Multnomah County Strategic Plan (FY26-FY28)

November 2025

Revised December 2025

Multnomah County

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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

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

FA1-O1

	INDICATOR 1: Reliability of County programs	
ID #	**Measures**	**Data Stewards**
1.1.1.1	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 DCHS - ADVSD DCHS - PEL HD - ICS HD DCA
1.1.1.2	Average response time to public inquiries disaggregated by type of inquiry (e.g., service delivery questions, complaints, grievances, public records requests)	DCHS - IDD DCHS - ADVSD DCHS - PEL HD DCS - MCAS
1.1.1.3	Percentage of divisions that audit their public websites every six months for accurate, consistent, and timely information	DCHS - IDD DCHS - ADVSD DCHS - PEL HD
1.1.1.4	Percentage of departments that have information on their website offered in more than one language	DCHS - IDD DCHS - ADVSD DCHS - PEL HD

INDICATOR 2: Upholding compliance with health, wellness, and safety ordinances

ID #	Measures	Data Stewards
1.1.2.1	Percentage of violations corrected within the required timeframe	HD - PHD DCHS - ADVSD
1.1.2.2	Percentage of Adult Care Homes (ACH) and/or Adult Foster Homes (AFH) that receive a "Fully Compliant" rating on their annual inspections	DCHS - ADVSD
1.1.2.3	Estimated dog and cat license compliance rate	DCS - MCAS
1.1.2.4	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
1.1.2.5	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		
ID #	**Measures**	**Data Stewards**
1.1.3.1	Average monthly traffic and engagement rate on County digital platforms (differentiated between static, acute, and seasonal events)	HD - PHD Non-D - Comms DCHS - ADVSD DCHS - IDD DCHS - PEL
1.1.3.2	Percentage of divisions that engage communities through outreach events	HD DCS Non-D - Sustainability DCHS - ADVSD DCHS - IDD DCHS - PEL

OUTCOME 2 (O 2) Multnomah County provides community-centered services, prioritizing those most impacted by inequities	
INDICATOR 1	Reduction of net homelessness over two years
INDICATOR 2	Seniors and people with disabilities receiving in-home and community-based support services
INDICATOR 3	Access to integrated behavioral, physical, and specialty healthcare and services

FA 1 - O 2

INDICATOR 1: Reduction of net homelessness over two years		
ID #	**Measures**	**Data Stewards**
1.2.1.1	Net reduction of those new to By Name List over two years	HSD Non-D - HRS
1.2.1.2	Share of people who are known to be unsheltered	HSD Non-D - HRS
1.2.1.3	Individuals who exited homelessness to housing	HSD Non-D - HRS

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

ID #	Measures	Data Stewards
1.2.2.1	Number of assessments conducted for seniors and people with disabilities, disaggregated when available by demographics*	DCHS - ADVSD DCHS - IDD
1.2.2.2	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
1.2.2.3	Percentage of survey respondents satisfied with the services they receive from the Intellectual and Developmental Disabilities (IDD) Division	DCHS - IDD
1.2.2.4	Percentage of nursing facility-eligible Medicaid participants who are living in in-home or community-based settings	DCHS - ADVSD
1.2.2.5	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.

FA 1 - O 2

INDICATOR 3: Access to integrated behavioral, physical, and specialty healthcare and services		
ID #	**Measures**	**Data Stewards**
1.2.3.1	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
1.2.3.2	Average wait time for a new patient to receive an appointment at Public Health Division program clinics	HD - PHD
1.2.3.3	Percentage of patients at Public Health Division clinics who receive a health assessment	HD - PHD
1.2.3.4	Percentage of eligible pregnant Black and African American individuals successfully enrolled in the Healthy Birth Initiatives (HBI) program	HD - PHD
1.2.3.5	Percentage of HBI participants who successfully connect with external healthcare providers and community resources within a specified timeframe	HD - PHD
1.2.3.6	Percentage of HBI participants who have a healthy birth outcome	HD - PHD
1.2.3.7	Percentage of individuals accessing the Urgent Walk-In Clinic accessing onsite Licensed Medical Provider (LMP) services	HD - BHD
1.2.3.8	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.

1.2.3.9	Percentage of clients served annually in PATH Care Coordination who were successfully placed	HD - BHD
1.2.3.10	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

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

FA 2 - O 1

INDICATOR 1: Access to victim advocacy and support services for all survivors		
ID #	**Measures**	**Data Stewards**
2.1.1.1	Number of unique victims/survivors referred to services, disaggregated when available by demographics*, victimization type, and victim's most recent residence ZIP code	MCDA DCHS - DSVC DCHS - YFS DCJ MCSO
2.1.1.2	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 DCHS - YFS DCJ
2.1.1.3	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 DCHS - DSVC 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

ID #	Measures	Data Stewards
2.1.2.1	Percentage of justice-involved individuals who receive a comprehensive, multi-domain assessment, disaggregated when available by demographics* and ZIP code	HD - CH DCJ MCSO
2.1.2.2	Percentage of individuals who successfully transition from in-custody care to outpatient mental health and substance use services	HD - CH
2.1.2.3	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

ID #	Measures	Data Stewards
2.1.3.1	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

INDICATOR 1	Support for high-risk justice-involved populations
INDICATOR 2	Rate of adverse engagement for justice-involved populations
INDICATOR 3	Accountable, successful, consistent, and transparent enforcement of laws
INDICATOR 4	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

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

FA 2 - O 2

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

ID #	Measures	Data Stewards
2.2.2.1	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 DCJ HD - CH

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

FA 2 - O 2

INDICATOR 3: Accountable, successful, consistent, and transparent enforcement of laws

ID #	Measures	Data Stewards
2.2.3.1	Issuance rate, disaggregated when available by demographics*, ZIP code, and crime type	MCDA
2.2.3.2	Percentage of agency goals completed annually in response to internal and external evaluations	MCDA DCJ MCSO
2.2.3.3	Staff vacancy rate, disaggregated when available by position type, employee level, and employee type	MCSO HD - CH
2.2.3.4	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
2.2.3.5	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
2.2.3.6	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
2.2.3.7	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.

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

FA 2 - O 2

INDICATOR 4: Effective management of public safety risks related to animals

ID #	Measures	Data Stewards
2.2.4.1	Percentage of adopted animals that are spayed or neutered through Multnomah County Animal Services	DCS - MCAS
2.2.4.2	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
2.2.4.3	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

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

FA 3 - O 1

INDICATOR 1: Staff capacity and knowledge to respond to and recover from emergencies and disasters

ID #	Measures	Data Stewards
3.1.1.1	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 HD - CH DCA Non-D - EM DCHS DCM - HR
3.1.1.2	Percentage of departments that have developed a Continuity of Operations Plan (COOP)	Non-D - EM
3.1.1.3	Percentage of departments that have completed a Continuity of Operations Plan (COOP) training	Non-D - EM
3.1.1.4	Percentage of departments that have conducted a Continuity of Operations Plan (COOP) exercise	Non-D - EM
3.1.1.5	Percentage of departments that completed an after-action report after a real-world event or exercise	Non-D - EM

FA 3 - O 1

INDICATOR 2: Regional and community resilience		
ID #	**Measures**	**Data Stewards**
3.1.2.1	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 Non-D - EM DCHS
3.1.2.2	Number of emergency preparedness outreach events per fiscal year	Non-D - EM DCHS
3.1.2.3	Percentage of people in Multnomah County signed up to receive public alerts	Non-D - EM
3.1.2.4	Percentage of Climate Justice Plan benchmarks that meet or exceed expectations	Non-D - Sustainability

FA 3 - O 1

INDICATOR 3: Resilient facilities, infrastructure, and systems

ID #	Measures	Data Stewards
3.1.3.1	Percentage of Multnomah County-owned buildings meeting the 2017 International Building Code	DCA - Facilities
3.1.3.2	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 Non-D - EM DCHS
3.1.3.3	**[Watch metric]**** Percentage of County buildings in flood plain zones	DCA - Facilities
3.1.3.4	Annual improvement in the Pavement Condition Index (PCI) of the County's road network, disaggregated by road type and ZIP code	DCS - Transportation
3.1.3.5	Bridge Sufficiency Rating	DCS - Transportation
3.1.3.6	Percentage of identified mission essential IT systems that have a redundancy and back up plan built and in place, disaggregated by department	DCA - IT
3.1.3.7	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

INDICATOR 1	Stable revenue to support County services and programs
INDICATOR 2	Job growth and unemployment in Multnomah County
INDICATOR 3	Volunteerism and civic engagement

FA 3 - O 2

INDICATOR 1: Stable revenue to support County services and programs

ID #	Measures	Data Stewards
3.2.1.1	[Watch metric]** Property tax revenue, year over year	DCM - DART
3.2.1.2	[Watch metric]** Business Income Tax revenue, year over year	DCM - FRM
3.2.1.3	[Watch metric]** Preschool for All income tax revenue, by fiscal year	DCM - Budget
3.2.1.4	[Watch metric]** 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

ID #	Measures	Data Stewards
3.2.2.1	[Watch metric]** Number of jobs available and filled in Multnomah County region, seasonally adjusted	DCM - Budget
3.2.2.2	[Watch metric]** 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.

FA 3 - O 2

	INDICATOR 3: Volunteerism and Civic Engagement	
ID #	**Measures**	**Data Stewards**
3.2.3.1	Percentage of departments that use a centralized volunteer management system	Library Non-D - OCI DCS DCHS
3.2.3.2	Percentage of advisory committee charters that include language to operationalize engaging the people most impacted by County decisions	Library Non-D - OCI DCS HSD
3.2.3.3	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 Non-D - OCI HSD DCHS Non-D - LPSCC
3.2.3.4	Retention rate of Advisory Committee members and Volunteers	Library Non-D - OCI DCS HSD DCHS
3.2.3.5	Satisfaction of Advisory Committee members, Ongoing Volunteers, Time-limited/Project-based/Episodic Advisory Group members, or Volunteers	Library Non-D - OCI DCS MCDA HSD DCHS Non-D - LPSCC

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

3.2.3.6	Percentage of Justice Fellows who graduate annually from the Justice Fellowship Program	Non-D - LPSCC
3.2.3.7	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

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

FA 4 - O 1

INDICATOR 1: Public trust in County elections		
ID #	Measures	Data Stewards
4.1.1.1	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		
ID #	**Measures**	**Data Stewards**
4.1.2.1	Percentage of public websites that meet or exceed digital accessibility standards	DCA DCS Library
4.1.2.2	Percentage of County analysts who report that they have access to data they need to perform their jobs	MCDA DCA

FA 4 - O 1

INDICATOR 3: Financial stewardship and accountability		
ID #	**Measures**	**Data Stewards**
4.1.3.1	Percentage of financial audit findings that are repeat violations	DCM - CFO
4.1.3.2	Percentage of Board-approved financial and budget policies that follow industry best practices (e.g., Government Finance Officers Association)	DCM - CFO
4.1.3.3	Percentage of Board-approved financial policies that are in compliance with the policy thresholds/requirements	DCM - CFO
4.1.3.4	Multnomah County financial bond rating	DCM - CFO
4.1.3.5	Percent error in the forecast for General Fund Corporate Revenues	DCM - Budget

OUTCOME 2 (O 2) Diverse community contracts and partnerships	
INDICATOR 1	Formal agreements with community-based organizations (CBOs) and partners that help co-create and deliver equitable services
INDICATOR 2	Breadth and diversity of active partner and stakeholder pool

FA 4 - O 2

INDICATOR 1: Formal agreements with community-based organizations (CBOs) and partners that help co-create and deliver equitable services

ID #	Measures	Data Stewards
4.2.1.1	Total dollar amount and percentage of contracts, disaggregated by focus, expertise, and understanding of organization (e.g., culturally specific and emerging CBOs)	DCS Library HD DCHS - YFS DCJ DCM - FRM
4.2.1.2	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 HD DCHS - YFS DCJ

FA 4 - O 2

INDICATOR 2: Breadth and diversity of active partner and stakeholder pool

ID #	Measures	Data Stewards
4.2.2.1	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

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

FA 5 - O 1

INDICATOR 1: Engagement and implementation of Workforce Equity Strategic Plan (WESP) initiatives

ID #	Measures	Data Stewards
5.1.1.1	Employee promotion rate, disaggregated when available by demographics*	DCM - HR DCM - COO Non-D - ODE
5.1.1.2	Employee voluntary and involuntary separation rates, disaggregated when available by demographics*	DCM - HR DCM - COO Non-D - ODE
5.1.1.3	Percentage of WESP benchmarks by completion phase (e.g., complete, in progress, not started)	DCM - COO 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

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

FA 5 - O 1

INDICATOR 3: Internal communication and recognition		
ID #	**Measures**	**Data Stewards**
5.1.3.1	Employee supervision and communication average, disaggregated when available by demographics*	DCM - HR DCM - COO Non-D - ODE

*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	
INDICATOR 1	Revisions to current operational processes through data-driven and continuous improvement practices
INDICATOR 2	Continuous learning and professional development opportunities
INDICATOR 3	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

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

FA 5 - O 2

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

FA 5 - O 2

INDICATOR 3: Cross-departmental collaboration and proactive sharing of best practices		
ID #	**Measures**	**Data Stewards**
5.2.3.1	Number of new services, policies, or programs that were developed through Strategic Plan cross-departmental collaboration	DCM - COO
5.2.3.2	Percentage of employees who report that their departments are aligned on shared County goals (WESP; Mission, Vision, Values; Strategic Plan, etc.)	DCM - COO
5.2.3.3	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

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

FA 6 - O 1

INDICATOR 1: Educational attainment

ID #	Measures	Data Stewards
6.1.1.1	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
6.1.1.2	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
6.1.1.3	Consistent attendance rates for students served by County programs compared to the overall county rate, disaggregated when available by demographics*	DCHS - PEL DCHS - YFS
6.1.1.4	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		
ID #	**Measures**	**Data Stewards**
6.1.2.1	Exits from homelessness to housing for youth and families	HSD Non-D - HRS

FA 6 - O 1

INDICATOR 3: Youth Prevention and Intervention		
ID #	**Measures**	**Data Stewards**
6.1.3.1	Positive case closure rate, disaggregated when available by demographics*	DCJ MCDA
6.1.3.2	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
6.1.3.3	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.

6.1.3.4	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
6.1.3.5	Percentage reduction in hospitalization rate three months pre- and 6 months post-enrollment into the Early Assessment and Support Alliance (EASA) program	HD - BHD
6.1.3.6	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

INDICATOR 4: Growth in Preschool for All seats		
ID #	**Measures**	**Data Stewards**
6.1.4.1	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.
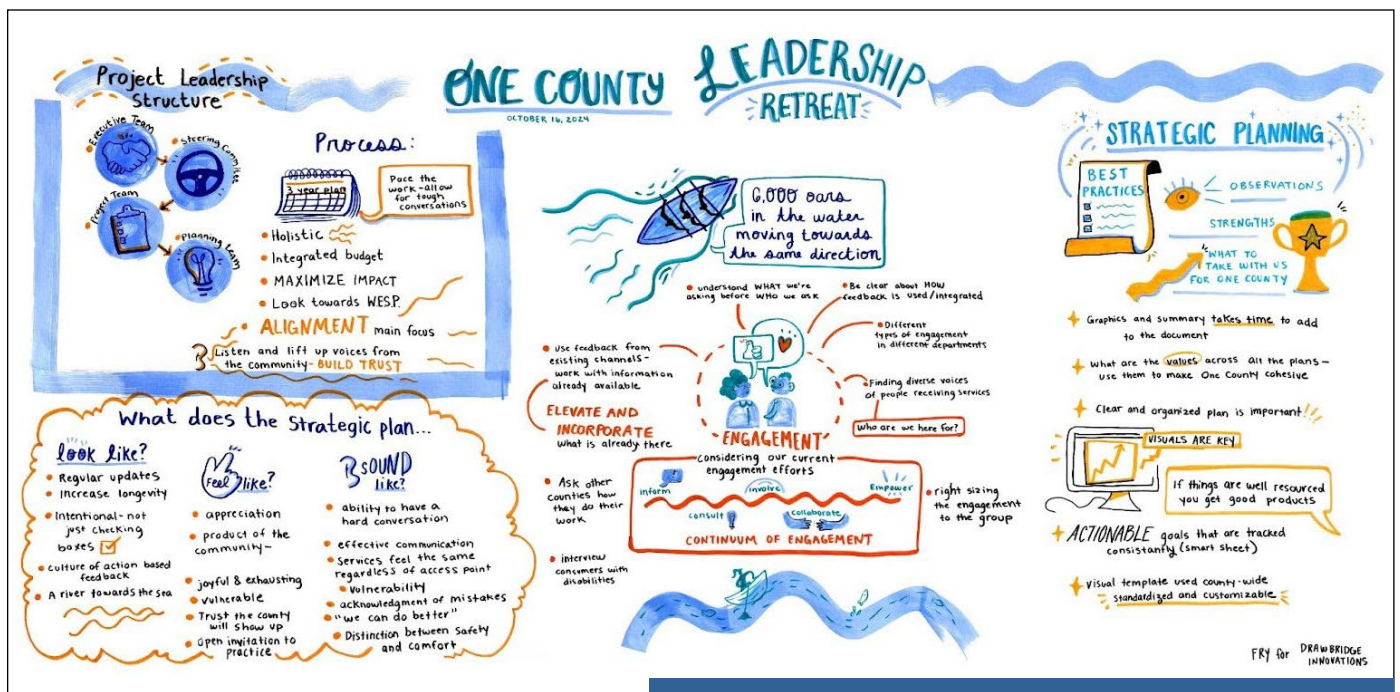
Visual notes taken during the One County Retreat.

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.	92%	93%	94%	91%	95%
A workplace culture that is equitable, responsive, accountable, and drives proactive continuous improvement.	92%	91%	94%	92%	97%
Safe neighborhoods throughout Multnomah County.	91%	92%	90%	89%	97%
Multnomah County is prepared for, and resilient to, emergencies and disasters.	90%	87%	92%	95%	94%
Multnomah County is a diverse and thriving community through economic vitality.	89%	88%	94%	91%	82%
Multnomah County is a trusted source for health, wellness, and safety information and services.	89%	88%	89%	90%	94%
Employees feel connected to the County's mission and are proud of providing quality services.	89%	89%	90%	92%	88%
Diverse community engagement and internal collaboration.	87%	90%	91%	91%	87%

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

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

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Tony Gaines

Trinity Monahan

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Focus Area 3: Strengthen Community Vitality and Resilience

Outcome 1

Adrienne Daniels

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Kelsey Leib

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Focus Area 5: Improve Operational Excellence

Outcomes 1 & 2

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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

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Brendon Haggerty

Brooke Chilton-Timmons

Dianne Clay

Emily Nelson

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Jennie Cuddeback

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Commissioner Shannon Singleton
District 2

Commissioner Julia Brim-Edwards
District 3

Commissioner Vince Jones-Dixon
District 4

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Michael Anderson-Nathe
Project Manager

Department and Division Acronym Key

Department and Division Acronym	Name of Departments and Divisions
DCA	**Department of County Assets**
DCA - Facilities	Department of County Assets - Facilities & Property Management
DCA - IT	Department of County Assets - Information Technology
DCHS	**Department of County Human Services**
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
DCJ	**Department of Community Justice**
DCM	**Department of County Management**
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
DCS	**Department of Community Services**

DCS - MCAS	Department of Community Services - Multnomah County Animal Services
DCS - Elections	Department of Community Services - Elections
DCS - Transportation	Department of Community Services - Transportation
HD	**Health Department**
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
HSD	**Homeless Services Department**
Library	**Multnomah County Library**
MCDA	**Multnomah County District Attorney's Office**
MCSO	**Multnomah County Sheriff's Office**
Non-D	**Non-Departmental Offices**
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