
<b>Total GF/non-GF</b>	<b>\$2,574,430</b>	<b>\$0</b>	<b>\$2,723,232</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,574,430</b>		<b>\$2,723,232</b>	
<b>Program FTE</b>	14.04	0.00	14.04	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60310C MCDC 6th Floor





## Legal / Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$4,116,824	\$0	\$4,427,668	\$0
Contractual Services	\$121,109	\$0	\$156,000	\$0
Materials & Supplies	\$17,407	\$0	\$9,000	\$0
Internal Services	\$31,209	\$0	\$29,394	\$0
<b>Total GF/non-GF</b>	<b>\$4,286,549</b>	<b>\$0</b>	<b>\$4,622,062</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,286,549</b>		<b>\$4,622,062</b>	
<b>Program FTE</b>	27.30	0.00	27.30	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60310D MCDC 7th Floor

**Department:** Sheriff **Program Contact:** Brian Parks  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily Adults in Custody population of MCDC	339	350	353	355
Outcome	Adults in Custody and staff assaults at MCDC	155	115	190	195

**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	2023	2023	2024	2024
Personnel	\$2,369,793	\$0	\$2,827,986	\$0
Contractual Services	\$59,532	\$0	\$78,000	\$0
Materials & Supplies	\$11,303	\$0	\$5,000	\$0
Internal Services	\$5,115	\$0	\$5,200	\$0
<b>Total GF/non-GF</b>	<b>\$2,445,743</b>	<b>\$0</b>	<b>\$2,916,186</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,445,743</b>		<b>\$2,916,186</b>	
<b>Program FTE</b>	16.38	0.00	16.38	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60310E MCDC 8th Floor



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$283,276	\$0	\$364,136	\$0
<b>Total GF/non-GF</b>	<b>\$283,276</b>	<b>\$0</b>	<b>\$364,136</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$283,276</b>		<b>\$364,136</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60311 Clinic Escort Deputies



## 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	2023	2023	2024	2024
Personnel	\$4,777,886	\$7,803,660	\$8,647,613	\$5,949,355
Contractual Services	\$1,264,162	\$0	\$605,000	\$0
Materials & Supplies	\$65,280	\$0	\$142,002	\$192,209
Internal Services	\$5,260,007	\$1,108,114	\$5,624,022	\$919,771
Capital Outlay	\$42,181	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$11,409,516</b>	<b>\$8,911,774</b>	<b>\$15,168,637</b>	<b>\$7,061,335</b>
<b>Program Total:</b>	<b>\$20,321,290</b>		<b>\$22,229,972</b>	
<b>Program FTE</b>	20.26	45.84	37.02	29.08

Program Revenues				
Intergovernmental	\$0	\$8,911,774	\$0	\$7,061,335
Service Charges	\$6,571,733	\$0	\$6,614,875	\$0
<b>Total Revenue</b>	<b>\$6,571,733</b>	<b>\$8,911,774</b>	<b>\$6,614,875</b>	<b>\$7,061,335</b>

## Explanation of Revenues

This program generates \$919,771 in indirect revenues.

-General Fund:

Federal: \$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 2023); State: \$150,000 - M73/SB395 Inmate Beds (Based on actuals collected in FY 2023)

-Fed/State Fund:

State: \$6,608,159 - Senate Bill 1145 State Funding (Estimated) This base program offer budgets the entire SB 1145 revenue except for a portion in the Jail Programs Program Offer (PO 60430). \$453,176 - DOC M57 State Funding (Estimated)

## Significant Program Changes

**Last Year this program was:** FY 2023: 60330A MCIJ Dorms 16, 17 & 18

Multnomah County receives Senate Bill 1145 Community Corrections (SB 1145) funds from the Oregon State Department of Corrections (DOC) to provide parole, probation and/or post-prison supervision services for adults sentenced to 12 months or less. SB 1145 funding is a critical piece of Multnomah County's budget. In the 2023-2025 biennium, the Governor's budget reduced the SB 1145 funding. When combined with inflationary impacts of personnel costs, Multnomah County is facing a significant funding shortfall in public safety in FY 2024. Fiscal year 2024 estimated impact to MCSO is \$3,390,591.





## 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	2023	2023	2024	2024
Personnel	\$2,574,268	\$0	\$2,940,215	\$0
Contractual Services	\$270,058	\$0	\$338,000	\$0
Materials & Supplies	\$54,034	\$0	\$64,000	\$0
<b>Total GF/non-GF</b>	<b>\$2,898,360</b>	<b>\$0</b>	<b>\$3,342,215</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,898,360</b>		<b>\$3,342,215</b>	
<b>Program FTE</b>	14.56	0.00	14.56	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60330B MCIJ Dorms 6 & 7



**Program #60330C - MCIJ Dorm 8 & 9** FY 2024 Proposed

**Department:** Sheriff **Program Contact:** Kurtiss Morrison  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

This program offer is for the operation of Dorms 8 and 9, which provides for 100 general use beds at the Multnomah County Inverness Jail (MCIJ) and one Escort Deputy. 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. Open dorm housing is the least restrictive for Adults in Custody, providing the most access to programs and activities to help address individual needs. 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 Description**

Dorm 8 (50 beds) 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 programs and activities in addition to increased walk periods as part of least restrictive housing goals for those incarcerated.

Dorm 9 (50 beds) is currently utilized to house 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). All worker positions are voluntary and include a variety of work opportunities both inside the facility and outside the facility, including facility cleaning and sanitation, meal distribution, painting and other maintenance tasks. All workers have the opportunity to learn job skills and are supported by the Pathways to Employment Program (PEP) which assists interested parties with employment readiness and work opportunities upon release. 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 work crews serve in the community assisting with refuse removal to support neighborhood livability efforts, in addition to facility landscaping. 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 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily inmate population MCIJ total	456	575	516	550
Outcome	Number of inmate and staff assaults MCIJ	72	55	48	60

**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$2,466,335	\$0	\$2,715,602	\$0
Contractual Services	\$270,058	\$0	\$340,000	\$0
Materials & Supplies	\$54,034	\$0	\$64,000	\$0
<b>Total GF/non-GF</b>	<b>\$2,790,427</b>	<b>\$0</b>	<b>\$3,119,602</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,790,427</b>		<b>\$3,119,602</b>	
<b>Program FTE</b>	14.56	0.00	14.56	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60330C MCIJ Dorm 8 & 9



## 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	2023	2023	2024	2024
Personnel	\$2,936,538	\$0	\$3,434,247	\$0
Contractual Services	\$315,831	\$0	\$400,000	\$0
Materials & Supplies	\$63,590	\$0	\$64,000	\$0
<b>Total GF/non-GF</b>	<b>\$3,315,959</b>	<b>\$0</b>	<b>\$3,898,247</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,315,959</b>		<b>\$3,898,247</b>	
<b>Program FTE</b>	18.20	0.00	18.20	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60330D MCIJ Dorms 14 & 15

**Department:** Sheriff **Program Contact:** Kurtiss Morrison

**Program Offer Type:** Existing **Program Offer Stage:** 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 and 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 Description**

The East Control center provides ongoing direct and video 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 prospects for programs, education and volunteer 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily inmate population MCIJ total	456	575	516	550
Outcome	Number of inmate and staff assaults at MCIJ	72	55	48	60

**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	2023	2023	2024	2024
Personnel	\$251,225	\$0	\$322,468	\$0
<b>Total GF/non-GF</b>	<b>\$251,225</b>	<b>\$0</b>	<b>\$322,468</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$251,225</b>		<b>\$322,468</b>	
<b>Program FTE</b>	1.82	0.00	1.82	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60330H MCIJ East Control

**Department:** Sheriff

**Program Contact:** Steve Alexander

**Program Offer Type:** New

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**

### Executive Summary

This program offer is for the continued funding of Dorm 13 (65 beds) at the Multnomah County Inverness Jail (MCIJ) utilizing the general fund to replace expiring ARPA funding. The continued operation of Dorm 13 allows for housing of other populations at MCIJ, such as mental health and female persons in custody, that would otherwise be displaced from the facility. Open dorm housing is the least restrictive for Adults in Custody, providing the most access to programs and activities to help address individual needs. 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 Description

Dorm 13 will provide additional housing space for those committed to the custody of the Sheriff's Office. The continued operation of Dorm 13 allows for housing of other populations at MCIJ, such as mental health and female persons in custody, that would otherwise be displaced from the facility. 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. Adults in custody have increased access to programs, services, and recreation in open dorm housing.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average daily population	456	575	516	550
Outcome	Adult in custody and staff assaults	72	55	48	60

### Performance Measures Descriptions

Assault data from Hearing Officer monthly reports.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$637,357	\$696,057	\$0
Contractual Services	\$0	\$0	\$172,000	\$0
Materials & Supplies	\$0	\$0	\$37,334	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$637,357</b>	<b>\$905,391</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$637,357</b>		<b>\$905,391</b>	
<b>Program FTE</b>	0.00	0.00	3.64	0.00

Program Revenues				
Intergovernmental	\$0	\$637,357	\$0	\$0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$637,357</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60998 ARP - MCIJ Dorm 13

Prior to FY 2024, this program was funded with American Rescue Plan funding (ARP) for physical distancing. It is now being funded with ongoing General Fund funding as part of regular operations and is therefore marked New.

**Department:** Sheriff **Program Contact:** William Hong

**Program Offer Type:** Existing **Program Offer Stage:** 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 Description

CERT/CNT is currently one of the most diverse units within MCSO. Members are comprised of individuals from various ethnicities, age and cultural backgrounds. This staff diversity parallels the diversity of the population served in Multnomah County. 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. 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 (NWRRC).

### Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of CERT/CNT call outs	25	25	37	25
Outcome	Number of training sessions completed for CERT members	13	17	12	17
Outcome	Number of training sessions completed for CNT members	13	15	16	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**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$123,765	\$0	\$138,837	\$0
Materials & Supplies	\$44,359	\$0	\$40,000	\$0
Internal Services	\$10,874	\$0	\$19,429	\$0
<b>Total GF/non-GF</b>	<b>\$178,998</b>	<b>\$0</b>	<b>\$198,266</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$178,998</b>		<b>\$198,266</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**Last Year this program was: FY 2023: 60345 CERT/CNT



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$171,518	\$0	\$212,793
Internal Services	\$0	\$11,733	\$0	\$21,279
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$183,251</b>	<b>\$0</b>	<b>\$234,072</b>
<b>Program Total:</b>	<b>\$183,251</b>		<b>\$234,072</b>	
<b>Program FTE</b>	0.00	1.30	0.00	1.30

Program Revenues				
Intergovernmental	\$0	\$183,251	\$0	\$234,072
<b>Total Revenue</b>	<b>\$0</b>	<b>\$183,251</b>	<b>\$0</b>	<b>\$234,072</b>

Explanation of Revenues

This program generates \$21,279 in indirect revenues.  
 State: \$234,072 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2023: 60350 HB3194 Justice Reinvestment - Escorts

**Department:** Sheriff **Program Contact:** Becky Child

**Program Offer Type:** Support **Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Corrections Support Unit (CSU) is mandatory for the successful and accurate management of arrestee, pretrial, and adults in custody population information. CSU processes adults in custody bookings, transports, releases, court orders, and monitors Federal prisoners. CSU is responsible for being responsive to the public's phone calls regarding all aspects of Detention of adults in custody and for the processing of Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. CSU is a 24 hour, 7 days a week, 365 days a year operation.

**Program Description**

The CSU creates and maintains computerized bookings and releases, captures all adults in custody booking photos, processes all adults in custody court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for adults in custody, and case manages all Federally held adults in custody following the inter-agency agreement with the Federal Government, Parole and Probation adults in custody and Fugitive adults in custody. CSU provides a 24 hour a day point of contact for the Multnomah County Department of Corrections, processes Forced Releases when a designated population emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility of ensuring all arrestee information is entered into multiple criminal justice information systems accurately and in a timely manner. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, the CSU must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. The Unit is diligent in safeguarding the rights of all adults in custody and arrestees, thereby limiting the county's liability exposure. Unit staff members work closely and collaboratively with other agencies such as the United States Marshal's Service, US Department of Homeland Security, the State of Oregon Court system, the District Attorney's Office, and the Department of Community Justice of Multnomah County.

The CSU ensures all information processed is properly recorded, archived and secured. Only those persons or entities having a need or right to know are allowed access. The CSU processes and protocols allow for accurate retrieval of information consistent with governing provisions.

The CSU processes and performs the duties associated with Forced Population Releases, which occur during a jail population emergency. CSU's thorough protocol ensures the "least dangerous" adults in custody are released to the community.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of computer bookings	14,200	33,000	16,000	33,000
Outcome	Number of sentence release date calculations	2,900	11,000	3,600	11,000

**Performance Measures Descriptions**

Computer Bookings include Standard, In Transit, and Turn Self in Bookings. Both the number of bookings and calculated sentence release dates were generated from SWIS Monthly reports. \*Due to COVID measures to limit our facility populations, our performance measures were directly affected by those restrictions. One restriction was the limitations on booking criteria which limited the charges that an arresting agency could lodge in our facilities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$4,409,605	\$0	\$4,629,889	\$0
Contractual Services	\$821	\$0	\$500	\$0
Materials & Supplies	\$76,708	\$0	\$17,500	\$0
Internal Services	\$49,507	\$0	\$55,679	\$0
<b>Total GF/non-GF</b>	<b>\$4,536,641</b>	<b>\$0</b>	<b>\$4,703,568</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,536,641</b>		<b>\$4,703,568</b>	
<b>Program FTE</b>	37.00	0.00	36.00	0.00

Program Revenues				
Other / Miscellaneous	\$3,286	\$0	\$15,000	\$0
Service Charges	\$26,400	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$29,686</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$0</b>

Explanation of Revenues

General Fund:  
 \$20,000 - Social Security Incentive Revenue  
 \$15,000 - Report Requests

Based on FY23 mid-year actuals.

Significant Program Changes

Last Year this program was: FY 2023: 60360 Corrections Support

1.0 FTE MCSO Records Technician moved to SB1145 Reduction (program offer 60330I).





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$524,958	\$0	\$893,444	\$0
Contractual Services	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$181,742	\$0	\$17,000	\$0
Internal Services	\$12,738	\$0	\$17,538	\$0
<b>Total GF/non-GF</b>	<b>\$719,438</b>	<b>\$0</b>	<b>\$937,982</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$719,438</b>		<b>\$937,982</b>	
<b>Program FTE</b>	2.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60400 Corrections Services Division Admin

1.0 FTE Captain moved from Internal Affairs (program offer 60120).



**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**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$3,066,833	\$0	\$3,637,363	\$0
Contractual Services	\$0	\$0	\$5,000	\$0
Materials & Supplies	\$25,263	\$0	\$34,000	\$0
Internal Services	\$486,548	\$0	\$514,042	\$0
Capital Outlay	\$5,560	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$3,584,204</b>	<b>\$0</b>	<b>\$4,190,405</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,584,204</b>		<b>\$4,190,405</b>	
<b>Program FTE</b>	16.00	0.00	16.00	0.00

<b>Program Revenues</b>				
Service Charges	\$27,379	\$0	\$15,000	\$0
<b>Total Revenue</b>	<b>\$27,379</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>

**Explanation of Revenues**

General Fund:  
\$15,000 - Interstate Fugitive Shuttle, Transfer of State Wards and USM

**Significant Program Changes**

Last Year this program was: FY 2023: 60405 Transport

**Department:** Sheriff **Program Contact:** Stephen Reardon

**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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.

A backlog of cases created by the impacts to court operations during the pandemic will create an increase in activity for the CSU. Staff have adopted innovative solutions working the judiciary to increase the number of matters being seen each day, doing its part to limit the impacts of a delayed adjudication for those in MCSO custody.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals taken into custody	169	450	157	170
Outcome	Number of court proceedings requiring a staff member	4,276	10,500	3,477	3,500

**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	2023	2023	2024	2024
Personnel	\$4,361,343	\$0	\$4,793,295	\$0
Contractual Services	\$77,144	\$0	\$5,000	\$0
Materials & Supplies	\$37,811	\$0	\$22,000	\$0
Internal Services	\$594,359	\$0	\$651,679	\$0
<b>Total GF/non-GF</b>	<b>\$5,070,657</b>	<b>\$0</b>	<b>\$5,471,974</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$5,070,657</b>		<b>\$5,471,974</b>	
<b>Program FTE</b>	23.00	0.00	22.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60410A Court Services - Courthouse

1.0 FTE Deputy Sheriff moved to Court Services JJC (program offer 60410C).

**Department:** Sheriff **Program Contact:** Stephen Reardon

**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of individuals taken into custody	35	75	17	35
Outcome	Number of major incidents	6	50	10	25

**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 FY22 numbers reflect the courts returning to pre COVID operations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,204,238	\$0	\$1,326,430	\$0
Materials & Supplies	\$4,607	\$0	\$7,000	\$0
<b>Total GF/non-GF</b>	<b>\$1,208,845</b>	<b>\$0</b>	<b>\$1,333,430</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,208,845</b>		<b>\$1,333,430</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60410B Court Services - Justice Center

**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The MCSO Court Services Unit (CSU) is a customer service focused source of security safeguarding the courts, staff, jurors, public, and juveniles in custody, ensuring the Juvenile Justice Center (JJC) is safe, efficient, and accessible for everyone needing access to the juvenile judicial process.

**Program Description**

The CSU at the Juvenile Justice Center is committed to providing a safe environment conducive to meeting the unique needs of juveniles and families involved in the juvenile justice process. Staff at the Juvenile Justice Center consists of two (2) Law Enforcement Division deputies. One is required by Oregon State Statute. A commitment to addressing all court matters with a customer service-oriented approach is a priority that continues to ensure the CSU meets the MCSO mission of exemplary service.

The Law Enforcement Division deputies assigned to the Juvenile Justice Center has a comprehensive understanding of, and appreciation for, the law and court rules that govern the process of transporting, restraining, and supervising juveniles in custody as they navigate the judicial process. These mandates differ in many ways from adult judicial matters and require a unique knowledge and skill set to be successful.

In addition to providing security for the Juvenile Justice Center, deputies are committed to working collaboratively with the State Courts, District Attorney's Office, Defense Counsel, court advocates, parents, juveniles, and other stakeholders to ensure the best possible outcome and contribute toward accountability and a reduced chance of recidivism for juveniles in the community. Using this rehabilitative lens, the two CSU deputies are able to provide exemplary service to the vulnerable members of the community and their families.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of persons taken into custody	12	50	30	50
Outcome	Calls for assistance	53	47	60	47
Output	Number of juvenile transports to and from outside facilities	33	75	40	75

**Performance Measures Descriptions**

Number of persons taken into custody represents the number of "book and keeps" and warrants. "Calls for assistance" are calls for law enforcement deputies to assist in courtrooms, etc. Data from JJC Court Facility stats. \*Number of juvenile transports to and from outside facilities represents the number of in-custody juveniles that are transported from state facilities to and from the JJC. All the FY22 numbers reflect the courts returning to pre COVID operations.



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$169,998	\$0	\$394,615	\$0
<b>Total GF/non-GF</b>	<b>\$169,998</b>	<b>\$0</b>	<b>\$394,615</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$169,998</b>		<b>\$394,615</b>	
<b>Program FTE</b>	1.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60410C Court Services - JJC

1.0 FTE Deputy Sheriff moved from Court Services Courthouse (program offer 60410A).

**Department:** Sheriff

**Program Contact:** Chris Austin

**Program Offer Type:** Existing

**Program Offer Stage:** Proposed

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for persons accessing the Multnomah County Courthouse, Justice Center, Juvenile Justice Complex, and the East County Courthouse. Facility Security Officers (FSOs) serve as a primary source of information to the public and professional staff entering court facilities, and provide security screening to ensure safe access to all members of the community.

**Program Description**

Facility Security Officers serve as the first point of contact for public and professional visitors to all county courthouses. Their comprehensive understanding of the judicial process and familiarity with the courthouses, and their functions, is critical to providing accurate information to assist in expediting access to the judicial system.

FSOs provide members of the community and employees with a safe and secure environment to conduct their business by screening all persons entering the court facilities. This mission is accomplished by utilizing electronic security screening and conducting security patrols of the facilities.

Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of abuse. FSOs are focused on providing a positive point of contact, aimed at calming the tension that can exist in volatile court matters. This is accomplished through effective communication skills and providing information to those less familiar with the complexities of the judicial system. It is the priority of all FSOs to ensure each member of the community feels a sense of belonging when entering any court facility in Multnomah County.

The core functions of the FSU are public safety, emergency assistance, and providing information. The effectiveness of FSOs is demonstrated in the high number of community member contacts, and a large number of prohibited items detected during security screening.

The FSU has embarked on an intentional effort to align its operational mission with the agencies Diversity, Equity and Inclusion (DEI) goals by engaging with both the MCSO DEI Director and Multnomah County Organizational Learning. This work has started with the leadership team with the FSU and will cascade down through all staff assigned to the unit, ensuring our staff have the training and support they need to assist those they help each day in our community.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of members of the public screened for entry	194,782	200,000	284,011	300,000
Outcome	Number of employees/other agency staff screened	177,670	200,000	220,205	270,000
Outcome	Number of prohibited items found during screening	6,997	7,000	8,100	9,000
Outcome	Courtroom standbys	56	50	86	100

**Performance Measures Descriptions**

Courts include the Courthouse, East County Courthouse, Justice Center, and the Juvenile Justice Complex. Data is from the FSO statistics database. NOTE: The court system has been experiencing drastically reduced in-person dockets due to COVID-affected operations, altering reportable statistics from normally reported levels. Increases shown here, though still lower than previous years, are a result of the court system beginning to resume more regular operations.

## 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	2023	2023	2024	2024
Personnel	\$1,752,448	\$650,645	\$1,875,437	\$723,907
Materials & Supplies	\$22,412	\$6,149	\$28,000	\$6,149
Internal Services	\$0	\$92,392	\$0	\$92,392
Capital Outlay	\$143,500	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$1,918,360</b>	<b>\$749,186</b>	<b>\$2,053,437</b>	<b>\$822,448</b>
<b>Program Total:</b>	<b>\$2,667,546</b>		<b>\$2,875,885</b>	
<b>Program FTE</b>	12.60	6.00	12.60	6.00

Program Revenues				
Other / Miscellaneous	\$5,670	\$749,186	\$7,117	\$822,448
<b>Total Revenue</b>	<b>\$5,670</b>	<b>\$749,186</b>	<b>\$7,117</b>	<b>\$822,448</b>

## Explanation of Revenues

This program generates \$92,392 in indirect revenues.

General Fund: \$7,117 - Security Services for Parenting Classes (4.5 Hrs X 2 Classes X 12 months X \$65.89 FY 2024 avg. rate ) Reference: PO 50052, M50 1516 JFCS, Fund 1516 Ledger 60440

Special Ops Fund: \$646,647 - HB2710, 2712, 5056; \$172,301 - HB5050; \$2,000 - Fairview Jail Assessments; \$1,500 - SB1065

Based on mid-year FY23 actual amounts collected.

## Significant Program Changes

Last Year this program was: FY 2023: 60415A Facility Security - Courts



## Legal / Contractual Obligation

ORS 206.010 – General Duties of Sheriff; ORS 206.210 – Authority of Sheriff Over Organization of Office; ORS 206.345 – Contracts with Cities- Authority Under Contract; ORS 451.010 – Facility and Services Counties May Provide by Service District; ORS 166.360 through 166.380 – Possession of Firearms, Examination of Devices and Firearms; ORS 137.308 through 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,782,567	\$0	\$2,933,650	\$0
Materials & Supplies	\$35,128	\$0	\$27,000	\$0
Internal Services	\$374,560	\$0	\$402,047	\$0
<b>Total GF/non-GF</b>	<b>\$3,192,255</b>	<b>\$0</b>	<b>\$3,362,697</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,192,255</b>		<b>\$3,362,697</b>	
<b>Program FTE</b>	22.50	0.00	22.50	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60415B Facility Security - Jails

**Department:** Sheriff **Program Contact:** Chris Austin

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

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Members of the Facility Security Unit (FSU) serve as ambassadors of the Multnomah County Sheriff's Office (MCSO), and are often the first point of contact for persons accessing The Gateway Center for Domestic Violence. Facility Security Officers (FSOs) provide professional assistance to persons entering the "one-stop" Gateway Center for Domestic Violence Services. Ensuring everyone coming to The Gateway Center for Domestic Violence knows they are safe is a top priority of the FSU.

**Program Description**

The FSU provides security and information for both the public and professionals conducting business at The Gateway Center facility. The FSU works closely with a variety of community partners at The Gateway Center to facilitate the needs of the community members seeking domestic violence support and resources.

Disruptions and criminal activity interfere with the important domestic violence services offered at the Gateway Center. Ensuring that victims, advocates, and service providers have a place of safety and belonging is imperative to the success of The Gateway Center. The FSOs use their knowledge of the programs and staff available, as well as their communication skills, to mitigate any problems that might create an environment that is not productive in meeting these goals.

The effectiveness of the FSOs is demonstrated by the low ratio of incidents, when compared with the number of persons served at the Gateway Center. The work of the FSOs in this challenging environment furthers the MCSO goal of providing quality, cost-effective solutions to maintaining an orderly process and access to necessary services.

The FSU has embarked on an intentional effort to align its operational mission with the agencies Diversity, Equity and Inclusion (DEI) goals by engaging with both the MCSO DEI Director and Multnomah County Organizational Learning. This work has started with the leadership team with the FSU and will cascade down through all staff assigned to the unit, ensuring our staff have the training and support they need to assist those they help each day in our community.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of service visits to the Gateway Center	10,400	11,000	10,000	11,000
Outcome	Number of incidents reported	3	20	3	5
Outcome	Number of area searches	1,414	2,000	1,747	2,000

**Performance Measures Descriptions**

Data is from the FSO statistics database and the Gateway Center Director. With COVID, the Center has mostly been closed since April 2020, which has drastically reduced reportable statistics from normally reported levels.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$97,884	\$0	\$120,260	\$0
<b>Total GF/non-GF</b>	<b>\$97,884</b>	<b>\$0</b>	<b>\$120,260</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$97,884</b>		<b>\$120,260</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60415C Facility Security - Dom Violence Gateway One Stop

**Department:** Sheriff

**Program Contact:** Chris Austin

**Program Offer Type:** New

**Program Offer Stage:** 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 anyone accessing local courthouses and jail facilities. The FSU consists of a diverse, non-sworn uniformed team currently under-staffed and overburdened with overtime due to the long-standing use of a shift model that is inequitable to staff when compared with their uniformed counterparts in the agency. Members of the FSU deserve a work environment that supports their professional development through access to training opportunities and an expectation of reasonable work-life balance and our community deserves to engage with employees who are informed and physically and mentally rested and able to meet their individual needs.

**Program Description**

In 2022 the FSU leadership in collaboration with the MCSO Equity and Inclusion Director began working on implementing the core concepts of the Workforce Equity Strategic Plan (WESP) into the fabric of its policy, practice and communication. By challenging the status quo in the unit, this leadership team has chosen to ensure the voices of their staff are a priority in policy decisions, operational discussions and addressing personnel matters in the unit.

This work has led to challenging, honest discussions that set aside the power dynamics of the traditional hierarchical supervisory structure, in favor of a discussion of the impacts of decision making on staff and the community. The focus of the conversations shifted from finding solutions that worked for the leadership, and instead aimed to ensure decision making did not further or create desperate impacts to marginalized individuals in our community and our workforce.

Two priorities stood out as imperative to turning this initial work into meaningful change; training and communication. Working with Organizational Learning and the MCSO EI Director a series of supervisory trainings were held to provide a roadmap to change within the unit. In addition, a routine process for staff one on one meetings with managers and a unit-wide survey were started. The mission of both these efforts was to create active listeners willing to hear the challenges facing the unit from the voice of our employees, and understand retention concerns after several FSOs left the unit.

The result of staff's candor in both one on one meetings and survey results was that staffing and communication are ongoing challenges the leave them feeling unseen in our organization. This unit has historically relied on an overtime burden of over \$600,000 each year. These additional hours are a direct consequence of insufficient staffing levels, resulting in post closures, significant workplace stress, and limit staff's ability to find work-life balance, all of which are addressed through relief factors within their uniformed counterparts. The Corrections Services Division seeks to continue its work towards the goals of the WESP by funding an additional Program Supervisor and eight (8) additional FSOs to the unit.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of staff hired in the Fiscal Year	N/A	N/A	N/A	9
Outcome	Reduction in overtime hours required to meet minimum staffing.	N/A	N/A	N/A	30%
Outcome	Reduction in post closures.	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	2023	2023	2024	2024
Personnel	\$0	\$0	\$562,877	\$0
Materials & Supplies	\$0	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$562,877</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$562,877</b>	
<b>Program FTE</b>	0.00	0.00	5.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:



## 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	2023	2023	2024	2024
Personnel	\$3,959,479	\$0	\$4,438,315	\$0
Materials & Supplies	\$27,481	\$0	\$19,000	\$0
Internal Services	\$26,707	\$0	\$28,591	\$0
<b>Total GF/non-GF</b>	<b>\$4,013,667</b>	<b>\$0</b>	<b>\$4,485,906</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,013,667</b>		<b>\$4,485,906</b>	
<b>Program FTE</b>	20.00	0.00	20.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60420 Classification



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$336,190	\$0	\$410,184	\$0
<b>Total GF/non-GF</b>	<b>\$336,190</b>	<b>\$0</b>	<b>\$410,184</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$336,190</b>		<b>\$410,184</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60425 MCDC Behavioral Health Team



## Legal / Contractual Obligation

ORS 169.170; ORS 343.035 and ORS 336.187. Or. Jail Standards: C02.04.03 - Mental health screening; G01.02.01, G01.02.02, and G01.02.03 Access to the courts; G01.04.01 and G01.04.02 - Access to legal materials; J03.01.01 and J03.02.01. ed programs; J03.02.02 - Involving ESD; J03.03.01 - Staffing for ed programs; J03.03.03 - Utilizing comm resources for ed programs; J04.02.01 and J04.03.01 - Rehab treatment programs; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,864,051	\$243,588	\$2,792,031	\$265,104
Contractual Services	\$193,167	\$0	\$94,000	\$143,704
Materials & Supplies	\$105,076	\$0	\$65,000	\$61,296
Internal Services	\$54,648	\$34,589	\$64,023	\$40,985
<b>Total GF/non-GF</b>	<b>\$3,216,942</b>	<b>\$278,177</b>	<b>\$3,015,054</b>	<b>\$511,089</b>
<b>Program Total:</b>	<b>\$3,495,119</b>		<b>\$3,526,143</b>	
<b>Program FTE</b>	20.50	2.00	18.50	2.00

Program Revenues				
Intergovernmental	\$0	\$278,177	\$0	\$511,089
<b>Total Revenue</b>	<b>\$0</b>	<b>\$278,177</b>	<b>\$0</b>	<b>\$511,089</b>

## Explanation of Revenues

This program generates \$40,985 in indirect revenues.

State: -Fed/State Fund: \$306,089 - Senate Bill 1145 State Funding (Estimated). A portion of the SB1145 Funding is in this program offer and the balance is budgeted in the MCIJ Dorms Offer (60330A).

Federal: \$205,000 - Connect and Protect grant

## Significant Program Changes

**Last Year this program was:** FY 2023: 60430 Jail Programs

2.0 FTE Corrections Counselors were reduced as part of the SB 1145 revenue reduction. Multnomah County receives Senate Bill 1145 Community Corrections (SB 1145) funds from the Oregon State Department of Corrections (DOC) to provide parole, probation and/or post-prison supervision services for adults sentenced to 12 months or less. SB 1145 funding is a critical piece of Multnomah County's budget. In the 2023-2025 biennium, the Governor's budget reduced the SB 1145 funding. When combined with inflationary impacts of personnel costs, Multnomah County is facing a significant funding shortfall in public safety in FY 2024.





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,062,687	\$318,436	\$405,204	\$384,100
Contractual Services	\$96,100	\$27,035	\$9,000	\$27,035
Materials & Supplies	\$66,215	\$0	\$8,000	\$0
Internal Services	\$55,699	\$45,218	\$106,831	\$59,008
<b>Total GF/non-GF</b>	<b>\$1,280,701</b>	<b>\$390,689</b>	<b>\$529,035</b>	<b>\$470,143</b>
<b>Program Total:</b>	<b>\$1,671,390</b>		<b>\$999,178</b>	
<b>Program FTE</b>	6.00	2.00	2.00	2.00

Program Revenues				
Other / Miscellaneous	\$0	\$390,689	\$0	\$470,143
<b>Total Revenue</b>	<b>\$0</b>	<b>\$390,689</b>	<b>\$0</b>	<b>\$470,143</b>

Explanation of Revenues

This program generates \$59,008 in indirect revenues.  
 Special Ops Fund:  
 \$253,871 - County Roads & Bridges Fund  
 \$216,272 - County Facilities Mgmt for custodial/landscaping services

Significant Program Changes

Last Year this program was: FY 2023: 60432 MCIJ Work Crews

4.00 FTE were reduced to meet the General Fund constraint.



## 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	2023	2023	2024	2024
Personnel	\$137,939	\$0	\$216,884	\$0
Materials & Supplies	\$4,474	\$0	\$2,000	\$0
Internal Services	\$561	\$0	\$564	\$0
<b>Total GF/non-GF</b>	<b>\$142,974</b>	<b>\$0</b>	<b>\$219,448</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$142,974</b>		<b>\$219,448</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60435 Volunteer Services



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$169,713	\$0	\$174,415
Materials & Supplies	\$0	\$6,217	\$0	\$6,217
Internal Services	\$0	\$21,490	\$0	\$26,965
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$197,420</b>	<b>\$0</b>	<b>\$207,597</b>
<b>Program Total:</b>	<b>\$197,420</b>		<b>\$207,597</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

Program Revenues				
Intergovernmental	\$0	\$197,420	\$0	\$207,597
<b>Total Revenue</b>	<b>\$0</b>	<b>\$197,420</b>	<b>\$0</b>	<b>\$207,597</b>

Explanation of Revenues

This program generates \$26,965 in indirect revenues.  
 State: \$207,597 - HB3194 Justice Reinvestment Fund

Significant Program Changes

Last Year this program was: FY 2023: 60440 HB3194 Justice Reinvestment - Program Administrator

**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Close Street Supervision Unit is a pretrial release monitoring program aimed at providing resources to support adults in custody approved to return to the community while awaiting their court process. This multidisciplinary team is comprised of corrections deputies and MCSO Programs Unit staff who strive to provide community resource connections to ensure success in this program. Because many of those who are justice involved are persons of color, who have been historically underserved and are in an especially vulnerable position due to the challenges they face in receiving adequate representation while incarcerated, the opportunity to remain out of custody pending case resolution is imperative to ensuring everyone in our custody is treated with dignity and respect.

**Program Description**

At the direction of the court, the Close Street Supervision (CSS) provides supportive, individualized monitoring for pretrial arrestees who would otherwise be ineligible for release from custody pending case resolution.

CSS deputies work in collaboration with Corrections Counselors to develop monitoring plans that help to ensure client accountability to court directives. Successful monitoring is accomplished through conducting needs assessments, and services to assist clients in reconnecting with employment, mental health and SUDS providers, family services, housing, and coordinating other social service needs. Connections to culturally specific support resources are imperative to addressing the needs of marginalized communities who are historically overrepresented in the criminal justice system.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of referrals to the Close Street program	995	845	851	950
Outcome	Average number of supervised people per deputy	71	80	55	65
Outcome	Percent of population appearing for all court dates during supervision	90%	92%	92%	92%
Outcome	Percent of population booked for new crimes during supervision	0.09%	3.00%	0.20%	0.20%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,239,277	\$0	\$825,195	\$0
Contractual Services	\$36,080	\$0	\$300,000	\$0
Materials & Supplies	\$27,133	\$0	\$33,000	\$0
Internal Services	\$86,925	\$0	\$86,984	\$0
<b>Total GF/non-GF</b>	<b>\$1,389,415</b>	<b>\$0</b>	<b>\$1,245,179</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,389,415</b>		<b>\$1,245,179</b>	
<b>Program FTE</b>	7.00	0.00	4.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60445 Close Street

**Department:** Sheriff **Program Contact:** Stephen Reardon

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

**Related Programs:**
**Program Characteristics:**

### Executive Summary

The Close Street Supervision Unit is a pretrial release monitoring program aimed at providing resources to support adults in custody approved to return to the community while awaiting their court process. This multidisciplinary team is comprised of corrections deputies and MCSO Programs Unit staff who strive to provide community resource connections to ensure success in this program. Because many of those who are justice involved are persons of color, who have been historically underserved and are in an especially vulnerable position due to the challenges they face in receiving adequate representation while incarcerated, the opportunity to remain out of custody pending case resolution is imperative to ensuring everyone in our custody is treated with dignity and respect.

### Program Description

This program offer proposes a reduction of Close Street FTE (program offer 60445A) in order to help meet Multnomah County's general fund constraint. Positions proposed: 3.0 FTE Corrections Deputies.

At the direction of the court, the Close Street Supervision (CSS) provides supportive, individualized monitoring for pretrial arrestees who would otherwise be ineligible for release from custody pending case resolution.

CSS deputies work in collaboration with Corrections Counselors to develop monitoring plans that help to ensure client accountability to court directives. Successful monitoring is accomplished through conducting needs assessments, and services to assist clients in reconnecting with employment, mental health and SUDS providers, family services, housing, and coordinating other social service needs. Connections to culturally specific support resources are imperative to addressing the needs of marginalized communities who are historically overrepresented in the criminal justice system.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of referrals to the Close Street program	995	845	851	950
Outcome	Average number of supervised people per deputy	71	80	55	65
Outcome	Percent of population appearing for all court dates during supervision	90%	92%	92%	92%
Outcome	Percent of population booked for new crimes during supervision	0.09%	3.00%	0.20%	0.20%

### Performance Measures Descriptions



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$561,820	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$561,820</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$561,820</b>	
<b>Program FTE</b>	0.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was:



## 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	2023	2023	2024	2024
Personnel	\$1,023,206	\$0	\$1,079,554	\$0
Contractual Services	\$0	\$0	\$9,000	\$0
Materials & Supplies	\$16,753	\$0	\$15,000	\$0
Internal Services	\$320,153	\$0	\$396,303	\$0
<b>Total GF/non-GF</b>	<b>\$1,360,112</b>	<b>\$0</b>	<b>\$1,499,857</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,360,112</b>		<b>\$1,499,857</b>	
<b>Program FTE</b>	6.60	0.00	6.60	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2023: 60450 Warehouse



## Legal / Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,384,955	\$0	\$2,527,444	\$0
Contractual Services	\$0	\$0	\$1,000	\$0
Materials & Supplies	\$96,078	\$0	\$57,000	\$0
Internal Services	\$219,112	\$0	\$401,477	\$0
Capital Outlay	\$128,125	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$2,828,270</b>	<b>\$0</b>	<b>\$3,136,921</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,828,270</b>		<b>\$3,136,921</b>	
<b>Program FTE</b>	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 2023: 60455 Property & Laundry



## Legal / Contractual Obligation

Charter 6.50(1)  
 Operational Procedures 06.106.010 – 06.106.088  
 Oregon Jail Standards F-301, F-302, F-303, F-304, F-305, F-306

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$484,168	\$0	\$512,174
Contractual Services	\$0	\$713,838	\$0	\$713,838
Materials & Supplies	\$0	\$127,740	\$0	\$127,740
Internal Services	\$0	\$121,405	\$0	\$132,559
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,447,151</b>	<b>\$0</b>	<b>\$1,486,311</b>
<b>Program Total:</b>	<b>\$1,447,151</b>		<b>\$1,486,311</b>	
<b>Program FTE</b>	0.00	3.90	0.00	3.90

Program Revenues				
Other / Miscellaneous	\$0	\$1,337,311	\$0	\$1,375,311
Beginning Working Capital	\$0	\$100,000	\$0	\$100,000
Service Charges	\$0	\$9,840	\$0	\$11,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,447,151</b>	<b>\$0</b>	<b>\$1,486,311</b>

## Explanation of Revenues

This program generates \$79,183 in indirect revenues.

Adult In Custody Welfare Trust Fund:

\$100,000 – Beginning Working Capital from FY 2023 carry-over

\$1,351,290 – Revenue from Commissary sales to Adults In Custody

\$11,000 – Revenue from records requests, hearing fees, statement requests, grievance fees, and food handlers certificate fees

\$22,021 – Revenue from hygiene kits and copies

\$2,000 – Revenue from disciplinary fines

Based on FY 2023 mid-year actuals

## Significant Program Changes

Last Year this program was: FY 2023: 60460 Commissary & AIC Welfare





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$574,400	\$0	\$624,681	\$0
Contractual Services	\$7,002	\$0	\$37,002	\$0
Materials & Supplies	\$129,252	\$0	\$60,000	\$0
Internal Services	\$134,775	\$0	\$108,397	\$0
Capital Outlay	\$0	\$0	\$65,000	\$0
<b>Total GF/non-GF</b>	<b>\$845,429</b>	<b>\$0</b>	<b>\$895,080</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$845,429</b>		<b>\$895,080</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60500A Enforcement Division Admin



## Legal / Contractual Obligation

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$12,829,429	\$182,554	\$14,625,703	\$200,060
Contractual Services	\$52,442	\$0	\$65,000	\$0
Materials & Supplies	\$248,053	\$0	\$435,000	\$0
Internal Services	\$2,061,157	\$25,921	\$2,152,537	\$30,931
Capital Outlay	\$290,065	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$15,481,146</b>	<b>\$208,475</b>	<b>\$17,278,240</b>	<b>\$230,991</b>
<b>Program Total:</b>	<b>\$15,689,621</b>		<b>\$17,509,231</b>	
<b>Program FTE</b>	60.75	0.30	60.75	0.30

Program Revenues				
Intergovernmental	\$0	\$95,000	\$0	\$107,750
Other / Miscellaneous	\$0	\$40,000	\$0	\$45,364
Service Charges	\$6,876,455	\$73,475	\$7,411,549	\$77,877
<b>Total Revenue</b>	<b>\$6,876,455</b>	<b>\$208,475</b>	<b>\$7,411,549</b>	<b>\$230,991</b>

## Explanation of Revenues

This program generates \$30,931 in indirect revenues.

Local: General Fund: - \$46,387-Maywood Pk; \$535,051-Wood Village;  
\$3,621,685-City of Troutdale Contract; \$3,208,426-City of Fairview Contract

Fed/State Fund: \$24,954-Patrol Services to OR State Parks within Multnomah County (State); \$22,682-OSSA Seatbelt Grant (State); \$22,682 - OSSA DUII Grant (State); \$90,736 - Patrol Services to OR Dept. of Transportation Construction Zones and Truck Inspections (State); \$17,014 - Speed Enforcement for ODOT (State); \$52,923 - US Forest Svc for Summer Patrols in National Forest Service Parks (Federal)

## Significant Program Changes

Last Year this program was: FY 2023: 60505 Patrol



## 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	2023	2023	2024	2024
Personnel	\$1,571,654	\$0	\$1,659,141	\$0
Contractual Services	\$1,220	\$0	\$1,000	\$0
Materials & Supplies	\$38,079	\$0	\$26,000	\$0
Internal Services	\$151,501	\$0	\$160,308	\$0
<b>Total GF/non-GF</b>	<b>\$1,762,454</b>	<b>\$0</b>	<b>\$1,846,449</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,762,454</b>		<b>\$1,846,449</b>	
<b>Program FTE</b>	8.00	0.00	8.00	0.00

Program Revenues				
Fees, Permits & Charges	\$133,725	\$0	\$164,000	\$0
Service Charges	\$152,829	\$0	\$114,000	\$0
<b>Total Revenue</b>	<b>\$286,554</b>	<b>\$0</b>	<b>\$278,000</b>	<b>\$0</b>

## Explanation of Revenues

General Fund:

\$164,000 - Civil Process Fees and Civil Foreclosure Fees due to property sales

\$86,000 - Circuit Court Revenue

\$28,000 - Reimbursement for State Extraditions

Based on FY23 mid-year actuals.

## Significant Program Changes

Last Year this program was: FY 2023: 60510A Civil Process

**Program #60515A - River Patrol FY 2024 Proposed**

**Department:** Sheriff **Program Contact:** Carey Kaer  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed  
**Related Programs:**  
**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

The Multnomah County Sheriff's Office (MCSO) River Patrol Unit collaborates with the Oregon State Marine Board, the Port of Portland, and the United States Coast Guard to provide safe commercial and recreational access and passage to the County's 110-miles of waterways along the Columbia River, Willamette River, Sandy River, and the Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

**Program Description**

The MCSO River Patrol Unit (RPU) provides public safety services for the numerous county moorages, marinas and houseboat communities. The nation's fifth largest port requires protection and unobstructed ingress and egress of commercial ship movement into the region. River Patrol Deputies respond to all life-threatening marine calls for service, such as boat collisions, drownings, missing persons, suicidal individuals, and environmental hazards.

The River Patrol Unit is also challenged with addressing the ongoing surrounding abandoned and derelict vessels in and near the waterways of Multnomah County. Deputies collaborate with various marinas and associations that work, live, or recreate on the rivers, as well as MCSO's homeless outreach and community resource programs and other partner agency resources to address the concerning livability issues along the rivers. Deputies provide boater safety education and intervention through classroom, boat inspections, and enforcement activities. The education and intervention programs include youth water safety and working with Metro to facilitate a life-jacket station at the Columbia River boat ramp.

It is crucial for the local economy that cargo vessels carrying consumer products, transport these goods in a timely and efficient manner. Over 12 million tons of cargo moved through its facilities last year. A safe and thriving community for everyone contributes to a flourishing economy, and access to work, cultural, and recreational activity is an important element.

River Patrol Deputies participate in regional multi-agency marine security drills to promote efficient coordination of first responder resources and provide critical infrastructure security protection along Multnomah County waterways. The River Patrol Unit is key to emergency preparedness on/near the regional waterways. They participate in numerous agency collaborations and are a significant function to a visible public safety system which strives to support all community members through exemplary public safety service.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Hours of community water safety education	128	200	130	150
Outcome	Number of community members issued boater examination reports, warning, and citations	965	1,500	1,000	1,000

**Performance Measures Descriptions**

Data from Oregon State Marine Board (OSMB) website number of community members issued boater examination reports, warning, and citations includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM. OSMB requested more on water presence to reduce boating incidents and reckless operation in lieu of Boat Examinations.

## 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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,778,637	\$875,586	\$1,821,920	\$819,971
Contractual Services	\$1,040	\$0	\$6,000	\$0
Materials & Supplies	\$107,861	\$32,592	\$130,000	\$36,000
Internal Services	\$350,464	\$1,989	\$281,782	\$2,720
Capital Outlay	\$34,642	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$2,272,644</b>	<b>\$910,167</b>	<b>\$2,239,702</b>	<b>\$858,691</b>
<b>Program Total:</b>	<b>\$3,182,811</b>		<b>\$3,098,393</b>	
<b>Program FTE</b>	7.50	5.00	6.50	4.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$861,575	\$0	\$802,376
Other / Miscellaneous	\$0	\$32,592	\$0	\$36,000
Service Charges	\$0	\$16,000	\$0	\$20,315
<b>Total Revenue</b>	<b>\$0</b>	<b>\$910,167</b>	<b>\$0</b>	<b>\$858,691</b>

## Explanation of Revenues

This program generates \$2,720 in indirect revenues.

Fed/State Fund:

\$20,315 - River Patrol Services for Government Island

\$802,376 - River Patrol Services for the Oregon Marine Board

Special Ops Fund:

\$36,000 - Reimbursement for Boat Repair and Boat Fuel from other Jurisdictions

## Significant Program Changes

**Last Year this program was:** FY 2023: 60515 River Patrol

1.00 FTE Deputy Sheriff moved from Oregon State Marine Board funding (non-general fund, this program offer) to general fund (this program offer) due to Oregon State Marine Board budget constraints. 2.00 FTE were reduced to meet the General Fund constraint.





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,709,965	\$0	\$3,057,081	\$0
Contractual Services	\$7,900	\$0	\$1,000	\$0
Materials & Supplies	\$34,156	\$0	\$66,000	\$0
Internal Services	\$271,529	\$0	\$266,506	\$0
<b>Total GF/non-GF</b>	<b>\$3,023,550</b>	<b>\$0</b>	<b>\$3,390,587</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,023,550</b>		<b>\$3,390,587</b>	
<b>Program FTE</b>	13.00	0.00	13.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60520A Detectives Unit



**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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$1,361,624	\$26,269	\$1,550,815	\$32,989
Contractual Services	\$0	\$75,000	\$62,000	\$70,976
Materials & Supplies	\$6,309	\$35,000	\$69,000	\$35,000
Internal Services	\$93,688	\$3,731	\$94,997	\$5,100
Capital Outlay	\$0	\$1,100,000	\$0	\$2,000,000
<b>Total GF/non-GF</b>	<b>\$1,461,621</b>	<b>\$1,240,000</b>	<b>\$1,776,812</b>	<b>\$2,144,065</b>
<b>Program Total:</b>	<b>\$2,701,621</b>		<b>\$3,920,877</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$160,000	\$0	\$564,065
Other / Miscellaneous	\$0	\$60,000	\$0	\$60,000
Beginning Working Capital	\$0	\$1,020,000	\$0	\$1,520,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,240,000</b>	<b>\$0</b>	<b>\$2,144,065</b>

**Explanation of Revenues**

This program generates \$5,100 in indirect revenues.

Fed/State Funds: \$500,000 - Proceeds from Federal Equitable Sharing Forfeitures; \$1,500,000 - Carry-over from Fiscal Year 2023; \$64,065 - 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 2023.

**Significant Program Changes**

Last Year this program was: FY 2023: 60525 Special Investigations Unit



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,742,807	\$0	\$3,881,282
Internal Services	\$0	\$280,711	\$0	\$310,503
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$4,023,518</b>	<b>\$0</b>	<b>\$4,191,785</b>
<b>Program Total:</b>	<b>\$4,023,518</b>		<b>\$4,191,785</b>	
<b>Program FTE</b>	0.00	23.50	0.00	22.50

Program Revenues				
Service Charges	\$0	\$4,023,518	\$0	\$4,191,785
<b>Total Revenue</b>	<b>\$0</b>	<b>\$4,023,518</b>	<b>\$0</b>	<b>\$4,191,785</b>

Explanation of Revenues

This program generates \$310,503 in indirect revenues.  
 Local: Special Ops Fund:  
 \$4,191,785 - Transit Patrol Services provided for Trimet

Significant Program Changes

Last Year this program was: FY 2023: 60530 TriMet Transit Police

Reduced by 1.0 FTE Program Specialist Senior due to expiration of limited duration position.



## Legal / Contractual Obligation

ORS 206.010, General Duties of Sheriff.  
ORS 204.635, Deputies of Sheriff; Special Appointment, Authority, etc.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$224,482	\$0	\$277,872	\$0
<b>Total GF/non-GF</b>	<b>\$224,482</b>	<b>\$0</b>	<b>\$277,872</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$224,482</b>		<b>\$277,872</b>	
<b>Program FTE</b>	1.50	0.00	1.50	0.00

<b>Program Revenues</b>				
Service Charges	\$224,482	\$0	\$277,872	\$0
<b>Total Revenue</b>	<b>\$224,482</b>	<b>\$0</b>	<b>\$277,872</b>	<b>\$0</b>

## Explanation of Revenues

Local: \$277,872-Reynolds SD pays for two (2) SRD employees at 0.75 FTE each.

## Significant Program Changes

Last Year this program was: FY 2023: 60535A School Resource Deputy Program

**Department:** Sheriff **Program Contact:** Doug Asboe

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Community Resource Deputies (CRDs) engage all community members through proactive, innovative, and inclusive community policing strategies. They assist our communities with emergency preparedness, crime prevention and safety education by attending community meetings and events. They provide enhanced police services for the communities they serve. This program offer is for CRDs serving unincorporated east Multnomah County, unincorporated west Multnomah County and the city of Troutdale.

**Program Description**

Working with schools, businesses, neighborhood associations, and diverse community organizations, CRDs seek to understand specific community needs and utilize problem solving skills to assess, investigate, and intervene in criminal activities. CRDs make a positive impact on the communities they serve by building relationships and establishing and fostering community trust by reaching out to vulnerable and underrepresented populations and utilizing innovative and inclusive community policing strategies.

All current CRDs have completed 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 CRDs 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of community contacts	615	500	162	500
Outcome	Number of community meetings attended	17	20	8	30
Outcome	Community Meeting Hours	10	N/A	7	30

**Performance Measures Descriptions**

Due to staffing challenges east and west county CRDs were returned to patrol for part of FY22 and FY23.



## 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	2023	2023	2024	2024
Personnel	\$491,068	\$0	\$217,026	\$0
Materials & Supplies	\$8,240	\$0	\$1,000	\$0
Internal Services	\$18,182	\$0	\$12,911	\$0
Capital Outlay	\$10,250	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$527,740</b>	<b>\$0</b>	<b>\$230,937</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$527,740</b>		<b>\$230,937</b>	
<b>Program FTE</b>	3.00	0.00	1.00	0.00

Program Revenues				
Service Charges	\$225,172	\$0	\$237,796	\$0
<b>Total Revenue</b>	<b>\$225,172</b>	<b>\$0</b>	<b>\$237,796</b>	<b>\$0</b>

## Explanation of Revenues

Local: City of Troutdale's FY 2023 Community Resource Deputy contract is in the amount of \$237,796.

## Significant Program Changes

Last Year this program was: FY 2023: 60535B Community Resource Officer Program

**Department:** Sheriff **Program Contact:** Doug Asboe

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

**Related Programs:**
**Program Characteristics:**
**Executive Summary**

The Community Resource Deputies (CRDs) engage all community members through proactive, innovative, and inclusive community policing strategies. They assist our communities with emergency preparedness, crime prevention and safety education by attending community meetings and events. They provide enhanced police services for the communities they serve. This program offer is for CRDs serving unincorporated east Multnomah County, unincorporated west Multnomah County and the city of Troutdale.

**Program Description**

This program offer proposes a reduction of Community Resource Deputies FTE (program offer 60535B) in order to help meet Multnomah County's general fund constraint. Positions proposed: 2.0 FTE Deputy Sheriffs (Sauvie Island and Corbett Community Resource Deputies).

Working with schools, businesses, neighborhood associations, and diverse community organizations, CRDs seek to understand specific community needs and utilize problem solving skills to assess, investigate, and intervene in criminal activities. CRDs make a positive impact on the communities they serve by building relationships and establishing and fostering community trust by reaching out to vulnerable and underrepresented populations and utilizing innovative and inclusive community policing strategies.

All current CRDs have completed 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 CRDs 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of community contacts	615	500	162	500
Outcome	Number of community meetings attended	17	20	8	30
Outcome	Community Meeting Hours	10	N/A	7	30

**Performance Measures Descriptions**

## 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	2023	2023	2024	2024
Personnel	\$0	\$0	\$387,087	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$387,087</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$387,087</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last Year this program was:

**Program #60540 - Homeless Outreach and Programs Engagement (HOPE) Team FY 2024 Proposed**

**Department:** Sheriff **Program Contact:** Doug Asboe  
**Program Offer Type:** Existing **Program Offer Stage:** Proposed

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Homeless Outreach and Programs Engagement (HOPE) team is a specialized team consisting of two Law Enforcement Deputies and a Law Enforcement Sergeant. 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 vulnerable community members, experiencing houselessness, on a daily basis to ensure their fundamental needs are being addressed.

**Program Description**

The HOPE team provides proactive, consistent outreach to community members experiencing houselessness in order to connect them to services and guide 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 an individual 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 expanded our partnership further by adding an East County Navigation Team that consists of social workers from TPI, CCC, and Multnomah County Behavior Health and plans to work closely with the MCSO Behavioral Health Connection as that comes online in early 2023.

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. 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 participates in community events that benefit the houseless community such as: the Maywood Chili Cook-off and various food drives. The HOPE Team collaborates with all units within the Sheriff's Office to ensure that individuals experiencing houselessness, throughout Multnomah County, have equitable access to law enforcement services and available resources.

**Performance Measures**

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Houseless Community Members Contacted	1,855	1,000	1,400	1,200
Outcome	Number of Referrals Made to Services	552	300	600	500

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$546,205	\$0	\$632,258	\$0
Materials & Supplies	\$0	\$0	\$3,000	\$0
<b>Total GF/non-GF</b>	<b>\$546,205</b>	<b>\$0</b>	<b>\$635,258</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$546,205</b>		<b>\$635,258</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 60540 Homeless Outreach and Programs Engagement (HOPE) Team



**Program #60550 - Hornet Trail Rescue and Wilderness Law Enforcement Services** FY 2024 Proposed  
**Team**

**Department:** Sheriff **Program Contact:** Brent Laizure  
**Program Offer Type:** Existing **Program Offer Stage:** 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 Description**

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of searches for lost/missing hikers conducted	12	15	20	18
Outcome	Percentage of searches resulting in a found/rescued person	75%	90%	90%	90%

**Performance Measures Descriptions**

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$10,364	\$0	\$11,577	\$0
Materials & Supplies	\$10,404	\$0	\$5,000	\$0
<b>Total GF/non-GF</b>	<b>\$20,768</b>	<b>\$0</b>	<b>\$16,577</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$20,768</b>		<b>\$16,577</b>	
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 2023: 60550 Hornet Trail Rescue and Wilderness Law Enforcement Services Team





Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$210,174	\$0	\$235,805	\$0
Internal Services	\$13,567	\$0	\$7,987	\$0
Capital Outlay	\$22,021	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$245,762</b>	<b>\$0</b>	<b>\$243,792</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$245,762</b>		<b>\$243,792</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

Program Revenues				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Explanation of Revenues

Significant Program Changes

Last Year this program was: [FY 2023: 60555 Gun Dispossession/VRO Detail](#)



Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$0	\$0	\$172,845
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$172,845</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$172,845</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$172,845
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$172,845</b>

Explanation of Revenues

Federal: American Rescue Plan (ARP) Direct County Funding - \$172,845

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
<b>Program Expenses</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Personnel	\$0	\$314,382	\$0	\$358,536
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$314,382</b>	<b>\$0</b>	<b>\$358,536</b>
<b>Program Total:</b>	<b>\$314,382</b>		<b>\$358,536</b>	
<b>Program FTE</b>	0.00	2.00	0.00	2.00

<b>Program Revenues</b>				
Intergovernmental	\$0	\$314,382	\$0	\$358,536
<b>Total Revenue</b>	<b>\$0</b>	<b>\$314,382</b>	<b>\$0</b>	<b>\$358,536</b>

Explanation of Revenues

Federal: American Rescue Plan (ARP) Direct County Funding - \$358,536

Significant Program Changes

**Last Year this program was:** FY 2023: 60990 ARP – Civil Process – Reducing Community Violence Involving Firearms

This program falls under the County's ARP priority area of Crisis Response & Community Recovery.

**Department:** Sheriff **Program Contact:** Steve Alexander

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

**Related Programs:**
**Program Characteristics:** One-Time-Only Request

**Executive Summary**

This program offer is for the operation of the additional housing unit, Dorm 5 (50 beds), to allow cohort housing/infectious disease management, assist in population management to avoid forced releases, or temporary use when other dorm closures are necessary due to repairs or construction. 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 the least restrictive for Adults in Custody, providing the most access to programs and activities to help address individual needs. 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 Description**

Dorm 5 will provide additional housing space for Adult in Custody populations. This will allow for cohort housing/infectious disease management, assist in population management to avoid forced releases, or temporarily house those displaced from other housing units due to maintenance or construction.

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.

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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of openings	8	12	12	12
Outcome	Total number of infectious disease facility precautions	6	40	36	20

**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	2023	2023	2024	2024
Personnel	\$0	\$773,344	\$0	\$553,010
Contractual Services	\$0	\$0	\$0	\$135,203
Materials & Supplies	\$0	\$0	\$0	\$27,035
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$773,344</b>	<b>\$0</b>	<b>\$715,248</b>
<b>Program Total:</b>	<b>\$773,344</b>		<b>\$715,248</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$773,344	\$0	\$715,248
<b>Total Revenue</b>	<b>\$0</b>	<b>\$773,344</b>	<b>\$0</b>	<b>\$715,248</b>

## Explanation of Revenues

Federal: American Rescue Plan (ARP) Direct County Funding - \$715,248

## Significant Program Changes

Last Year this program was: FY 2023: 60997 ARP - MCIJ Dorm 5

This program falls under the County's ARP priority area of Supporting People in our Care.

