

ATTACHMENT C
MULTNOMAH COUNTY
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<p>1. Sheriff’s Office Post Factor Study <i>(Commissioner Brim-Edwards)</i></p>	<p>The 2025 Grand Jury Report identified as the number one report recommendation updating and commissioning a Multnomah County Sheriff's Office (MCSO) post-factor staffing study. The last staffing study was completed in 2006, leaving the County without a modern assessment of what is needed today.</p> <p>The Sheriff's Office has been impacted by years-long staffing shortages due to compounding factors including retirements, maintaining aging facilities, additional regulations and training requirements, and transport and security requirements continue to affect operations at both Multnomah County Jails - Inverness and the Detention Center. The resulting impacts are unsustainable and untenable. Overly relying on mandatory to fill staffing gaps, closing and limiting booking, reducing or closing dorms that impact adults in custody by limiting out-of-cell time, limiting visitation and time with legal counsel, and canceled hearings due to transport delays all negatively impact the justice system and community safety.</p> <p>This budget note builds on efforts to increase recruitment, retention and track overall staffing, by requesting that the Sheriff's Office commission a comprehensive, post-factor staffing study that evaluates MCSO organizational structure, including staffing, operations, and workload demands to provide insight, guidance, and recommendations on performing critical functions and providing core services.</p> <p>The Board requests a report on this study by January 31, 2027.</p>
<p>2. Sobering and Crisis Stabilization Center <i>(Commissioner Moyer)</i></p>	<p>It is the policy of the Board that an in-depth study of concerns with utilization, operating budget & revenue, care coordination for the Sobering and Crisis Stabilization Center be conducted, and that programming & operation plans are developed to ensure that behavioral health and SUD services to be provided at the Sobering Center are in accordance with community needs, best practices, gaps analysis and emerging trends.</p>

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	<p>This policy goal can be achieved by establishing a workgroup to provide an in-depth analysis and briefing on Utilization, Operating Budget & Revenue, Care Coordination, including:</p> <p>Utilization: Updated utilization estimates from law enforcement and first responders Engages partners to increase utilization by referral or walk-in Evaluate the types of services needed to increase utilization</p> <p>Operating Budget & Revenue: Draft budget for expenses, revenue and cost recovery Explore strategies to increase operating funding and ensure sustainability</p> <p>Care Coordination Which services do we plan to offer on site day one What are the service gaps at SCSC and which partners will fill the gaps Which organizations are our “hand-off” after sobering and detox, and how are we ensuring a seamless transition.</p>
<p>3. Expand Behavioral Health Services <i>(Commissioner Moyer)</i></p>	<p>It is the policy of the Board that the County Health Department explores ways of increasing its provision of behavioral health services. This policy goal can be achieved by the Health Department collaborating with Federally Qualified Health Centers (FQHCs) and/or the county becoming Certified Community Behavioral Health Clinic (CCBHC) with the focus of expanding billing capacity and maximizing reimbursement rates. The Health Department will report by December 1, 2026.</p>
<p>4. ADA Compliance <i>(Commissioner Moyer)</i></p>	<p>It is the policy of the Board that the County takes steps to improve ADA compliance countywide. This policy objective can be achieved by Office of Diversity and Equity (ODE) and Central Human Resources (HR) collaborating to improve ADA compliance countywide through standardizing ADA processes and ensuring compliance with the law. ODE & HR will report back to the Board in 4 month intervals on progress towards this policy objective.</p>

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<p>5. Cook Plaza <i>(Commissioner Brim-Edwards)</i></p>	<p>The County purchased Cook Plaza for \$3 million, and an additional \$1.6 million was appropriated for improvements in the building by the Board April 30th, 2026. The Board has decided not to use the building for delivering homeless services.</p> <p>Currently, the use is slated to be for emergency sheltering during extreme weather events or other emergencies. As the Board recently approved \$1.6 million in improvements, questions were raised about the effective use of funds and the building, a County asset. Based on conversations with County staff, there are uses being contemplated that are outside of extreme weather events or other emergencies for the building.</p> <p>This budget note requests recommendations from staff, including the Department of County Assets, Office of Emergency Management, and the Homeless Services Department by December 31, 2026 to the Board on additional potential uses of the building.</p>
<p>6. Permanent Supportive Housing <i>(Commissioner Singleton, Co-sponsored with Commissioner Moyer)</i></p>	<p>Permanent Supportive Housing (PSH) is a national best practice and an evidence based model proven to serve people experiencing chronic homelessness. Service providers and landlords who serve this population operate PSH programs, and in recent years have explored the development of new PSH services in order to better serve their clients. However, few to none of the PSH programs in Multnomah County are funded or designed to operate to fidelity.</p> <p>This budget note requests the Chair to direct the Chief Operating Officer to do an inventory of Permanent Supportive Housing programs operated or contracted by Multnomah County and a fidelity review. The Board requests an analysis of each program, comparing services offered to the Pathways Housing First or Substance Abuse and Mental Health Services Administration (SAHMSA) PSH Fidelity Scale (scale to be determined through conversations with Healthshare, social service providers currently administering PSH services contracted by Multnomah County, the Behavioral Health Division, and the Homeless Response System (HRS). The Board</p>

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	<p>requests that the Chief Operating Officer provide a report to the board no later than December, 2026.</p> <p>In addition, the Board requests an analysis from Homeless Response System (HRS) and Homeless Services Department (HSD) to identify contractual and service delivery changes needed in order for the eligible service portion of PSH to be eligible for Medicaid match. This should include but is not limited to case management services, care coordination, personal support services, job coaching, and person centered planning.</p>
<p>7. Gresham Homeless Services IGA <i>(Commissioner Jones-Dixon)</i></p>	<p>It is the policy of the Board that the County contract with the City of Gresham as a government partner by entering into an IGA with Gresham that is separate and distinct from existing homeless services provider agreements. To further this policy, the Board requests that the Chair direct the Office of the Chief Operating Officer to negotiate an intergovernmental agreement (IGA) with the City of Gresham to provide homeless services within Gresham. The duration of the IGA should be 3 years beginning on July 1, 2028, and maintain homeless services in the current service boundary at current service levels.</p> <p>The Board requests regular progress updates on the status of these negotiations.</p>
<p>8B. County Fleet Decarbonization <i>(Commissioner Brim-Edwards)</i></p>	<p>Multnomah County is dedicated to decarbonizing County operations, including fleet vehicles. While the motivation for fleet vehicle decarbonization is to reduce greenhouse gas emissions and improve air quality, investing in electric vehicles will also lower operational costs and allow the County to better forecast fueling expenses; electricity is closely regulated and less volatile compared to gasoline and diesel fuel prices. The goal of this policy is to help accelerate the County’s adoption of battery electric vehicles.</p> <p>It is the policy of the Board that the Office of the Chief Operating Officer, Department of County Assets and Office of Sustainability work together to develop a policy establishing a requirement that departments first consider battery electric vehicles when replacing or purchasing vehicles. By February</p>

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	<p>2027 the Commission requests a presentation on this draft policy and requests that the presentation surface any additional challenges and potential solutions for battery electric vehicle adoption. The presentation should include the unique vehicle requirements of each department.</p>
<p>9. Case Manager access to HMIS <i>(Commissioner Singleton)</i></p>	<p>This budget note requests that the Chair work with the COO to ensure where appropriate for the position, that County Department of Human Services case manager assistants have the ability to look up clients in HMIS in order to do care coordination for clients being served by December 31st, 2026.</p>
<p>10. Victim Services Programs <i>(Commissioner Singleton)</i></p>	<p>Over the years, Multnomah County has funded programs that provide victim advocacy and support. These investments are spread across multiple departments in programs, frontline staff, and contracted services with providers. Because this work lives throughout the enterprise and has experienced various phases of coordination, our victim advocacy and support programs may have duplicative efforts, unaligned approaches, or cost inefficiencies. During a deficit year, it is imperative we track all related efforts to identify gaps or better service delivery models.</p> <p>By December 31st, 2026 it is requested that the Chair direct the Chief Operating Officer, in coordination with the Health Department, Department of County Human Services, Homeless Services Department, Department of Community Justice, the District Attorney’s office and the Sheriff’s Office, to coordinate a shared report to identify all costs associated with victim services programs, FTEs, and contracted services. The Board requests reporting that includes cost breakdown, outcomes, objectives, and duration/length of the program along with when in the process these programs engage with victims.</p>

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<p>11. Track Number of Beds <i>(Commissioner Moyer)</i></p>	<p>It is the policy of the Board that the County tracks and records from relevant County contractors the following that are available to residents of Multnomah County:</p> <ul style="list-style-type: none"> ● Number of detox/withdrawal management beds; ● Number of inpatient treatment beds; ● Number of intensive outpatient treatment beds; ● Number of non-intensive outpatient treatment beds; ● Number of recovery housing beds; <ul style="list-style-type: none"> ○ Delineating the number of each type (Oxford v. NARR) and level (1, 2, 3, etc) of recovery housing <p>1. Where appropriate, the County will track and record:</p> <ul style="list-style-type: none"> ○ How many beds, on average, were used and how many were available/empty per day; ○ How many individuals were in a waitlist, queue, or similar, per day; ○ Delineate whether and how many beds are available to manage category/quadrant 4 (most acute) co-occurring disorders (CODs) (SUD and SPMI); ○ Whether the beds provide services that have the potential to bill Medicaid; ○ Whether the beds are billing Medicaid; ○ If the beds are paid for by the County; ○ If beds are available to residents at low or no cost; ○ If and how beds are focused to be available to individuals at certain stages of recovery (Ex: Recovery housing exclusively for individuals who have just completed treatment and are homeless) ○ If and how the beds are connected to the County’s Behavioral Health system or Homeless Services Department system. (Ex: Case workers
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	<p>contracted by the County refer individuals to these beds)</p> <ul style="list-style-type: none"> ○ Where individuals come from when using the beds; ○ Where individuals exit to after using the beds; ○ Whether the data is derived from real data, estimated, self-reported from participants, verified about participants; or other relevant information regarding data source; ○ Bed provider observations on where the continuum of behavioral health and homeless services is short in resource, adequate, or in excess compared to need. <p>This policy goal can be achieved by requiring <u>providers that contract with the County</u> to provide this data. The data will be collected, compiled, and presented to the Board on an ongoing basis every 6 months. Specific items to be tracked and presented on can be adjusted in coordination with the Board.</p> <p>2. It is the policy of the Board that the County tracks and records from relevant <u>providers who do not contract with the County</u> the following that are available to residents of Multnomah County:</p> <ul style="list-style-type: none"> ● Number of detox/withdrawal management beds; ● Number of inpatient treatment beds; ● Number of intensive outpatient treatment beds; ● Number of non-intensive outpatient treatment beds; ● Number of recovery housing beds; <ul style="list-style-type: none"> ○ Delineating the number of each type (Oxford v. NARR) and level (1, 2, 3, etc) of recovery housing
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	<p>It is important to recognize, however, that absent a contractual relationship, organizations may not be obligated to provide all the requested information to the County. In those cases, the county makes its best effort to work with those organizations to obtain the information.</p> <p>Where appropriate, the County will track and record:</p> <ul style="list-style-type: none"> ○ How many beds, on average, were used and how many were available/empty per day; ○ Delineate whether and how many beds are available to manage category/quadrant 4 (most acute) co-occurring disorders (CODs) (SUD and SPMI); ○ If beds are available to residents at low or no cost; ○ Bed provider observations on where the continuum of behavioral health and homeless services is short in resource, adequate, or in excess compared to need. <p>This policy goal can be achieved by requesting non-contracted providers to provide this data and GR advocating for a statewide registry of providers of these services. The data will be collected, compiled, and presented to the Board on an ongoing basis every 6 months.</p> <p>This report is intended to be iterative over time, gathering additional information and providers over time.</p>
<p>12. Plan for Halsey Main Street Project <i>(Commissioner Jones-Dixon)</i></p>	<p>Following the Board’s adoption of a Resolution approving the Main Streets on Halsey Street Design Plan, and acknowledging the parallel adoptions by the City Councils of Fairview, Wood Village, and Troutdale, it is the policy of the Board that the County creates a formalized strategy to transition this shared, multi-jurisdictional vision into its next phase of development.</p>

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	<p>The Board requests a financial plan outlining the potential funding mechanisms, grant opportunities (building upon the initial Transportation Growth Management Grant), and cost-sharing models with jurisdictional partners to support the envisioned safety, beautification, and pedestrian and bicycle-friendly infrastructure improvements along the three-mile stretch of NE Halsey Street.</p> <p>The Board requests a report with findings and the proposed financial plan during a regularly scheduled board meeting on or before September 30, 2026.</p>
<p>13. Health Insurance for Preschool for All Providers <i>(Commissioner Moyer)</i></p>	<p>This budget note requests the Chair direct the Department of County Management (DCM) to explore options to reduce Health Insurance costs for Preschool for All (PFA) providers in order to reduce overall personnel costs in PFA rates. The Board requests a report from DCM regarding options including but not limited to pooled insurance, association health plan, and PFA providers joining existing professional employee benefits association (EBA). The goal is to lower health care costs for PFA providers, which will reduce the cost of providing preschool to all 3-4 year olds in Multnomah County. DCM will report back to the Board before March 30, 2027.</p>
<p>14. True Cost of Care Cost Study for Preschool for All <i>(Commissioner Moyer)</i></p>	<p>It is the intent of the Board to ensure Preschool for All rates cover true operating costs for PFA preschool classroom. To that end, the requests findings from Preschool and Early Learning (PEL) on the True Cost of Care Cost (TCOC) Study and compare this study to the FY27 PFA rates. This information will inform the Board regarding the sufficiency of the FY27 provider rates and whether these rates need to be adjusted due to new information from TCOC Study. The Board requests a report before November 2026.</p>
<p>15. Standardize Contracting with Community Based Organizations <i>(Commissioner Singleton)</i></p>	<p>This budget note requests the Chair to direct the Chief Operating Officer and Finance and Risk Management (FRM) to work with departments to identify places where multiple divisions and departments are contracting with the same Community Based Organization (CBO). The aim is to identify opportunities to reduce administrative burden to the CBO while unifying their experience when doing business with the County, and resolve persistent issues stemming from</p>

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	<p>fragmented interactions by offering a centralized organizational perspective. For example, in contract administration we can further standardize contracting processes and supplier support. The goal of this budget note is to reduce the administrative burden on CBOs and County staff where feasible that occurs under the current structure.</p>
<p>16. Action Plan for Improved Budget Processes recommended by CBAC <i>(Commissioner Singleton)</i></p>	<p>It is the policy of the Board to create an action plan for implementation of improved processes for the FY 28 budget cycle from the recommendations from department Community Budget Advisory Committee (CBAC) meetings in the FY27 budget cycle.</p> <p>The Office of Community Involvement (OCI) can further this goal by working with the budget director to develop a standardized CBAC letter to include, at a minimum:</p> <ul style="list-style-type: none"> -CBAC preferred buy backs in the priority order as determined by the CBACs of the previous year like DCJ’s CBAC recommending Program Offer 50064: Juvenile Culturally Responsive Youth and Family Treatment Services. -Standardizing the year round recruitment and activation of the CBACs as recommended by the Central CBAC.
<p>17B. Continuum of Employment Services <i>(Commissioner Singleton)</i></p>	<p>This budget note requests the Chair to direct the Homeless Response System (HRS), to convene Homeless Services Department (HSD) funded employment service providers to discuss how they can create a true continuum of employment services to support people moving from low barrier to internships/apprenticeships and permanent employment opportunities. This work will be reported by December 20th, 2026. The goal is to provide a cohesive pathway to securing employment that would allow people to become financially self-sufficient while also deduplicating work across providers and creating efficiencies in the homeless services employment ecosystem. In addition, the employment programs will develop concrete outcome measures that include, but are not limited to, # of people securing long term/permanent employment.</p>

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	<p>The Board further requests that the COO and HRS convene a workforce investment table with DCHS, DCJ, HSD, MCSO, HD, and DCM, and cities in Multnomah County that fund employment programs to discuss workforce investments, examine outcomes of existing programs, and design outcome goals that include, but are not limited to, clients gaining long term/permanent employment. The Board seeks a report by December 31, 2026 on recommended opportunities to create efficiencies in contracting and in duplicative County administrative functions.</p>
<p>18. Affordability Index <i>(Commissioner Brim-Edwards)</i></p>	<p>This budget note requests development of an affordability index by the Chief Financial Officer informed by the Affordability Analysis Report that was sponsored by Commissioner Moyer and unanimously adopted by the Board on April 30, 2026. The development of an affordability index will also consider factors, including – but not limited to – the affordability of:</p> <ul style="list-style-type: none"> -Rent/mortgage -Food -Utilities -Child care -Transportation -Health Care -Education
<p>19. Enterprise Contract Management System - Performance Outcomes <i>(Commissioner Brim-Edwards)</i></p>	<p>Prior to the FY 2028 budget introduction, the County will ensure that its enterprise contract management system will have a functional ECM tool for storing contract deliverables or performance outcomes and county contract managers will utilize this tool for contracts so that contracts can be actively monitored and performance managed.</p> <p>The contracts and performance evaluations should be available for internal and external review. Reporting should be tracked in consistent formats within a singular system that tracks deliverables and impacts of contract performance that evaluates contract and management performance. The outcomes and service delivery impacts from contracted services should be monitored with ongoing contract</p>

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	<p>performance management and oversight and quarterly reporting to the Board.</p>
<p>20. East County Homeless Outreach & Human Services <i>(Commissioner Jones-Dixon)</i></p>	<p>It is the policy of the Board that the County partner with the East Multnomah County cities of Fairview, Troutdale, and Wood Village to lay the groundwork to stand up the newly funded targeted homeless outreach and human services network. The partnership can be established by an MOU, or similar instrument, to reflect the Board’s goals of:</p> <ul style="list-style-type: none"> - Providing Targeted Outreach and Navigation Services: Deploying teams to engage unsheltered individuals, distribute life-saving supplies, and facilitate direct entry into regional housing queues and/or referral to: - Behavioral Health & Crisis Services: Linking individuals directly to behavioral health facilities, sobering and recovery resources, and emergency services. - Economic & Flexible Support Pathways: Connecting individuals to supportive employment programs, workforce opportunities, and individualized human services. - Interagency Coordination: Ensuring all operations run in close coordination with local and county law enforcement to optimize public safety and navigation outcomes. <p>A progress update will be provided to the Board by September 30, 2026, with a fully executed agreement expected no later than the end of the fiscal year.</p>
<p>21. Comprehensive Assessment of Investments and Service Delivery in East Multnomah County</p>	<p>It is the policy of the Board that we strive to achieve our mission “to improve the well-being of those in Multnomah County by providing accessible, high-quality, and innovative public services that create stability, enhance opportunities, and reduce disparities.” The disparities that exist in East Multnomah County are long-standing and well documented. From wages to educational outcomes to life expectancy, substandard outcomes persist.</p> <p>Accountability requires us to explore and address these chronic inequities. To provide the level of service that</p>

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<p><i>(Commissioner Jones-Dixon)</i></p>	<p>enhances opportunity, creates stability, and reduces critical disparities in East Multnomah County, we must understand the current level of service and investment in recent years. This allows us to identify what’s working, what’s missing, and what level of service is appropriate to improve wellbeing in alignment with the County’s Strategic Plan and in service to the people of Multnomah County.</p> <p>To further this policy, the Board requests an analysis of Multnomah County investments and services delivered specifically to District 4 in East County. The analysis should:</p> <ul style="list-style-type: none"> - Report the investment in dollars directed to East County by each department over the last 5 years. - Report the type and quantity of services delivered to East County by each department over the last 5 years. - Identify reliable baseline measures of health and wellbeing indicators that can be reproduced each year to track progress. <p>The Board requests a written report by December 2026 with a Board briefing by January 2027.</p> <p>When every community member, regardless of their zip code, has equitable access to the resources required to thrive, the stability and economic vitality of Multnomah County as a whole is strengthened.</p>
<p>22. County Data Strategy <i>(Commissioner Jones-Dixon)</i></p>	<p>It is the policy of the Board that the County have reliable and transparent data and outcomes to understand how our services are performing for our communities. Multnomah County has made meaningful investments in data and reporting across several divisions, and this budget note seeks to build on that foundation - aligning, accelerating, and scaling what works while addressing gaps. To continuously evaluate and improve County services, as well as support informed decision making by leaders, Multnomah County must streamline systems, prioritize investments in governing and managing data, and improve data quality and coverage. Equally important, the County must improve its ability to share data among divisions, departments, external partners, and the communities we serve. Without steady and sustained attention to modernizing our data systems and governance – as well as</p>

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	<p>ensuring data is part of our everyday operational rhythms – we risk opportunities to improve efficiency and outcomes for the people we serve.</p> <p>To further that goal, the Board requests that the Chair direct the Office of the Chief Operating Officer to evaluate and update County processes, including these efforts to:</p> <ul style="list-style-type: none">- Develop a Strategic Plan-aligned “Impact-on-Outcomes” dashboard, and associated program offer. The dashboard would connect expected program offer performance to Strategic Plan goals and metrics to inform the FY28 budget process and improve budget decision-making.- Review and update the County Data Strategy to set a vision for data use in a high-performing organization and appropriately govern how data will be collected, shared, protected, and used for decision-making. This effort should also address data quality standards, interoperability across County systems, and governance frameworks for the responsible use decision-making tools.- Identify and document the human and capital resource needs required over the next 3-5 years to become a transparent, data-driven organization including investments in data literacy, workforce development, and the specialized technical talent required to sustain these capabilities in support of Strategic Plan Focus Area 4 “Be Accountable, Collaborative, and Transparent” and Focus Area 5 “Improve Operational Excellence” to further the broader County mission and mature our existing data capabilities.- Deliver a 3-5 year tactical roadmap outlining achievable actions that move us closer to the County Data Strategy with measurable milestones, accountable owners, and identified dependencies on technology modernization efforts already underway.- Brief the Board on these operational deliverables and any related capital projects such that the Board may make informed budgetary decisions.
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<p>23. Housing Innovation Pilot <i>(Commissioner Jones-Dixon)</i></p>	<p>It is the policy of the Board that the people of Multnomah County who experience housing instability receive prompt, effective housing support, and that the County innovate to improve and efficiently deliver services.</p> <p>To further that goal, the Board requests that the Chair direct the Office of the Chief Operating Officer to pilot a one-year public-private partnership, including nonprofit providers in Multnomah County’s District 4, to create a streamlined, replicable service model that helps the County secure quality housing for individuals and families who need additional stability while decreasing costly administrative burden.</p> <p>This policy can be furthered by procuring contract services that provide free lease support services that help housing-focused nonprofit organizations place housing-ready participants into stable housing faster, and provide the following service:</p> <ul style="list-style-type: none"> - Work directly with property managers to lower risk and convert potential rental application denials into approvals; - Provide a lease guarantee to tenants referred by the County; - Offer lease default support including reimbursement to property managers for up to three months of base rent if a tenant falls behind. <p>If a tenant requires assistance beyond the three-month guarantee, the contractor steps in and increases case management and support.</p> <p>The Board requests that regular updates on the status of negotiations and the launch of the pilot by October 2026, and a written evaluation of the pilot at the 6 month and 12 month marks.</p>
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<p>24. Gresham Holding Facility Assessment <i>(Commissioner Jones-Dixon)</i></p>	<p>The Multnomah County Board requests that the Multnomah County Sheriff's Office (MCSO) partner with the Gresham Police Department to assess the operational and financial feasibility of reopening the holding facility at the Gresham Police Headquarters. This assessment will note the operational efficiencies gained by eliminating the need to transport East County detainees downtown, including officer turnaround times and public safety presence in East County.</p> <p>MCSO shall provide its findings and recommendations to the Board by November 15, 2026.</p>
<p>25. Community Based Restorative Justice Programs <i>(Commissioner Moyer)</i></p>	<p>It is the policy of the Board to explore feasibility around implementing community based restorative justice programs throughout Multnomah County. This work could be accomplished through a workgroup convened by the Department of Community Justice, and including representatives of District Attorney, City police, Multnomah County Sheriff, victims, advocates and community partners with experience in restorative justice. The Board requests recommendations on the estimated utilization and population most likely to benefit from restorative justice, and an implementation plan for an effective restorative justice program.</p> <p>This budget note earmarks \$250,000 in the General Fund Contingency.</p>
<p>26. Library Capital Bond Remaining Balance <i>(Commissioner Brim-Edwards)</i></p>	<p>There is a remaining approximately \$25 million taxable balance in the Library Capital Bond after all projects have been completed. By August 14, 2026, and before using the unanticipated \$25 million additional resource left in the Library Capital Bond, the Board requests an examination of allowable uses in alignment with Measure 26-211 and provide options to the Board on how to use the funds.</p>

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<p>27. District Attorney’s Office Quarterly Updates <i>(Commissioner Brim-Edwards)</i></p>	<p>The County Board requests the District Attorney’s Office to provide quarterly updates to the Board of County Commissioners and the Local Public Safety Coordinating Council (LPSCC) regarding strategic prosecution activities, emerging crime trends, and coordinated response efforts.</p> <p>Updates may include information related to crime patterns, prosecution strategies, cross-agency coordination, and outcomes associated with high-impact offenses such as auto theft, burglary, robbery, and other emerging public safety concerns. The intent of this reporting is to support transparency, strengthen coordination across the public safety system, and ensure the strategic prosecution efforts remain responsive and adaptable to changing community conditions and crime trends.</p> <p>This will be complementary to the data work of LPSCC.</p>
<p>28. Gateway Center Evaluation <i>(Commissioner Singleton)</i></p>	<p>The Domestic and Sexual Violence Coordination Office (DSVCO) and Gateway Center are currently working with a neutral party to support the evaluation of Gateway services. This work includes listening sessions and engagement with survivors, community-based providers, and system partners to assess current services, identify strengths and gaps, and inform any future modifications to service delivery. The findings and recommendations from this process are intended to guide future planning and ensure services remain responsive to community needs. This budget note requests that the Chair instruct the Department of County Human Services to complete this evaluation process and provide a presentation and briefing to the Board and the Local Public Safety Coordinating Council summarizing findings, recommendations, and proposed next steps no later than January 2027.</p>

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<p>29. SUN School System Funding Assessment <i>(Commissioner Singleton and Chair Vega Pederson)</i></p>	<p>Due to one time only funding, it is critical that the Board assess the SUN school system and funding, look for opportunities to create efficiencies and leverage funds from partners that also support this system.</p> <p>This budget note requests that the Chair instruct the COO and DCHS, by January 2027, to report back to the board in a briefing, the following:</p> <ul style="list-style-type: none"> - All program offers that fund or leverage resources for SUN school programs - Any matching funds and sources that providers use to run SUN programs - Opportunities for efficiencies, including but not limited to, using catchment areas instead of school specific programs. - Work with PPS to align FY28 funding and programs with school closure plans of PPS - Work with all SUN funders to create a funding plan across all schools that considers equity, population, and planned school closures outside of PPS
<p>30. Shared Set of Definitions Used when Serving Individuals and Families Experiencing Homelessness <i>(Commissioner Singleton)</i></p>	<p>During the FY 2026 budget process, the Board adopted the Consistency of Data for Homelessness work budget note, which requested a report that outlined basic data elements in the homeless service system across the enterprise. This report confirmed that programs do not all measure the same outcomes making it impossible to conduct assessments on the effectiveness of these investments or replicate successful outcomes.</p> <p>By December 31, 2026, it is requested that the Chair direct the Chief Operating Officer, in coordination with the Health Department, Department of County Human Services, Homeless Services Department, Department of Community Justice, and the Sheriff's Office, to coordinate a shared set of definitions commonly used when serving individuals and families experiencing homelessness. This work will be led by HSD and use national definitions where available. Programs or Services that are legally mandated to use standardized terms and definitions would not need to alter the definitions of those terms</p>

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	<p>Examples of terms that will be included, at a minimum:</p> <ul style="list-style-type: none"> ● Permanent housing ● Eviction prevention ● Rent assistance ● Rapid Rehousing ● Permanent Supportive Housing ● Transitional Housing ● Shelter ● Outreach ● Inreach
<p>31. Homeless Response System Evaluation <i>(Commissioner Singleton)</i></p>	<p>It is the policy of the Board to evaluate opportunities to improve coordination, reduce duplication, and clarify operational responsibilities between all Multnomah County Cities and Multnomah County regarding homelessness response, shelter operations, outreach, and public environment management.</p> <p>To further that goal, the Board requests that the Chair direct the Chief Operating Officer (COO), Homeless Response System (HRS), Homeless Services Department (HSD), and relevant HRS partners to conduct a review that includes:</p> <ul style="list-style-type: none"> - an assessment of overlapping operational responsibilities between City of Portland and County homelessness systems; - an assessment of overlapping operational responsibilities between the Cities of Troutdale, Fairview, Gresham, Maywood Park, Wood Village and County homelessness systems - an evaluation of current contract management and goals; - a feasibility analysis for transitioning certain City of Portland shelter operations or shelter administration functions to regional or County-led coordination structures; - Discuss lessons learned from FY 2027 City of Portland and Multnomah County shelter closures and create strategies to preserve continuity of shelter access and

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	<p>participant services during any future operational transitions;</p> <ul style="list-style-type: none"> - recommendations for prioritizing Cities resources, within their Housing Production Strategy, toward upstream homelessness prevention, such as affordable housing preservation, stabilization and acquisition. - and a timeline completed by December 1, 2026 for review before development of the FY 2028 Proposed Budget. <p>The intent of this budget note is to clarify the roles in the homelessness response system and ensure that resources are not duplicating homelessness management infrastructure while underinvesting in housing stabilization and exits to permanent housing.</p>
<p>32. Earmark \$1 million of Homeless Services Department Capital Funds for North Portland Day Center <i>(Commissioner Singleton)</i></p>	<p>It is the policy of the Board that the County identify a new North Portland day center that will be large enough to provide the full range of services that other County funded day centers have. The new space should be larger than 800 sq. feet, have emergency exit(s), and be able to have a higher capacity than the current location.</p> <p>This budget note requests that the Chair transferring \$1,000,000 from program 78243 Homeless Services Department (HSD) Capital funds from operating into contingency. Once a location is found, these funds will be used for the new North Portland day center site.</p> <p><i>If this budget note is adopted, it requires a technical department budget amendment.</i></p>
<p>33. Roadmap for Permanent Supportive Housing Program <i>(Commissioners Brim-Edwards and Moyer)</i></p>	<p>The Board requests a roadmap for how the County proposes to move forward building, maintaining and operating the County Permanent Supportive Housing (PSH) Program.</p> <p>As part of the Permanent Supportive Housing Roadmap, the Board requests a projection of:</p> <ul style="list-style-type: none"> - The current ongoing Permanent Supportive Housing costs, including disaggregating by project-based and voucher-based housing.

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	<ul style="list-style-type: none"> - The cost of providing Permanent Supportive Housing to the total population projected to need Permanent Supportive Housing, including disaggregating by project-based and voucher-based housing. - The current and projected 5-year cost per unit (for project-based) and per voucher, supplying both the average amount for each and make available the cost for each of the currently Permanent Supportive Housing units and vouchers. - A proposed redesign of how the County contracts and delivers PSH support services in order to qualify for Medicaid match. <p>The data and recommendations from this budget note will be updated based on the outcomes of this budget note and any costs needed to reach PSH fidelity as listed in Budget Note #6 [Singleton and Moyer] regarding Permanent Supportive Housing Program.</p> <p>And provide recommendations to decrease County costs to support a sustainable Permanent Supportive Housing Program by December 31, 2026.</p>
<p>34. Enhancements to Street Cleaning Corridor for 82nd Avenue <i>(Commissioner Brim-Edwards)</i></p>	<p>Along and near the 82nd Avenue corridor are a number of sites the County and community- based providers operate to serve the community, including health and human services, and shelters. As well, neighborhoods and businesses are co-located along this highly used and shared corridor, resulting in increased waste and biohazards.</p> <p>The Board requests a proposal to add enhancements to the street cleaning corridor through the City of Portland for 82nd Avenue by October 15, 2026, similar to the model for the Gateway Management District, that provides opportunity for leveraging existing service and prioritizes a provider of services who have experience with East Portland and its neighbors.</p>

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<p>35. Report of Leadership Protective Detail <i>(Commissioner Brim-Edwards)</i></p>	<p>By January 1, 2027, and before additional funds are spent from Program Offer #10000A on the leadership protective detail, the Board requests a report and analysis of the first 18 months of leadership protective detail, the contract terms including the vehicle, and include comparison of other comparable public contracts in the area. The Board requests a summary of potential cost savings for recommended protective security services.</p>
<p>36. Administrative Consolidation <i>(Commissioner Brim-Edwards and Chair Vega Pederson)</i></p>	<p>It is the policy of the Board to improve efficiency and effectiveness of centralized functions across the County, including among Non-Departmental Offices, the Department of County Assets, and Department of County Management. This policy can be furthered by assessing administrative consolidation and engaging the Board in August 2026, and providing a report of recommendations and a Board Work Session by November 2026. Reporting to the Board should also include consideration of potential adjustments to County ordinances and policy needed to operationalize this policy goal.</p>
<p>37. Contract Oversight Pilot <i>(Commissioner Brim-Edwards)</i></p>	<p>The County spends more than \$1 billion annually on contractual services and is responsible for contract performance and fiscal management. There are documented incidents of significant financial non-compliance with County policies and contractual requirements. The County Auditor has made recommendations in both of these areas to improve oversight and management of the County's contractual services to promote financial stewardship when there's non-compliance with County financial policies and not meeting performance metrics.</p> <p>The County through the Department of County Management (DCM) uses fiscal risk assessment tools for contracts with federal and Supportive Housing Services dollars. It is the policy of the Board that performance metrics and management are critical to data production for what is working and what is not to invest in programs based on outcomes. To further this goal, the Board requests DCM and the Homeless Services Department (HSD) be directed to pilot an initiative whereby:</p>

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<p>38. Budget Process Accessibility <i>(Commissioner Singleton)</i></p>	<p>The County budget is a public document that expresses the prioritization of public dollars and shows the public how the County stewards its funds, and the budget process is the process that the public has to influence the County’s work and programs. It is imperative that the County makes its budget documents accessible and transparent where allowed. This budget note requests the Chair to direct the Budget Office and Office of Community Involvement to work with each Multnomah County Department on improving the accessibility and comprehension of Program Offers and relevant budget documents. Moving forward, the County budget should be improved upon to make progress toward full ADA accessibility standards, program offers should be drafted using clear, everyday language aimed at a sixth- to eighth-grade reading level.</p> <p>At the same time, we recognize that our Budget Office has to balance this goal with strict statutory obligations. The County must still produce a budget that fully complies with Oregon Budget Law, including the specific, technical terminology required by Oregon Revised Statutes (ORS).</p> <p>Our goal is to bridge that gap. We are committed to working alongside our Budget Office to find innovative ways to meet our legal mandates under state law while improving readability and accessibility for the public. We want to ensure that compliance never stands in the way of community understanding.</p> <p>An Accessible Budget Plan will be produced for the FY 2027 budget by October 31, 2026 and will be used in the FY 2028 budget process starting with the department requested through the final adopted budget. The Accessible Budget is a companion document to the budgets that will group program offers using intuitive, plain-language categories that reflect community. Categories will be based on lessons learned from website and digital program research on how community members think about grouping services and the words they use to describe County services.</p> <p>This could include but is not limited to broad categories like:</p> <ul style="list-style-type: none"> ● Eviction Prevention
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	<ul style="list-style-type: none">● Shelter● Housing Placement● Mental Health● Addictions● Public Health● Etc
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