

# Multnomah County Strategic Plan (FY26-FY28)



November 2025

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# Guided by Our Mission, Vision and Values

In fiscal year 2025, Multnomah County embarked on a strategic planning process to bring together all the County's departments and programs in a unified operational plan for the next three years. This strategic plan connects the everyday work of the organization and the workforce to larger County goals. The goal of the collaborative process was for all County employees to be able to see themselves in the plan.

The strategic plan clearly defines and communicates Multnomah County's highest operational priorities. This roadmap also provides a valuable framework for making tough decisions even, and especially, as we work together across the County to ensure our essential services remain accessible and effective. By setting measurable goals, identifying innovative solutions, and fostering collaboration across departments, the plan will help Multnomah County adapt to a changing environment without compromising our core mission.

The strategic plan is grounded in the County's Mission, Vision, and Values, which were refreshed in 2024 in part to provide a foundation for the strategic planning project. The plan prioritizes equity, efficiency, and resilience to make sure our work continues to advance the well-being of residents, supports vulnerable communities, and strengthens the local economy. Ultimately, this strategic plan is not just about weathering current financial challenges, but also about building a stronger, more responsive government that can thrive in the years to come.



## 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.



## Vision

Multnomah County is a diverse, thriving community with a sustainable future where all are safe, connected, and empowered to contribute.

## Values



Accountability



Social &  
Environmental  
Justice



Inclusively  
Leading with  
Race



Equity and  
Inclusion



Safety and  
Well-Being

# Strategic Plan Structure

Multnomah County's strategic plan provides a clear roadmap for our organization to follow over the next three years. This plan outlines the destination, the landmarks to look for along the way, and the actions needed to reach that destination. There are five core elements that will make up the Multnomah County Strategic Plan:



## Focus Areas

Focus Areas are the overarching priorities the County will concentrate on over the next three years. They represent the high-level goals that will guide all of our efforts and resource allocation. These aren't day-to-day tasks, but rather the major policy themes and challenges we are committed to addressing, such as improving community health or enhancing community safety.

## Outcomes

Outcomes are the specific results we aim to achieve within each Focus Area. They describe the desired state of affairs or the impact we want to have. Outcomes are the direct evidence that our work is making a difference.

## Indicators

Indicators are the ways we will illustrate our progress toward the Outcomes. While an Outcome states what we want to achieve, an Indicator is the way we will show if we're on the right track. These Indicators will be evaluated annually to provide a clear picture of our progress.

## Measures

Measures are the metrics used to gauge the Indicators. The Measures specify what data will be collected, tracked, analyzed, and reported related to the Indicators. Measures include percentages, averages, rates, and other metrics, disaggregated by relevant demographics to show nuance and disparities. Qualitative measures are also included when possible. Measures will allow us to establish baselines and create one-year targets to achieve.

## Strategies

Strategies are the specific actions and projects we will undertake to achieve our Focus Areas and Outcomes. These are the concrete steps that turn our plans into reality. Strategies can be ongoing activities or short-term, finite projects that are either part of our routine operations or new initiatives designed to drive change. Each Strategy should directly contribute to at least one of a Focus Area's Outcomes.

## Implementing the Strategic Plan

The Multnomah County Strategic Plan isn't the final product; it's the starting point for better governance and service delivery. To fully realize its benefits, the plan's core principles and priorities must be actively utilized and integrated throughout the entire organization.

We're embarking on an ongoing, countywide effort to implement the cross-Focus Area Strategies and achieve our community's vision and goals. This effort will require regular assessments of our progress and informed decisions on priorities and funding for the next steps.

Other key roles, such as the Board of County Commissioners, advisory bodies, and resolutions and ordinances will be addressed in an annual work plan. The Multnomah County Strategic Plan should be a living document, routinely used by future Boards, County leadership, and departments as the foundational framework for all decision making. In this way, the plan creates a strategic roadmap for a more effective organization and enables a path to a thriving and successful Multnomah County.

## Implementation Timeline and Preparation

To successfully implement the strategic plan, departments throughout Multnomah County will need to identify where their work aligns with the One County priorities. This alignment is not just about a shared vision — it's about a concrete connection between day-to-day work and the plan's objectives.

Every department will be responsible for identifying how its programs, services, and partnerships directly support the strategic plan's Focus Areas and Outcomes. The Strategic Plan can be a useful tool for making budget decisions, especially amid funding constraints. It may be helpful for departments to consider how new initiatives clearly align with or contribute to One County Strategic Plan Outcomes or Strategies. This alignment will be formally integrated into our annual budget process. The budget cycle will become the primary mechanism for ensuring that funding decisions directly support the strategic plan. This process will ensure that resources are allocated strategically, making every dollar count toward a more thriving Multnomah County.

The formal implementation of the Multnomah County Strategic Plan will begin July 1, 2026. The period between now and then will be dedicated to a critical set of preparatory tasks. The SPARK (Strategic Planning, Performance, Agility, Reinvention, and Knowledge) Unit — a team based in the Office of the Chief Operating Officer — will lead the transition from development to execution by focusing on three core areas:

## **1. Performance Accountability & Collaboration**

- Reconvene the leadership and data workgroup participants on a monthly or quarterly basis: These ongoing meetings will serve as a forum to identify barriers, share best practices, elevate partnerships, and strategize on data to close gaps in meeting our goals.
- Development of a practical operating process: This system will be a comprehensive plan to align the organization's structure, processes, and people to achieve the County's overall vision and goals. The operating process will include systems for tracking and reporting on Outcomes, identifying barriers, advancing priorities, and ensuring we focus and follow our efforts across the upstream-midstream- downstream investment continuum.

## **2. Deepening Data Infrastructure**

- Convene departmental research and evaluation representatives to understand the County's existing data infrastructure: This is essential for ensuring we have the right data to track progress. Key work products include identifying:
  - Data types, sources, stewards, and existing reports
  - The current cadence of data collection and reporting
  - Existing baselines/targets and barriers to data analysis
  - Collaborative plans to fill any identified data gaps

## **3. Integrating Strategy and Budgeting for Results**

- Complement the budget process and the existing Budgeting for Results framework: This is a key priority for the strategic plan. The SPARK team will collaborate with the Budget Office and departments to:
  - Begin onboarding departments to the elements within the strategic plan and how they will be reflected in the FY 2027 budget process.
  - Directly assist departments with their Transmittal Letter narratives to explicitly connect their work to the strategic plan.
  - Develop a dashboard and a “Reader’s Digest” version of the plan to clearly illustrate the cross-departmental impact of investments toward achieving strategic outcomes.
  - Develop a framework with the long-term goal of embedding the strategic plan more thoroughly into all program offers and divisional narratives.

## Focus Areas

Our work will be concentrated in six key Focus Areas:

- 1. Support Community Health and Wellness:** This Focus Area is about being a trusted and reliable source of information and providing community-centered safety net services, especially for those most impacted by inequities.
- 2. Create a Safe and Just Community:** Our goal is to support individuals impacted by crime, including survivors and those in the justice system, and to create safer communities for everyone.
- 3. Strengthen Community Vitality and Resilience:** This Focus Area is about building our capacity to prepare and respond to crises, and strengthening diverse partnerships and building a thriving local economy.
- 4. Be Accountable, Collaborative, and Transparent:** We are committed to making transparent, data-driven decisions and fostering better collaboration both internally and with the community.
- 5. Improve Operational Excellence:** This Focus Area is all about our workforce. We want to ensure employees feel connected to our mission, are proud of their work, and embrace a culture of continuous improvement.
- 6. Invest in Our Future:** This Focus Area concentrates on creating a coordinated, equitable, and effective system for youth and families.

## Outcomes, Indicators, and Measures

*For the acronyms in the Data Stewards column, please refer to the Department and Division Acronym Key at the end of this document.*

### Focus Area 1 (FA 1): Support Community Health and Wellness

| <b>OUTCOME 1 (O 1)</b><br><b>Multnomah County is a trusted source for health, wellness, and safety information and services</b> |   |
|---|---|
| <b>INDICATOR 1</b>  | Reliability of County programs                                    |
| <b>INDICATOR 2</b>  | Upholding compliance with health, wellness, and safety ordinances |
| <b>INDICATOR 3</b>  | Public engagement with health, wellness, and safety information   |

| <b>INDICATOR 1: Reliability of County programs</b> |  |   |
|--|--|---|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b>  |
| <b>1.1.1.1</b>                                     | Percentage of County health, wellness, and safety services that are easily accessible on the public website (e.g., online form, direct phone number or email, address) | DCHS - IDD<br>DCHS - ADVSD<br>DCHS - PEL<br>HD - ICS<br>HD<br>DCA |
| <b>1.1.1.2</b>                                     | Average response time to public inquiries disaggregated by type of inquiry (e.g., service delivery questions, complaints, grievances, public records requests)         | DCHS - IDD<br>DCHS - ADVSD<br>DCHS - PEL<br>HD<br>DCS - MCAS      |
| <b>1.1.1.3</b>                                     | Percentage of divisions that audit their public websites every six months for accurate, consistent, and timely information   | DCHS - IDD<br>DCHS - ADVSD<br>DCHS - PEL<br>HD                    |
| <b>1.1.1.4</b>                                     | Percentage of departments that have information on their website offered in more than one language   | DCHS - IDD<br>DCHS - ADVSD<br>DCHS - PEL<br>HD                    |

| <b>INDICATOR 2: Upholding compliance with health, wellness, and safety ordinances</b> |   |                          |
|---|---|--------------------------|
| <b>ID #</b>   | <b>Measures</b>   | <b>Data Stewards</b>     |
| <b>1.1.2.1</b>  | Percentage of violations corrected within the required timeframe  | HD - PHD<br>DCHS - ADVSD |
| <b>1.1.2.2</b>  | Percentage of Adult Care Homes (ACH) and/or Adult Foster Homes (AFH) that receive a "Fully Compliant" rating on their annual inspections  | DCHS - ADVSD             |
| <b>1.1.2.3</b>  | Estimated dog and cat license compliance rate   | DCS - MCAS               |
| <b>1.1.2.4</b>  | Percentage of children who receive a letter from the County about being behind on required immunizations and successfully submit a completed "Certificate of Immunization Status Form" to their school within 21 days | HD - PHD                 |
| <b>1.1.2.5</b>  | Percentage of federally funded plan waivers in compliance for re-authorization  | DCHS - IDD               |

**FA 1 - O 1****INDICATOR 3: Public engagement with health, wellness, and safety information**

| <b>ID #</b>    | <b>Measures</b>   | <b>Data Stewards</b>  |
|----------------|---|---|
| <b>1.1.3.1</b> | Average monthly traffic and engagement rate on County digital platforms (differentiated between static, acute, and seasonal events) | HD - PHD<br>Non-D - Comms<br>DCHS - ADVSD<br>DCHS - IDD<br>DCHS - PEL           |
| <b>1.1.3.2</b> | Percentage of divisions that engage communities through outreach events   | HD<br>DCS<br>Non-D - Sustainability<br>DCHS - ADVSD<br>DCHS - IDD<br>DCHS - PEL |

**OUTCOME 2 (O 2)****Multnomah County provides community-centered services, prioritizing those most impacted by inequities**

|                    |   |
|--------------------|---|
| <b>INDICATOR 1</b> | Reduction of net homelessness over two years  |
| <b>INDICATOR 2</b> | Seniors and people with disabilities receiving in-home and community-based support services |
| <b>INDICATOR 3</b> | Access to integrated behavioral, physical, and specialty healthcare and services            |

| <b>INDICATOR 1: Reduction of net homelessness over two years</b> |  |                      |
|--|--|----------------------|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b> |
| <b>1.2.1.1</b>   | Net reduction of those new to By Name List over two years  | HSD<br>Non-D - HRS   |
| <b>1.2.1.2</b>   | Share of people who are known to be unsheltered  | HSD<br>Non-D - HRS   |
| <b>1.2.1.3</b>   | Individuals who exited homelessness to housing   | HSD<br>Non-D - HRS   |
| <b>1.2.1.4</b>   | Households at imminent risk of eviction who receive immediate stabilization and avoid eviction through emergency rent assistance | DCHS - YFS           |

**INDICATOR 2: Seniors and people with disabilities receiving in-home and community-based support services**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b>       |
|----------------|--|----------------------------|
| <b>1.2.2.1</b> | Number of assessments conducted for seniors and people with disabilities, disaggregated when available by demographics*  | DCHS - ADVSD<br>DCHS - IDD |
| <b>1.2.2.2</b> | Percentage of information and referral calls to the Aging and Disability Resource Connection (ADRC) Helpline that result in referrals to in-home and community-based support services, disaggregated when available by demographics* | DCHS - ADVSD               |
| <b>1.2.2.3</b> | Percentage of survey respondents satisfied with the services they receive from the Intellectual and Developmental Disabilities (IDD) Division  | DCHS - IDD                 |
| <b>1.2.2.4</b> | Percentage of nursing facility-eligible Medicaid participants who are living in in-home or community-based settings  | DCHS - ADVSD               |
| <b>1.2.2.5</b> | Percent of Intellectual and Developmental Disabilities (IDD) Division applicants who are found eligible for IDD services   | DCHS - IDD                 |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

| <b>INDICATOR 3: Access to integrated behavioral, physical, and specialty healthcare and services</b> |   |                      |
|--|---|----------------------|
| <b>ID #</b>  | <b>Measures</b>   | <b>Data Stewards</b> |
| <b>1.2.3.1</b>   | Number of unduplicated clients receiving Primary Care, including Integrated Behavioral Health, at the Multnomah County Community Health Center disaggregated when available by demographics* and insurance type | HD - ICS             |
| <b>1.2.3.2</b>   | Average wait time for a new patient to receive an appointment at Public Health Division program clinics   | HD - PHD             |
| <b>1.2.3.3</b>   | Percentage of patients at Public Health Division clinics who receive a health assessment  | HD - PHD             |
| <b>1.2.3.4</b>   | Percentage of eligible pregnant Black and African American individuals successfully enrolled in the Healthy Birth Initiatives (HBI) program   | HD - PHD             |
| <b>1.2.3.5</b>   | Percentage of HBI participants who successfully connect with external healthcare providers and community resources within a specified timeframe   | HD - PHD             |
| <b>1.2.3.6</b>   | Percentage of HBI participants who have a healthy birth outcome   | HD - PHD             |
| <b>1.2.3.7</b>   | Percentage of individuals accessing the Urgent Walk-In Clinic accessing onsite Licensed Medical Provider (LMP) services   | HD - BHD             |
| <b>1.2.3.8</b>   | Percentage of individuals engaged in deflection who access a service within 30 days   | HD - BHD             |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

|                 |  |          |
|-----------------|--|----------|
| <b>1.2.3.9</b>  | Percentage of clients served annually in PATH Care Coordination who were successfully placed | HD - BHD |
| <b>1.2.3.10</b> | Number of individuals served in treatment and recovery support services                      | HD - BHD |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

## Focus Area 2: Create a Safe and Just Community

| <b>OUTCOME 1 (O 1)</b><br><b>Prevent crime and support crime-survivors and justice-impacted people through resources that build resilience</b> |   |
|--|---|
| <b>INDICATOR 1</b>   | Access to victim advocacy and support services for all survivors  |
| <b>INDICATOR 2</b>   | Access to physical and mental health, substance use disorder, and re-entry services for individuals returning to the community from incarceration |
| <b>INDICATOR 3</b>   | Resilience of businesses impacted by crime  |

| <b>INDICATOR 1: Access to victim advocacy and support services for all survivors</b> |  |  |
|--|--|--|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b>                             |
| <b>2.1.1.1</b>   | Number of unique victims/survivors referred to services, disaggregated when available by demographics*, victimization type, and victim's most recent residence ZIP code  | MCDA<br>DCHS - DSVC<br>DCHS - YFS<br>DCJ<br>MCSO |
| <b>2.1.1.2</b>   | Percentage of all unique victims/survivors served who accessed a County-supported service, disaggregated when available by demographics*, ZIP code, and service type   | DCHS - DSVC<br>DCHS - YFS<br>DCJ                 |
| <b>2.1.1.3</b>   | Percentage of victims who report a positive experience and feel supported by County victim advocates in navigating the criminal justice system, including culturally specific and linguistically appropriate care. | MCDA<br>DCHS - DSVC<br>DCJ                       |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

**FA 2 - O 1****INDICATOR 2: Access to physical and mental health, substance use disorder, and re-entry services for individuals returning to the community from incarceration**

| <b>ID #</b>    | <b>Measures</b>   | <b>Data Stewards</b>   |
|----------------|---|------------------------|
| <b>2.1.2.1</b> | Percentage of justice-involved individuals who receive a comprehensive, multi-domain assessment, disaggregated when available by demographics* and ZIP code | HD - CH<br>DCJ<br>MCSO |
| <b>2.1.2.2</b> | Percentage of individuals who successfully transition from in-custody care to outpatient mental health and substance use services                           | HD - CH                |
| <b>2.1.2.3</b> | Percentage of individuals who are enrolled in healthcare coverage (e.g., Medicaid) prior to release   | HD - CH                |

**FA 2 - O 1****INDICATOR 3: Resilience of businesses impacted by crime**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b> |
|----------------|--|----------------------|
| <b>2.1.3.1</b> | Percentage of businesses that experienced repeat victimization in the past 12 months, disaggregated by business ZIP code | MCDA                 |

**OUTCOME 2 (O 2)  
Safe neighborhoods throughout Multnomah County**

|                    |  |
|--------------------|--|
| <b>INDICATOR 1</b> | Support for high-risk justice-involved populations                       |
| <b>INDICATOR 2</b> | Rate of adverse engagement for justice-involved populations              |
| <b>INDICATOR 3</b> | Accountable, successful, consistent, and transparent enforcement of laws |
| <b>INDICATOR 4</b> | Effective management of public safety risks related to animals           |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

**FA 2 - O 2****INDICATOR 1: Support for high-risk justice-involved populations**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b>   |
|----------------|--|------------------------|
| <b>2.2.1.1</b> | Percentage of justice-involved people who have received risk and need assessments, disaggregated when available by demographics* | DCJ<br>HD - CH         |
| <b>2.2.1.2</b> | Treatment or programming plan engagement rate, disaggregated when available by demographics*                                     | DCJ<br>MCSO<br>HD - CH |
| <b>2.2.1.3</b> | Positive case closure rate, disaggregated when available by demographics*  | DCJ                    |
| <b>2.2.1.4</b> | Rate of compliance with terms of supervision, disaggregated when available by demographics*                                      | DCJ<br>HD - CH         |

**FA 2 - O 2****INDICATOR 2: Rate of adverse engagement for justice-involved populations**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b>   |
|----------------|--|------------------------|
| <b>2.2.2.1</b> | Adverse engagement rate (e.g., re-arrest, violations, sanctions, frequent emergency department use, new criminal case referrals), disaggregated when available by demographics* and ZIP code | MCDA<br>DCJ<br>HD - CH |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

| <b>INDICATOR 3: Accountable, successful, consistent, and transparent enforcement of laws</b> |  |                      |
|--|--|----------------------|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b> |
| <b>2.2.3.1</b>   | Issuance rate, disaggregated when available by demographics*, ZIP code, and crime type   | MCDA                 |
| <b>2.2.3.2</b>   | Percentage of agency goals completed annually in response to internal and external evaluations   | DCJ<br>MCSO          |
| <b>2.2.3.3</b>   | Staff vacancy rate, disaggregated when available by position type, employee level, and employee type   | MCSO<br>HD - CH      |
| <b>2.2.3.4</b>   | Percentage of car theft cases referred to Multnomah County District Attorney that were issued for prosecution, disaggregated by ZIP code of the incident, residence ZIP code of the victim, or residence ZIP code of the defendant       | MCDA                 |
| <b>2.2.3.5</b>   | Percentage of organized theft cases referred to Multnomah County District Attorney that were issued for prosecution, disaggregated by ZIP code of the incident, residence ZIP code of the victim, or residence ZIP code of the defendant | MCDA                 |
| <b>2.2.3.6</b>   | Percentage of issued organized theft cases that were convicted, disaggregated by ZIP code of the incident, residence ZIP code of the victim, or residence ZIP code of the defendant  | MCDA                 |
| <b>2.2.3.7</b>   | Number of Multnomah County cases ordered expunged, disaggregated when available by demographics*   | MCDA                 |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

|                 |  |      |
|-----------------|--|------|
| <b>2.2.3.8</b>  | Number of distinct participants served in the restorative justice program, disaggregated when available by demographics* | MCDA |
| <b>2.2.3.9</b>  | Number of gun violence cases that are prosecuted by the District Attorney's Office                                       | MCDA |
| <b>2.2.3.10</b> | <b>[Watch metric]**</b> Gun violence incidents (tracked by Portland Police Bureau and Gresham Police Department)         | MCDA |

## FA 2 - O 2

| <b>INDICATOR 4: Effective management of public safety risks related to animals</b> |   |                      |
|--|---|----------------------|
| <b>ID #</b>  | <b>Measures</b>   | <b>Data Stewards</b> |
| <b>2.2.4.1</b>   | Percentage of adopted animals that are spayed or neutered through Multnomah County Animal Services  | DCS - MCAS           |
| <b>2.2.4.2</b>   | Number of animal-related community complaints (e.g., nuisances, neglect) received and the percentage of those complaints that are resolved within a specified timeframe, disaggregated by priority and ZIP code | DCS - MCAS           |
| <b>2.2.4.3</b>   | Percentage of total animal outcomes, disaggregated by outcome type (e.g., adopted, return to owner, transfer to another agency, etc.)   | DCS - MCAS           |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

\*\*A "Watch metric" is a measure that Multnomah County is not primarily responsible for collecting, tracking, and/or reporting, but is important for understanding progress toward Outcomes.

## Focus Area 3: Strengthen Community Vitality and Resilience

| <b>OUTCOME 1 (O 1)</b><br><b>Multnomah County is prepared for, and resilient to, emergencies and disasters</b> |   |
|--|---|
| <b>INDICATOR 1</b>   | Staff capacity and knowledge to respond to and recover from emergencies and disasters |
| <b>INDICATOR 2</b>   | Regional and community resilience   |
| <b>INDICATOR 3</b>   | Resilient facilities, infrastructure, and systems                                     |

| <b>FA 3 - O 1</b>   |  |  |
|---|--|--|
| <b>INDICATOR 1: Staff capacity and knowledge to respond to and recover from emergencies and disasters</b> |  |  |
| <b>ID #</b>   | <b>Measures</b>  | <b>Data Stewards</b>   |
| <b>3.1.1.1</b>  | Percentage of all County employees who have completed an emergency preparedness training (e.g., Incident Command System, Continuity of Operations Plan (COOP), Disaster Resource training) | HD - Ops<br>HD - CH<br>DCA<br>Non-D - EM<br>DCHS<br>DCM - HR |
| <b>3.1.1.2</b>  | Percentage of departments that have developed a Continuity of Operations Plan (COOP)   | Non-D - EM   |
| <b>3.1.1.3</b>  | Percentage of departments that have completed a Continuity of Operations Plan (COOP) training  | Non-D - EM   |
| <b>3.1.1.4</b>  | Percentage of departments that have conducted a Continuity of Operations Plan (COOP) exercise  | Non-D - EM   |
| <b>3.1.1.5</b>  | Percentage of departments that completed an after-action report after a real-world event or exercise   | Non-D - EM   |

| INDICATOR 2: Regional and community resilience |   |                          |
|--|---|--------------------------|
| ID #   | Measures  | Data Stewards            |
| <b>3.1.2.1</b>                                 | Percentage/number of recognized non-County locations to help support the County by providing services to the public during a local emergency or severe weather event, disaggregated by ZIP code | HD<br>Non-D - EM<br>DCHS |
| <b>3.1.2.2</b>                                 | Number of emergency preparedness outreach events per fiscal year  | Non-D - EM<br>DCHS       |
| <b>3.1.2.3</b>                                 | Percentage of people in Multnomah County signed up to receive public alerts   | Non-D - EM               |
| <b>3.1.2.4</b>                                 | Percentage of Climate Justice Plan benchmarks that meet or exceed expectations  | Non-D - Sustainability   |

| INDICATOR 3: Resilient facilities, infrastructure, and systems |   |  |
|--|---|--|
| ID #   | Measures  | Data Stewards                          |
| <b>3.1.3.1</b>   | Percentage of Multnomah County-owned buildings meeting the 2017 International Building Code   | DCA - Facilities                       |
| <b>3.1.3.2</b>   | Percentage of County-owned facilities that are prepared to successfully operate for at least 72 hours using off-grid power during a drill or real-world event | DCA - Facilities<br>Non-D - EM<br>DCHS |
| <b>3.1.3.3</b>   | <b>[Watch metric]**</b> Percentage of County buildings in flood plain zones   | DCA - Facilities                       |
| <b>3.1.3.4</b>   | Annual improvement in the Pavement Condition Index (PCI) of the County's road network, disaggregated by road type and ZIP code                                | DCS - Transportation                   |
| <b>3.1.3.5</b>   | Bridge Sufficiency Rating   | DCS - Transportation                   |
| <b>3.1.3.6</b>   | Percentage of identified mission essential IT systems that have a redundancy and back up plan built and in place, disaggregated by department                 | DCA - IT                               |
| <b>3.1.3.7</b>   | Multnomah County enterprise greenhouse gas emissions  | Non-D - Sustainability                 |

\*\*A "Watch metric" is a measure that Multnomah County is not primarily responsible for collecting, tracking, and/or reporting, but is important for understanding progress toward Outcomes.

**OUTCOME 2 (O 2)****Multnomah County is a diverse and thriving community through economic vitality**

|                    |  |
|--------------------|--|
| <b>INDICATOR 1</b> | Stable revenue to support County services and programs |
| <b>INDICATOR 2</b> | Job growth and unemployment in Multnomah County        |
| <b>INDICATOR 3</b> | Volunteerism and civic engagement                      |

**FA 3 - O 2****INDICATOR 1: Stable revenue to support County services and programs**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b> |
|----------------|--|----------------------|
| <b>3.2.1.1</b> | <b>[Watch metric]**</b> Property tax revenue, year over year                                 | DCM - DART           |
| <b>3.2.1.2</b> | <b>[Watch metric]**</b> Business Income Tax revenue, year over year                          | DCM - FRM            |
| <b>3.2.1.3</b> | <b>[Watch metric]**</b> Preschool for All income tax revenue, by fiscal year                 | DCM - Budget         |
| <b>3.2.1.4</b> | <b>[Watch metric]**</b> Supportive Housing Services (SHS) income tax revenue, by fiscal year | DCM - Budget         |

**FA 3 - O 2****INDICATOR 2: Job growth and unemployment in Multnomah County**

| <b>ID #</b>    | <b>Measures</b>   | <b>Data Stewards</b> |
|----------------|---|----------------------|
| <b>3.2.2.1</b> | <b>[Watch metric]**</b> Number of jobs available and filled in Multnomah County region, seasonally adjusted | DCM - Budget         |
| <b>3.2.2.2</b> | <b>[Watch metric]**</b> Unemployment rate in Multnomah County, seasonally adjusted                          | DCM - Budget         |

\*\*A "Watch metric" is a measure that Multnomah County is not primarily responsible for collecting, tracking, and/or reporting, but is important for understanding progress toward Outcomes.

| INDICATOR 3: Volunteerism and Civic Engagement |   |   |
|--|---|---|
| ID #   | Measures  | Data Stewards   |
| <b>3.2.3.1</b>                                 | Percentage of departments that use a centralized volunteer management system  | Library<br>Non-D - OCI<br>DCS<br>DCHS                         |
| <b>3.2.3.2</b>                                 | Percentage of advisory committee charters that include language to operationalize engaging the people most impacted by County decisions   | Library<br>Non-D - OCI<br>DCS<br>HSD                          |
| <b>3.2.3.3</b>                                 | Percentage of community members engaged, disaggregated when available by demographics* and type of engagement (Advisory Committees, Ongoing Volunteers, Time-limited/Project-based/Episodic Advisory Groups, or Volunteers), compared to demographic proportion of communities served | Library<br>Non-D - OCI<br>HSD<br>DCHS<br>Non-D - LPSCC        |
| <b>3.2.3.4</b>                                 | Retention rate of Advisory Committee members and Volunteers   | Library<br>Non-D - OCI<br>DCS<br>HSD<br>DCHS                  |
| <b>3.2.3.5</b>                                 | Satisfaction of Advisory Committee members, Ongoing Volunteers, Time-limited/Project-based/Episodic Advisory Group members, or Volunteers   | Library<br>Non-D - OCI<br>DCS<br>HSD<br>DCHS<br>Non-D - LPSCC |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

|                |  |               |
|----------------|--|---------------|
| <b>3.2.3.6</b> | Percentage of Justice Fellows who graduate annually from the Justice Fellowship Program  | Non-D - LPSCC |
| <b>3.2.3.7</b> | Percentage of Justice Fellows who complete a service project after graduation from the Justice Fellowship Program, disaggregated by type of service project (e.g., internal, external) | Non-D - LPSCC |

## Focus Area 4: Be Accountable, Collaborative, and Transparent

|   |   |
|---|---|
| <b>OUTCOME 1 (O 1)</b><br><b>Multnomah County builds public trust through transparent, reliable, data-driven decisions and leadership in fiscal stewardship</b> |   |
| <b>INDICATOR 1</b>  | Public trust in County elections                                |
| <b>INDICATOR 2</b>  | Accessibility and data infrastructure across County departments |
| <b>INDICATOR 3</b>  | Financial stewardship and accountability                        |

|  |   |                      |
|--|---|----------------------|
| <b>FA 4 - O 1</b>                                    |   |                      |
| <b>INDICATOR 1: Public trust in County elections</b> |   |                      |
| <b>ID #</b>  | <b>Measures</b>   | <b>Data Stewards</b> |
| <b>4.1.1.1</b>                                       | Percentage of challenged ballots due to missing or nonmatching signatures | DCS - Elections      |

**FA 4 - O 1****INDICATOR 2: Accessibility and data infrastructure across County departments**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b>  |
|----------------|--|-----------------------|
| <b>4.1.2.1</b> | Percentage of public websites that meet or exceed digital accessibility standards                      | DCA<br>DCS<br>Library |
| <b>4.1.2.2</b> | Percentage of County analysts who report that they have access to data they need to perform their jobs | MCDA<br>DCA           |

**FA 4 - O 1****INDICATOR 3: Financial stewardship and accountability**

| <b>ID #</b>    | <b>Measures</b>  | <b>Data Stewards</b> |
|----------------|--|----------------------|
| <b>4.1.3.1</b> | Percentage of financial audit findings that are repeat violations  | DCM - CFO            |
| <b>4.1.3.2</b> | Percentage of Board-approved financial and budget policies that follow industry best practices (e.g., Government Finance Officers Association) | DCM - CFO            |
| <b>4.1.3.3</b> | Percentage of Board-approved financial policies that are in compliance with the policy thresholds/requirements                                 | DCM - CFO            |
| <b>4.1.3.4</b> | Multnomah County financial bond rating   | DCM - CFO            |
| <b>4.1.3.5</b> | Percent error in the forecast for General Fund Corporate Revenues  | DCM - Budget         |

**OUTCOME 2 (O 2)**  
**Diverse community contracts and partnerships**

|                    |   |
|--------------------|---|
| <b>INDICATOR 1</b> | Formal agreements with community-based organizations (CBOs) and partners that help co-create and deliver equitable services |
| <b>INDICATOR 2</b> | Breadth and diversity of active partner and stakeholder pool  |

**FA 4 - O 2**

| <b>INDICATOR 1: Formal agreements with community-based organizations (CBOs) and partners that help co-create and deliver equitable services</b> |   |  |
|---|---|--|
| <b>ID #</b>   | <b>Measures</b>   | <b>Data Stewards</b>                                   |
| <b>4.2.1.1</b>  | Total dollar amount and percentage of contracts, disaggregated by focus, expertise, and understanding of organization (e.g., culturally specific and emerging CBOs) | DCS<br>Library<br>HD<br>DCHS - YFS<br>DCJ<br>DCM - FRM |
| <b>4.2.1.2</b>  | Percentage of County-CBO contracts that successfully meet their equity and service delivery goals, as reported by both the County and the CBO partner               | DCHS<br>HD<br>DCHS - YFS<br>DCJ                        |

**FA 4 - O 2**

| <b>INDICATOR 2: Breadth and diversity of active partner and stakeholder pool</b> |  |                      |
|--|--|----------------------|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b> |
| <b>4.2.2.1</b>   | Percentage of active partners engaged with, disaggregated by type (Tribal/federal/state/regional/local governments, elected delegation, community-based organizations, other strategic partners, etc.) and geographic location | Non-D - GR           |

## Focus Area 5: Improve Operational Excellence

| <b>OUTCOME 1 (O 1)</b><br><b>Employees feel connected to the County's mission and are proud of providing quality services</b> |   |
|---|---|
| <b>INDICATOR 1</b>  | Engagement and implementation of Workforce Equity Strategic Plan (WESP) initiatives |
| <b>INDICATOR 2</b>  | Employee satisfaction with their work and role at the County                        |
| <b>INDICATOR 3</b>  | Internal communication and recognition  |

| <b>FA 5 - O 1</b>   |  |                                      |
|---|--|--------------------------------------|
| <b>INDICATOR 1: Engagement and implementation of Workforce Equity Strategic Plan (WESP) initiatives</b> |  |                                      |
| <b>ID #</b>   | <b>Measures</b>  | <b>Data Stewards</b>                 |
| <b>5.1.1.1</b>  | Employee promotion rate, disaggregated when available by demographics*                             | DCM - HR<br>DCM - COO<br>Non-D - ODE |
| <b>5.1.1.2</b>  | Employee voluntary and involuntary separation rates, disaggregated when available by demographics* | DCM - HR<br>DCM - COO<br>Non-D - ODE |
| <b>5.1.1.3</b>  | Percentage of WESP benchmarks by completion phase (e.g., complete, in progress, not started)       | DCM - COO<br>Non-D - ODE             |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

**FA 5 - O 1**

| <b>INDICATOR 2: Employee satisfaction with their work and role at the County</b> |  |                      |
|--|--|----------------------|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b> |
| <b>5.1.2.1</b>   | Employee job satisfaction average, disaggregated when available by demographics*   | DCM - COO            |
| <b>5.1.2.2</b>   | Belonging average, disaggregated when available by demographics*   | DCM - COO            |
| <b>5.1.2.3</b>   | Work climate average, disaggregated when available by demographics*  | DCM - COO            |
| <b>5.1.2.4</b>   | Percentage of departments that create a plan to address employees' experiences, including data gathered from qualitative results | DCM - COO            |

**FA 5 - O 1**

| <b>INDICATOR 3: Internal communication and recognition</b> |   |                      |
|--|---|----------------------|
| <b>ID #</b>  | <b>Measures</b>   | <b>Data Stewards</b> |
| <b>5.1.3.1</b>   | Employee supervision and communication average, disaggregated when available by demographics* | DCM - COO            |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

**OUTCOME 2 (O 2)****A workplace culture that is equitable, responsive, and accountable, and drives proactive continuous improvement**

|                    |   |
|--------------------|---|
| <b>INDICATOR 1</b> | Revisions to current operational processes through data-driven and continuous improvement practices |
| <b>INDICATOR 2</b> | Continuous learning and professional development opportunities                                      |
| <b>INDICATOR 3</b> | Cross-departmental collaboration and proactive sharing of best practices                            |

**FA 5 - O 2****INDICATOR 1: Revisions to current operational processes through data-driven and continuous improvement practices**

| <b>ID #</b>    | <b>Measures</b>   | <b>Data Stewards</b>  |
|----------------|---|-----------------------|
| <b>5.2.1.1</b> | Average time to complete key cross-departmental tasks (e.g., procurement, contract approval, hiring)                        | DCM - HR<br>DCM - COO |
| <b>5.2.1.2</b> | Percentage of operational decisions in each department that are formally documented as being informed by the strategic plan | DCM - COO             |
| <b>5.2.1.3</b> | Number of core enterprise function structures that are evaluated and, as needed, adjusted for operational effectiveness     | DCM - COO             |

**FA 5 - O 2**

| <b>INDICATOR 2: Continuous learning and professional development opportunities</b> |  |                                      |
|--|--|--------------------------------------|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b>                 |
| <b>5.2.2.1</b>   | Percentage of employees that report having the opportunity to learn and grow at work, disaggregated when available by demographics*                          | DCM - COO                            |
| <b>5.2.2.2</b>   | Percentage of employees who participate in trauma-informed, de-escalation, and equity trainings, among others, disaggregated when available by demographics* | DCM - HR<br>DCM - COO<br>Non-D - ODE |

**FA 5 - O 2**

| <b>INDICATOR 3: Cross-departmental collaboration and proactive sharing of best practices</b> |  |                      |
|--|--|----------------------|
| <b>ID #</b>  | <b>Measures</b>  | <b>Data Stewards</b> |
| <b>5.2.3.1</b>   | Number of new services, policies, or programs that were developed through Strategic Plan cross-departmental collaboration  | DCM - COO            |
| <b>5.2.3.2</b>   | Percentage of employees who report that their departments are aligned on shared County goals (WESP; Mission, Vision, Values; Strategic Plan, etc.)                   | DCM - COO            |
| <b>5.2.3.3</b>   | Percentage of employees who report that they have opportunities to collaborate with others outside of their work unit, disaggregated when available by demographics* | DCM - COO            |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

## Focus Area 6: Invest in Our Future

| <b>OUTCOME 1 (O 1)</b><br><b>A unified, equitable, and effective youth and family system</b> |   |
|--|---|
| <b>INDICATOR 1</b>   | Educational attainment  |
| <b>INDICATOR 2</b>   | Access to stable housing and supportive services for youth and families |
| <b>INDICATOR 3</b>   | Prevention and intervention services for youth                          |
| <b>INDICATOR 4</b>   | Growth in Preschool for All seats                                       |

| <b>FA 6 - O 1</b>                          |   |                          |
|--|---|--------------------------|
| <b>INDICATOR 1: Educational attainment</b> |   |                          |
| <b>ID #</b>                                | <b>Measures</b>   | <b>Data Stewards</b>     |
| <b>6.1.1.1</b>                             | Percentage of children from priority populations who successfully enroll in Preschool for All after receiving a placement offer, disaggregated when available by demographics* and ZIP code                                       | DCHS - PEL               |
| <b>6.1.1.2</b>                             | Percentage of children who participate in a County-supported program that make progress or achieve their individualized action or success plan goals by the end of the school year, disaggregated when available by demographics* | DCHS - YFS               |
| <b>6.1.1.3</b>                             | Consistent attendance rates for students served by County programs compared to the overall county rate, disaggregated when available by demographics*   | DCHS - PEL<br>DCHS - YFS |
| <b>6.1.1.4</b>                             | Percentage of participants in Multnomah County Library's Every Child a Reader Program who report an increase in reading at home   | Library                  |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

**FA 6 - O 1****INDICATOR 2: Access to stable housing and supportive services for youth and families**

| <b>ID #</b>    | <b>Measures</b>   | <b>Data Stewards</b> |
|----------------|---|----------------------|
| <b>6.1.2.1</b> | Exits from homelessness to housing for youth and families | HSD<br>Non-D - HRS   |

**FA 6 - O 1****INDICATOR 3: Youth Prevention and Intervention**

| <b>ID #</b>    | <b>Measures</b>   | <b>Data Stewards</b> |
|----------------|---|----------------------|
| <b>6.1.3.1</b> | Positive case closure rate, disaggregated when available by demographics*   | DCJ<br>MCDA          |
| <b>6.1.3.2</b> | Percentage of youths with at least one case referred to the Multnomah County District Attorney's Office and diverted from prosecution with a new case referral to the Multnomah County District Attorney's Office within six months of the most recent diversion date | MCDA                 |
| <b>6.1.3.3</b> | Percentage of youths with at least one case referred to the Multnomah County District Attorney's Office and issued for prosecution with a new case referral to the Multnomah County District Attorney's Office within six months of most recent case closure          | MCDA                 |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

|                |  |          |
|----------------|--|----------|
| <b>6.1.3.4</b> | Percentage of youth in the juvenile justice system, disaggregated when available by demographics*, compared to the proportion of each available demographic category of the population | MCDA     |
| <b>6.1.3.5</b> | Percentage reduction in hospitalization rate three months pre- and 6 months post-enrollment into the Early Assessment and Support Alliance (EASA) program                              | HD - BHD |
| <b>6.1.3.6</b> | Percentage of youth and families enrolled in Mobile Response and Stabilization Services (MRSS) connected to “clinically recommended aftercare” at discharge                            | HD - BHD |

**FA 6 - O 1**

| <b>INDICATOR 4: Growth in Preschool for All seats</b> |   |                      |
|---|---|----------------------|
| <b>ID #</b>   | <b>Measures</b>   | <b>Data Stewards</b> |
| <b>6.1.4.1</b>  | Number of Preschool for All seats available in the fiscal year, disaggregated by ZIP code | DCHS - PEL           |

\*When available, we will disaggregate by demographics, such as race and ethnicity, disability, language, gender identity, sexual orientation, age.

# Cross-Focus Area Strategies

## 1. Prioritizing Services for High-needs Individuals and Groups

The goal of this Strategy is to ensure everyone who interacts with our services receives support tailored to their needs, with a special focus on those who need it most. We'll work to establish a "no wrong door" policy, making sure community members can access any County service regardless of which department they interact with initially. This approach will require a universal triage system to assess individual service needs and empower departments to calibrate their services for the highest-need populations. This involves a cross-department mandate to identify strategies that will help to increase the capacity of our partners who also serve these groups. Finally, we'll expand and support access to mental health services throughout the community.

## 2. Inter-agency and Cross-departmental Collaboration

To break down silos and create a more cohesive system, we will foster strong collaboration across all departments and with external partners. We will create and pilot a collective impact approach to address key community outreach and housing initiatives, spanning multiple jurisdictions and County departments. This will lead to aligned, coordinated, and strategic service delivery to help close the gap on meeting our Outcomes. Additionally, we will strengthen our relationships with external partners by establishing clearly defined power-sharing agreements to meet shared needs.

## 3. Data-driven Decision Making

This strategy focuses on implementing a decision-making framework that is flexible, data-driven, and deeply informed by community feedback. We'll implement a data-driven approach that uses best practices, community wisdom, and emerging strategies to guide policy and budget decisions. A key component will be creating a uniform and aligned process for consistently collecting and using community feedback. To ensure our efforts are visible and understood, we will develop a comprehensive, culturally responsive, and linguistically appropriate communications plan that highlights the impacts of our programs and services. To ensure transparency, we will communicate key takeaways by providing spending actuals with program performance measures, and developing meaningful measures of community impact on public-facing dashboards.

## 4. Supporting Employees and Workforce Development

Our employees are our greatest asset, and this Strategy focuses on building a resilient, diverse, and well-supported workforce. We will prepare our workforce to mobilize in response to challenging circumstances through structural and cultural changes. We'll enhance employee development and retention throughout the entire employee journey, from onboarding to succession planning. A critical piece of this is implementing the Workforce Equity Strategic Plan to achieve its goals. We'll create consistency for countywide processes by documenting standard work practices and adopting a continuous improvement practice at all levels of the organization to foster a culture of ongoing growth and efficiency.

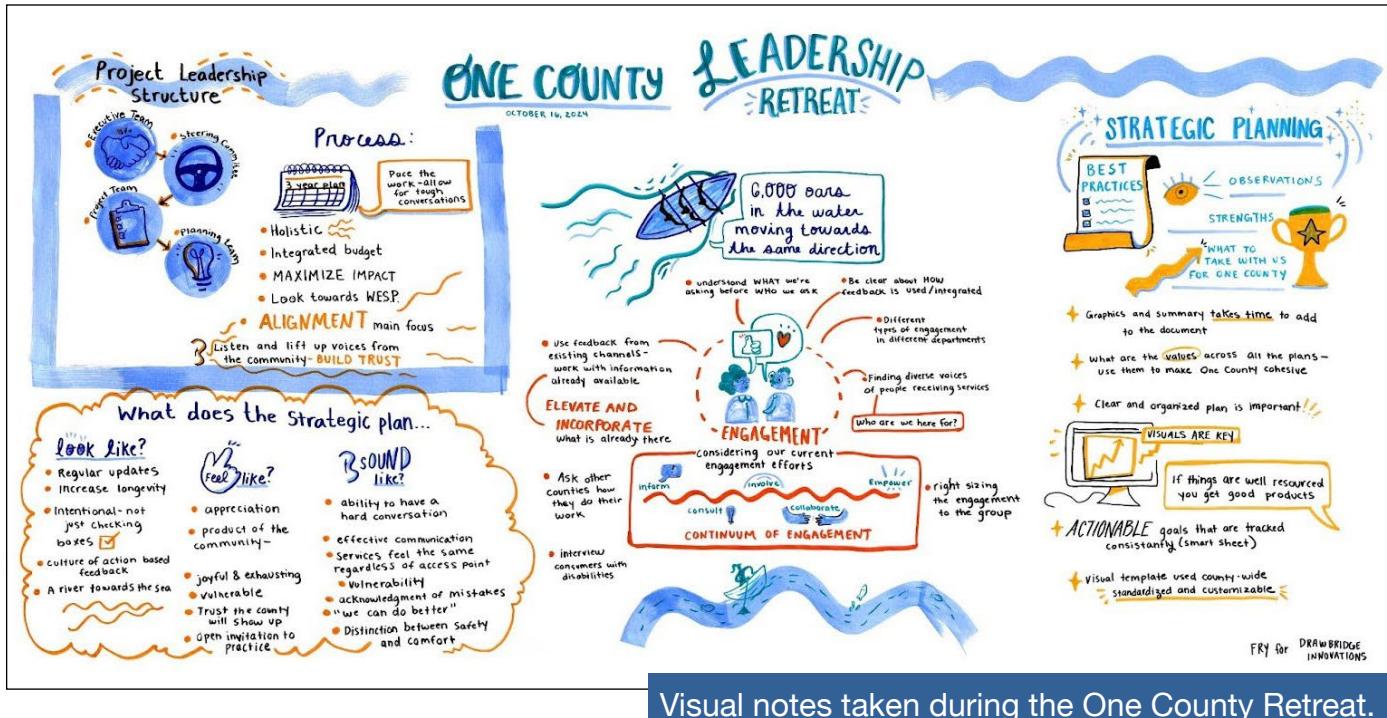
## 5. Enhancing Community Engagement and Communication

This Strategy is about building authentic, trusting relationships with the community and communicating our work effectively. We will build a culture of transformational relationships by investing time and energy in connecting with the people we serve and our partners. We'll create a "One County" communications strategy and brand to proactively promote programs and services in a way that is culturally responsive, linguistically appropriate, and accessible. A key component will be a community-wide education and engagement campaign that elevates the importance of upstream investment and racial equity. We will also facilitate a forum for community-based organizations, with representation from all County departments, and provide authentic engagement training to ensure our interactions are meaningful and effective.

### Driven by Directives from County Leadership

The strategic planning process was guided by several forms of input from County leadership. Those included:

- **Board and Elected Officials Interviews:** Although the strategic plan is primarily focused on County operations, the Board of County Commissioners, the Sheriff's Office and the District Attorney were key voices in developing the six strategic Focus Areas. The Coraggio Group analyzed interview data regarding the key strategic opportunities, challenges, and priorities, and created five thematic areas of focus. The Strategic Planning Executive Team reviewed the data and added a sixth Focus Area on youth and education.
- **One County Retreat:** The Strategic Planning Project Kickoff Team designed a full-day workshop with the One County Leadership Team to align the specific parameters and priorities for the strategic planning process. The workshop included a deep dive into the mission, vision, and values work and a SOAR (Strengths, Opportunities, Aspirations, and Results) analysis, as well as a review of existing departmental and organizational strategic plans, such as the Workforce Equity Strategic Plan. The workshop helped direct several key aspects of the strategic plan. Leaders discussed how to ensure the needs, priorities, and voices of community members were uplifted in this process. The team determined that the County has existing data regarding community strategic priorities and that this plan should be oriented as a working plan for County staff. The One County Leadership Team also provided guidance that the plan should reflect work across departments to help support the County's ongoing efforts to align internal work.



Visual notes taken during the One County Retreat.

## Informed by Input from County Staff

From January through February 2025, we contracted with Coraggio Group to conduct interviews with County leaders to identify the highest-level categories of work that the organization performs and must prioritize. This resulted in the identification of the six Focus Areas for the strategic plan.

In spring 2025, six “Goal Cohorts,” consisting of cross-departmental subject matter experts, were then convened to identify the preliminary framework of Outcomes, Indicators and Strategies for each Focus Area. That initial draft was reviewed by County leadership and revised by the COO’s Office based on departmental feedback.

Following that round of revisions, the draft Focus Areas and Outcomes were shared with the entire workforce as a survey to collect their feedback. Respondents who indicated that they were senior managers or above were also given the opportunity to review Indicators. The survey was open for two weeks, and we received a total of 1,177 responses. The majority of responses came from frontline, non-supervising employees, ensuring the feedback was representative of those directly providing services to the public.

## Key Survey Findings

The survey results showed broad support and a clear sense of direction from the workforce. For all Outcomes presented, more than 80% of employees indicated that they “like” or “really like” the statement. This strong consensus highlights a shared vision among staff for the County’s future.

Certain Outcomes resonated even more strongly, with 90% or more of employees selecting that they “like” or “really like” the Outcome. These included:

- **Focus Area 1: Support Community Health and Wellness**
  - Multnomah County is a trusted source for health, wellness, and safety information. (90%)
- **Focus Area 4: Be Accountable, Collaborative, and Transparent**
  - Transparent, data-driven decision-making. Fiscal stewardship. Clear and timely communication. (91%)
- **Focus Area 5: Improve Operational Excellence**
  - Employees feel connected to the County's mission and are proud of providing quality services. (90%)

While the feedback was overwhelmingly positive, staff also identified areas for improvement, providing valuable guidance for the next steps. Employees expressed a need for more plain language and less jargon in the Outcomes, and they requested more measurable Outcomes that clearly articulate the specific changes the County is working toward. Additionally, the survey results revealed a need to establish a shared understanding of frequently used terms such as "transparent" and "equitable." This comprehensive feedback process, with strong participation from all levels of the organization, has been crucial in refining the strategic Outcomes to best reflect the values and priorities of the entire workforce.

## Aligned with Community Priorities

The County also looked to the community to gather perceptions of the draft strategic plan's Outcomes.

We partnered with an external data collection vendor expert to identify a sample of respondents living in Multnomah County and Portland (utilizing two different geographic sampling groups based on ZIP code). There was an intentional effort to recruit from all four Multnomah County districts and ensure representation of diverse backgrounds and identities. The Evaluation and Research Unit analyzed the data.

The survey was distributed between Sept. 26 and Oct. 8, 2025. There were 463 complete survey responses, which was calculated to be a sufficient sample size for a 95% confidence interval for the population size of Multnomah County. In addition to questions about the strategic plan Outcomes, the survey also asked for information about respondent demographics:

- Race & Ethnicity
- Sex & Gender Identity
- Sexual Orientation
- Income
- Age
- District
- Education
- Fluently speak a language other than English
- Household Size
- Disability Status
- If respondent accessed County services in the past year

## Key Survey Findings

Community members who participated in the survey had a positive perception of all Outcomes. For all Outcomes that were presented, more than 81% of respondents indicated that they “like” or “love” the statement.

Both County staff and sampled community members gave all Outcomes high ratings on the whole, but not without some distinction. While staff gave higher ratings to Outcomes that are more focused on internal County operations and being a trusted source of information, survey respondents from the community rated Outcomes related to external services more highly.

| By District (% who “like” or “love” it)  | ALL        | D1         | D2         | D3         | D4         |
|--|------------|------------|------------|------------|------------|
| A unified, equitable, and effective youth and family system.   | <b>92%</b> | <b>93%</b> | <b>94%</b> | <b>91%</b> | <b>95%</b> |
| A workplace culture that is equitable, responsive, accountable, and drives proactive continuous improvement. | <b>92%</b> | <b>91%</b> | <b>94%</b> | <b>92%</b> | <b>97%</b> |
| Safe neighborhoods throughout Multnomah County.  | <b>91%</b> | <b>92%</b> | <b>90%</b> | <b>89%</b> | <b>97%</b> |
| Multnomah County is prepared for, and resilient to, emergencies and disasters.                               | <b>90%</b> | <b>87%</b> | <b>92%</b> | <b>95%</b> | <b>94%</b> |
| Multnomah County is a diverse and thriving community through economic vitality.                              | <b>89%</b> | <b>88%</b> | <b>94%</b> | <b>91%</b> | <b>82%</b> |
| Multnomah County is a trusted source for health, wellness, and safety information and services.              | <b>89%</b> | <b>88%</b> | <b>89%</b> | <b>90%</b> | <b>94%</b> |
| Employees feel connected to the County's mission and are proud of providing quality services.                | <b>89%</b> | <b>89%</b> | <b>90%</b> | <b>92%</b> | <b>88%</b> |
| Diverse community engagement and internal collaboration.   | <b>87%</b> | <b>90%</b> | <b>91%</b> | <b>91%</b> | <b>87%</b> |

|   |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|
| Multnomah County builds public trust through transparent, data-driven decisions and leadership in fiscal stewardship. | <b>86%</b> | <b>85%</b> | <b>85%</b> | <b>91%</b> | <b>88%</b> |
| Multnomah County provides community-centered services, prioritizing those most impacted by inequities.                | <b>83%</b> | <b>80%</b> | <b>84%</b> | <b>86%</b> | <b>75%</b> |
| Prevent crime and support crime-survivors and justice-impacted people through resources that build resilience.        | <b>81%</b> | <b>78%</b> | <b>85%</b> | <b>82%</b> | <b>69%</b> |

Responses were similar across all four Multnomah County districts, with no statistically significant differences between them. However, there were statistically significant differences in perceptions across several demographic categories:

- **Age:** Younger respondents had slightly more favorable perceptions, on average.
- **Education Level:** People with a graduate-level education had a slightly higher average perception.
- **People who have accessed County services in the past year:** On average, people who have accessed County services within the past year had a higher perception than those who had not accessed services in the past year.

There were no statistically significant differences based on:

- Respondent's County district
- Race or ethnicity
- Sex or gender identity
- Income level
- Language use
- Household size
- Disability status

# Finalizing the Strategic Plan

This initial draft of the plan was shared with the Board of County Commissioners at an [Aug. 26, 2025 briefing](#).

Feedback from that briefing was synthesized and integrated into the plan. To finalize the details, 10 cross-department workgroups — composed of department leadership, subject matter experts, and research and evaluation analysts — were convened in mid-October. This key group was essential for revising and aligning the Measure language with current County operations, and formally identifying departments responsible for data collection, tracking, and reporting on the revised Measures.

This process culminated in a final strategic plan structure in which Measures are used to track Indicators, which collectively show progress on Outcomes that contribute to the Focus Areas.

## Evaluating and Strategizing for Potential Barriers

A key step in achieving the Focus Area Outcomes is analyzing: 1) What strengths we can lean on to accelerate our progress, and 2) What potential issues, within or outside of the County's control, could potentially hinder our work. To do this, we used a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.

### Strengths

- **Employer of Choice:** Multnomah County excels in attracting and retaining top talent, largely due to its strong culture, competitive benefits, and extensive growth opportunities. The County has also made significant progress in cultivating a more diverse and inclusive workforce.
- **High-quality data:** Multnomah County possesses extensive high-quality quantitative and qualitative data, managed within departmental systems.
- **Commitment to equity:** Multnomah County is dedicated to eliminating inequities within our community, a goal deeply embedded in our strategic vision and supported by the Workforce Equity Strategic Plan. Our comprehensive efforts in this area are led by a mission-driven workforce and bolstered by the expertise of the Office of Diversity and Equity, department equity teams, and the Government Relations Office's Tribal Relations Liaison. We offer various programs designed to enhance access to peer support and culturally and linguistically appropriate services.

### Weaknesses

- **Community feedback:** Multnomah County values input and feedback from the community, but lacks a mechanism to consistently gather, evaluate, and respond to community concerns.
- **Psychological safety of staff:** Like other large U.S. institutions, Multnomah County continues to perpetuate interpersonal and systemic racism. Unresolved concerns about inequitable organizational practices and the elevated risk faced by staff in direct service roles have contributed to a lack of psychological safety, significantly impacting staff well-being and retention.

- **Data-sharing across departments:** Multnomah County has access to strong quantitative and qualitative data, but currently lacks a consistent method for interdepartmental data sharing.
- **Internal silos:** Multnomah County staff report that internal silos and insufficient cross-departmental communication and collaboration impede both daily work efficiency and organizational outcomes across the enterprise.

## Opportunities

- **Strong partnerships:** Multnomah County maintains strong, positive relationships with various community-trusted organizations throughout the region. These established structures and connections facilitate the co-creation of solutions and support the implementation of new policies, practices, and programs.
- **One County vision:** In 2023, the Multnomah County Board of Commissioners identified a need for the County to create a countywide mission, vision, and shared set of values. County Leadership has worked closely with County staff to create a staff-led process that identified the core values that animate the County's work and the points of alignment for the County's mission and vision.
- **Cross-government and partner engagement:** State and local governments are demonstrating increased engagement in cross-government partnerships. These collaborations aim to identify strategies for upholding commitments to equity, even as they navigate initiatives under a new federal administration with potentially opposing priorities.

## Threats

- **Unstable federal funding:** Considerable uncertainty remains regarding unfolding policy shifts and budgetary impacts at the federal and state level. Actions from the federal government could have significant ramifications for the County's programs, services, and overall financial stability.
- **Polarization and lack of trust in government:** Extreme partisanship, misinformation, and divisiveness have weakened the government's ability to address problems impacting the well-being of people and communities. This erosion of trust, particularly between government organizations like Multnomah County and communities, also stems from generations of harm and mistrust.
- **Barriers to accessing County services:** Limited access to linguistically and culturally appropriate communication and services within Multnomah County presents significant challenges. This gap hinders the ability of all residents to fully exercise their rights to receive information, education, and services in a manner that is both understandable and respectful of their cultural backgrounds. As a result, residents may experience delays in accessing critical County services, including those related to health, social support, and public safety.

# Acknowledgments

## SPARK Team

**Samuel Ashby**

Director of Strategic Initiatives

**Allison Don**

Senior Strategic Initiatives Manager

**Hayden Miller**

Senior Strategic Initiatives Manager

**Savannah Graf**

Senior Strategic Initiatives Manager

## *Evaluation & Research Unit (ERU)*

**Alison Sachet**

ERU Manager

**Jillian Girard**

Research & Evaluation Analyst Sr.

**Kai Rose**

Research & Evaluation Analyst

**Timothy Ho**

Research & Evaluation Analyst Sr.

## Strategic Planning Steering Committee

**Samuel Ashby**

Director of Strategic Initiatives

**Mohammed Bader**

Department of County Human Services Director

**Margi Bradway**

Department of Community Services Director

**Travis Brown**

Chief Human Resources Officer

**Christian Elkin**

Chief Budget Officer

**Sara Guest**

Chair's Communications Advisor

**Christopher Neal**

Chief Operating Officer

**Travis Graves**

Deputy COO

**Julie Sullivan-Springhetti**

Communications Director

**Sara Ryan**  
Chair's Interim Deputy Chief of Staff

**Jenny Smith**  
Chair's Chief of Staff

**Jessica Vega Pederson**  
Chair

## **Focus Area Cohorts**

### **Focus Area 1: Support Community Health and Wellness**

**Kirsten Aird**  
Public Health Division Director

**Alexis Alberti**  
Intellectual & Developmental Disabilities Division Director

**Adrienne Daniels**  
Strategy and Policy Director

**Dan Field**  
Homeless Services Department Director

**Anthony Jordan**  
Addictions Services Manager

**Lori Kelley**  
Policy and Evaluation Manager

**Rachel Pearl**  
Department of County Human Services Deputy Director

**Barb Snow**  
Safety Net Services Senior Manager

**Lori Stegmann**  
Youth & Family Services Division Director

***SPARK Facilitator: Savannah Graf***

### **Focus Area 2: Create a Safe and Just Community**

**Suzanne Brown-McBride**  
Department of Community Justice Deputy Director

**Michael Crandell**  
Corrections Health Director

**Yolanda Gonzales**  
Direct Clinical Services Senior Manager

**Charlene McGee**  
Health Promotion Senior Manager

**Mariel Mota**  
Chief Deputy District Attorney

**Haley Pursell**  
Policy & Engagement Specialist

**Jamie Tynan**  
Adult Services Division Senior Manager

**Alayna Wilson**  
Equity & Inclusion Analyst

**SPARK Facilitator: Hayden Miller**

### **Focus Area 3: Strengthen Community Vitality and Resilience**

**Michael Gaciri**  
Emergency Management Planning Manager

**Chet Hagen**  
Asset Management & Continuous Improvement Manager

**Brendon Haggerty**  
Healthy Homes and Communities Manager

**Kerensa Mauck**  
Department of County Assets Deputy Director

**Aaron Monnig**  
Emergency Medical System Administrator

**Tim Lynch**  
Sustainability Program Manager

**Crissaya Wood**  
Emergency Management Analyst Senior

**SPARK Facilitator: Alison Sachet**

### **Focus Area 4: Be Accountable, Collaborative, and Transparent**

**Cora Bell**  
Deputy Chief Financial Officer

**Adam Brown**  
District Attorney's Office Chief of Staff

**Natasha Davy**  
Community Engagement Supervisor

**Colby Dixon**  
Department of Community Justice Finance Manager

**Jonathan Livingston**  
Community Budget Advisory Committee Coordinator

**Antoinette Payne**  
Homeless Services Department Finance Manager

**Amara Perez**  
Office of Community Involvement Director

**Robert Stoll**  
Department of County Human Services Budget Director

**Mary Weiner**  
Customer Engagement & Strategic Initiatives Manager  
*SPARK Facilitator: Allison Don*

### **Focus Area 5: Improve Operational Excellence**

**Denell Broncho**  
Department of Community Services Deputy Director

**Valdez Bravo**  
Health Department Deputy Director of Operations

**Issey Fuller**  
Classification and Compensation Analyst

**Trisa Kelly**  
Office of Diversity and Equity Interim Director

**Kristi LoPresti**  
Department of County Human Services Contracts Supervisor

**Brian Smith**  
County Purchasing Manager

**Kate Vance**  
Department of County Assets Deputy Director

**Andy Whaples**  
IT Senior Manager, Enterprise Architecture

*SPARK Facilitator: Jillian Girard*

### **Focus Area 6: Invest in Our Future**

**Leslee Barnes**  
Preschool & Early Learning Division Director

**Lolita Broadous**  
Housing Stability Manager

**Brooke Chilton-Timmons**  
Preschool & Early Learning Division Quality Manager

**Ansley Flores**  
Interim Juvenile Services Director

**Silvia Gomez**  
Restorative Initiatives and Residential Services Senior Manager

**Veronica Lopez-Ericksen**  
Parent Child Family Health Director

**Walter Rodriguez Salinas**  
SUN Schools Manager

**Jen Studebaker**  
Library Community Services Director

*SPARK Facilitator: Kai Rose*

## **Strategic Plan Leadership Workgroup Participants**

### **Focus Area 1: Support Community Health and Wellness**

#### **Outcome 1**

Brendon Haggerty

Denis Theriault

Dianne Clay

Elizabeth O'Neill

Jacob Mestman

Jason Normand

Jennie Cuddeback

John Wasiutynski

Maegan McHenry

Micaela Thurman

Nicole Galport

Peter Pincetl

Theresa Rice

Timothy Holbert

#### **Outcome 2**

Adrienne Daniels

Brendon Haggerty

Dianne Clay

Jacob Mestman

Jamie Tynan

Jason Normand

Jennie Cuddeback

Jennifer Bestulic

Julia Love

Kristin Cedar

Lolita Broadous

Micaela Thurman

Nicole Galport

Theresa Rice

Timothy Holbert

Vincent Chirimwami

## **Focus Area 2: Create a Safe and Just Community**

### **Outcome 1**

Adrienne Daniels

Ederlinda Ortiz

Evan Kersten

Kanoelehua Egleston

Kyle Schwab

Maria (Ree) Lamb

Peter Pincetl

Rhea DuMont

Suzanne Brown-McBride

Tony Gaines

Valdez Bravo

### **Outcome 2**

Bud Garrison

Ederlinda Ortiz

Jenny Carver

Kyle Schwab

Peter Pincetl

Silvia Gomez

Suzanne Brown-McBride

Tony Gaines

Trinity Monahan

Valdez Bravo

## **Focus Area 3: Strengthen Community Vitality and Resilience**

### **Outcome 1**

Adrienne Daniels

Anna Johnston

Celeste Duvall

Chris Voss

Crissaya Wood

Dan Zalkow

Ederlinda Ortiz

Jade Gershen

John Wasiutynski

Jon Ison

Kelsey Leib

Renee Curtis

Tony Gaines

Valdez Bravo

## **Outcome 2**

Amara Pérez

Becky Blumer

Chet Hagen

Ederlinda Ortiz

Emily Nelson

Enrique Rivera

Jeffrey Brown

John Wasiutynski

Kanoelehua Egleston

Kristin Cedar

Kyle Schwab

Lori Kelley

Renee Curtis

Sarah Mullen

Tahira Rivera

Tony Gaines

Valdez Bravo

## **Focus Area 4: Be Accountable, Collaborative, and Transparent**

### **Outcomes 1 & 2**

Amara Pérez

Andy Whaples

Angela Henderson

Anirban Pal

Anirudh Padmala

Antoinette Payne

Armin Tolentino

Chris Voss

Colby Dixon  
Dan Zalkow  
Denell Broncho  
Denis Theriault  
Diego Basabe  
Eboneye Bell  
Emily Frankie  
Jennifer Cameron  
Jillian Girard  
John Wasiutynski  
Julia Love  
Kai Rose  
Katie Shifley  
Kelsey Leib  
Kyle Schwab  
Laura Lien  
Leah Woods  
Rebecca Lemmons  
Robert Stoll  
Sarah Delepine  
Sarah Mullen  
Suzanne Brown-McBride  
Timothy Ho

## **Focus Area 5: Improve Operational Excellence**

### **Outcomes 1 & 2**

Alexandra Sievers  
Alison Sachet  
Hayden Miller  
Jillian Girard  
Kai Rose  
Samuel Ashby  
Savannah Graf  
Tami Mahrt  
Timothy Ho  
Veronica Cano  
Victoria Cross

## **Focus Area 6: Invest in Our Future**

### **Outcome 1**

Anna Johnston

Brendon Haggerty

Brooke Chilton-Timmons

Dianne Clay

Emily Nelson

Janice Cole

Jennie Cuddeback

Jennifer Studebaker

Jessica Jacobsen

Ken Yee

Kyle Schwab

Ombrea Moore

Peter Pincetl

Timothy Holbert

ToINae Gibson

VaSheeta Charles

Veronica Lopez Erickson

Walter Rodriguez Salinas

Willow Buswell

## **Strategic Plan Project Kickoff Team**

**Aaron Kaufman**

Department of County Management, Senior Budget Analyst

**Alison Sachet**

Department of County Management, ERU Manager

**Allison Don**

Department of County Management, Sr. Strategic Initiatives Manager

**Chris Lenn**

Department of County Management, HR Manager

**Joy Fowler**

Office of Diversity and Equity Director

**Paul Park**

Internal Communications Analyst

**Samuel Ashby**

Director of Strategic Initiatives

**Sara Guest**

Chair's Office Communications Director

## Department Leadership

**Anna Plumb**  
Homeless Services Department Interim Director

**Annie Lewis**  
Library Department Director

**Christopher Neal**  
Department of County Management Director

**Denise Peña**  
Department of Community Justice Director

**Margi Bradway**  
Department of Community Services Director

**Mohammed Bader**  
Department of County Human Services Director

**Rachael Banks**  
Health Department Director

**Rachel Pearl**  
Department of County Human Services Interim Director

**Tracey Massey**  
Department of County Assets Director

## Non-Department Leadership

**Amara Perez**  
Office of Community Involvement Director

**Chris Voss**  
Office of Emergency Management Director

**Denis Theriault**  
Communications Office Interim Director

**Jenny Madkour**  
County Attorney

**Jillian Schoene**  
Homelessness Response System Director

**John Wasiutynski**  
Office of Sustainability Director

**Sarah Mullen**  
Local Public Safety Coordinating Council Executive Director

**Stacy Cowan**  
Government Relations Director

**Trisa Kelly**  
Office of Diversity and Equity Interim Director

## **Board of County Commissioners**

**Jessica Vega Pederson**

Chair

**Commissioner Meghan Moyer**

District 1

**Commissioner Shannon Singleton**

District 2

**Commissioner Julia Brim-Edwards**

District 3

**Commissioner Vince Jones-Dixon**

District 4

## **Elected Officials**

**Nicole Morrissey O'Donnell**

Sheriff

**Nathan Vasquez**

District Attorney

**Jennifer McGuirk**

County Auditor

## **Office of the Chief Operating Officer (COO)**

**Christopher Neal**

Chief Operating Officer

**Jeston Black**

Deputy COO

**Stacy Borke**

Interim Deputy COO

**Sara Morrissey**

Deputy COO

**Travis Graves**

Deputy COO

## **Consultant Team – Coraggio Group**

**Jen Gray-O'Connor**

Principal

**Sarah Lechner**

Principal

**Maura Allard**

Project Manager

**Michael Anderson-Nathe**

Project Manager

## Department and Division Acronym Key

| <b>Department and Division Acronym</b> | <b>Name of Departments and Divisions</b>   |
|--|--|
| <b>DCA</b>                             | <b>Department of County Assets</b>   |
| DCA - Facilities                       | Department of County Assets - Facilities & Property Management                       |
| DCA - IT                               | Department of County Assets - Information Technology                                 |
| <b>DCHS</b>                            | <b>Department of County Human Services</b>   |
| DCHS - ADVSD                           | DCHS - Aging, Disability, & Veterans Services  |
| DCHS - IDD                             | DCHS - Intellectual and Developmental Disability Services                            |
| DCHS - PEL                             | DCHS - Preschool and Early Learning  |
| DCHS - YFS                             | DCHS - Youth and Family Services   |
| DCHS - DSVC                            | DCHS - Domestic & Sexual Violence Coordination Office                                |
| <b>DCJ</b>                             | <b>Department of Community Justice</b>   |
| <b>DCM</b>                             | <b>Department of County Management</b>   |
| DCM - DART                             | Department of County Management - Assessment, Recording, and Taxation                |
| DCM - Budget                           | Department of County Management - Budget Office                                      |
| DCM - HR                               | Department of County Management - Central Human Resources                            |
| DCM - COO                              | Department of County Management - Chief Operating Officer's Office/Director's Office |
| DCM - FRM                              | Department of County Management - Finance and Risk Management                        |
| <b>DCS</b>                             | <b>Department of Community Services</b>  |

|                      |   |
|----------------------|---|
| DCS - MCAS           | Department of Community Services - Multnomah County Animal Services |
| DCS - Elections      | Department of Community Services - Elections                        |
| DCS - Transportation | Department of Community Services - Transportation                   |
| <b>HD</b>            | <b>Health Department</b>  |
| HD - BHD             | HD - Behavioral Health  |
| HD - CH              | HD - Corrections Health   |
| HD - ICS             | HD - Integrated Clinical Services                                   |
| HD - Ops             | HD - Operations   |
| HD - PHD             | HD - Public Health  |
| <b>HSD</b>           | <b>Homeless Services Department</b>                                 |
| <b>Library</b>       | <b>Multnomah County Library</b>                                     |
| <b>MCDA</b>          | <b>Multnomah County District Attorney's Office</b>                  |
| <b>MCSO</b>          | <b>Multnomah County Sheriff's Office</b>                            |
| <b>Non-D</b>         | <b>Non-Departmental Offices</b>                                     |
| Non-D - Comms        | Non-Departmental - Central Communications Office                    |
| Non-D - EM           | Non-Departmental - Emergency Management                             |
| Non-D - GR           | Non-Departmental - Government Relations                             |
| Non-D - HRS          | Non-Departmental - Homeless Response System                         |
| Non-D - LPSCC        | Non-Departmental - Local Public Safety Coordinating Council         |
| Non-D - OCI          | Non-Departmental - Office of Community Involvement                  |
| Non-D - ODE          | Non-Departmental - Office of Diversity and Equity                   |