



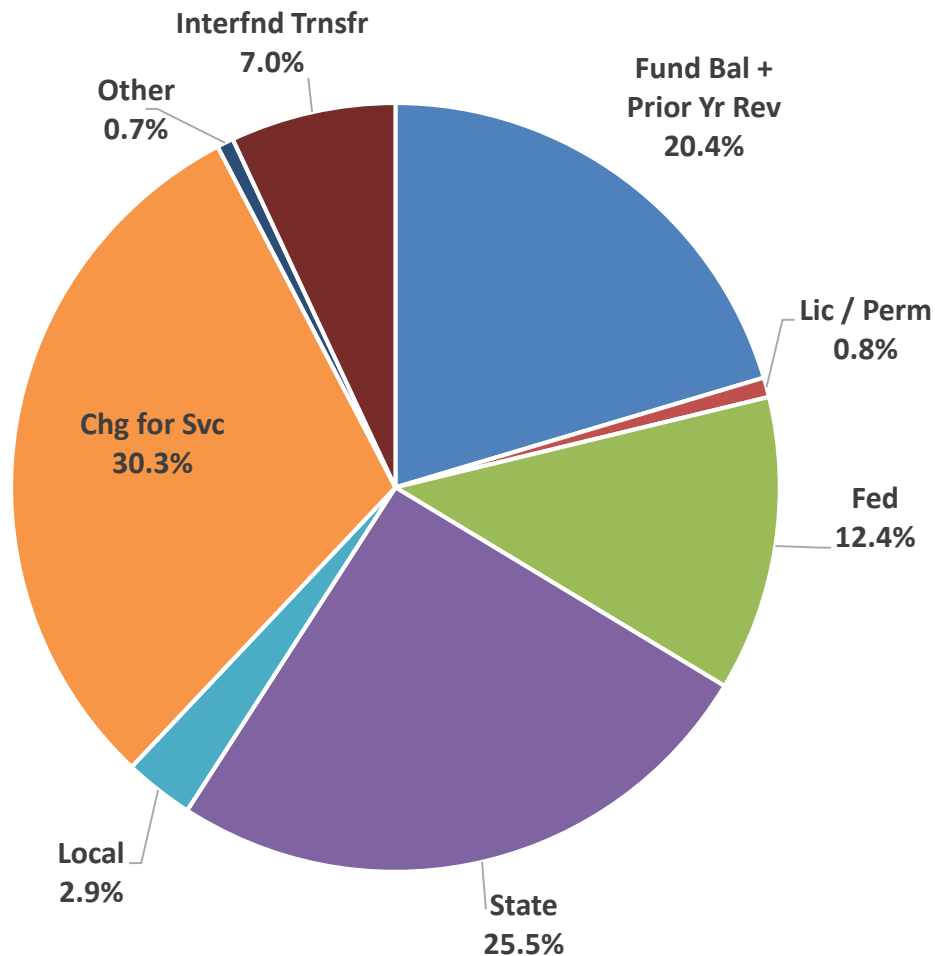
Health, Housing, and Human Services

2020-2021 BUDGET PRESENTATION

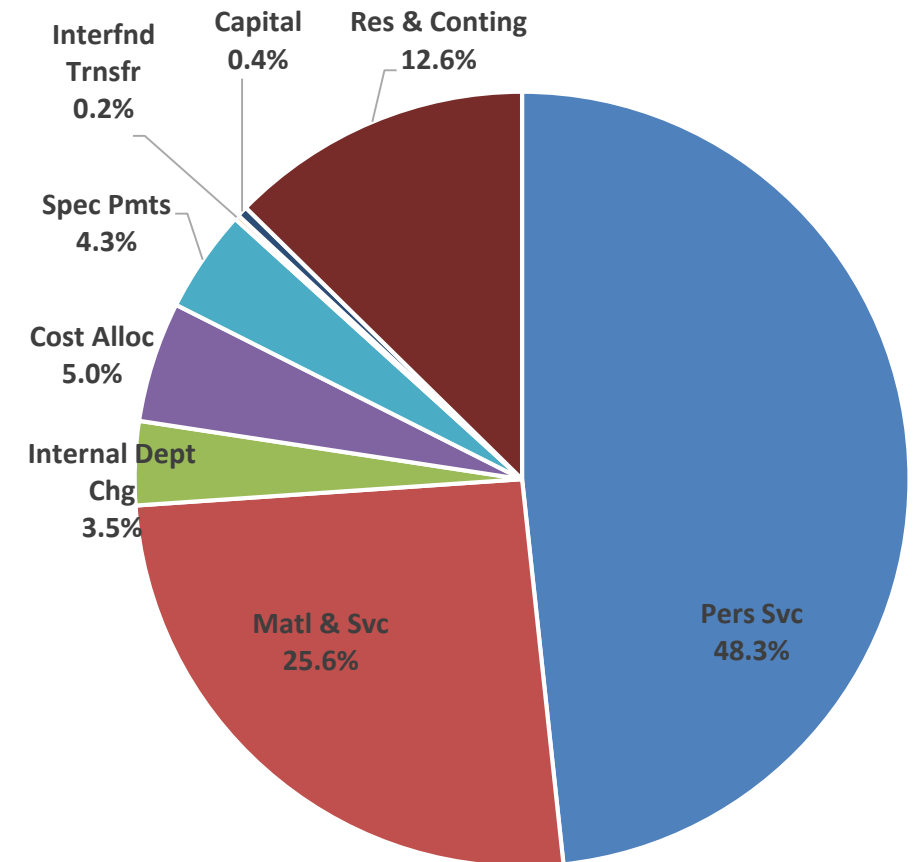


Health, Housing, and Human Services Department 2020/21 Revenue and Expenses

Revenue



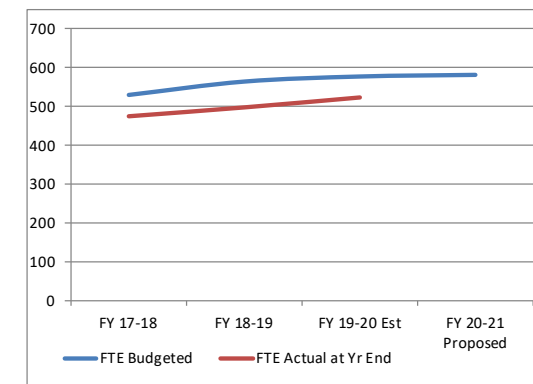
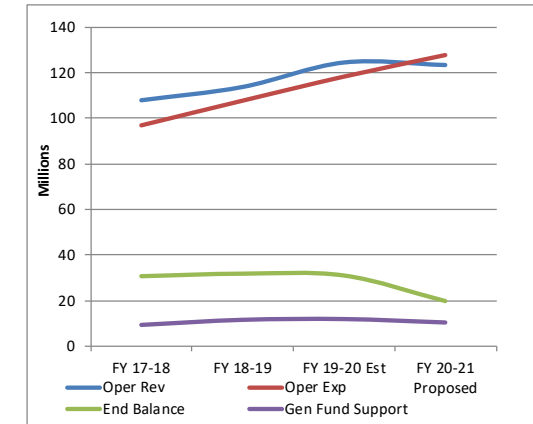
Expenditures



Health, Housing, and Human Services Department

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	24,269,906	30,509,366	30,969,301	31,559,824	31,708,002	30,823,710	-736,114	-2.3%
Prior Year Revenue	4,525,517	861,825	25,868	235,272	489,577	606,146	370,874	157.6%
Licenses & Permits	1,091,717	1,096,662	1,382,742	1,382,742	1,312,585	1,273,332	-109,410	-7.9%
Federal Grants & Revenues	14,438,296	16,308,727	17,978,228	19,516,343	18,292,916	19,149,771	-366,572	-1.9%
State Grants & Revenues	37,157,066	40,624,715	41,164,642	45,908,306	45,203,623	39,262,797	-6,645,509	-14.5%
Local Grants & Revenues	2,223,223	2,818,217	2,229,356	5,108,146	4,243,179	4,506,628	-601,518	-11.8%
Charges for Service	37,079,930	37,993,893	44,135,343	45,634,996	41,020,541	46,712,045	1,077,049	2.4%
Other Revenues	1,737,385	1,844,666	1,011,466	992,966	1,322,741	1,075,835	82,869	8.3%
Interfund Transfers	9,770,392	12,246,681	12,166,402	12,570,402	12,520,372	10,719,801	-1,850,601	-14.7%
Operating Revenue	108,023,526	113,795,386	120,094,047	131,349,173	124,405,534	123,306,355	-8,042,818	-6.1%
% Change	NA	5.3%	5.5%	15.4%	9.3%	-1.6%		
Personnel Services	52,782,635	57,763,955	70,341,987	72,677,608	66,705,587	74,436,388	1,758,780	2.4%
Materials & Services	33,002,553	38,710,915	38,639,299	42,135,393	35,327,447	39,489,910	-2,645,483	-6.3%
Indirect Costs (Internal Dept Chgs)	4,005,140	4,211,202	4,682,635	4,821,264	4,497,604	5,382,936	561,672	11.6%
Cost Allocation Charges	6,735,605	6,747,436	7,653,868	7,653,868	7,655,636	7,738,236	84,368	1.1%
Capital Outlay	163,233	160,762	1,232,700	4,416,251	4,027,536	681,600	-3,734,651	-84.6%
Operating Expenditure	96,689,166	107,594,270	122,550,489	131,704,384	118,213,810	127,729,070	-3,975,314	-3.0%
% Change	NA	11.3%	13.9%	22.4%	9.9%	6.1%		
Debt Service	1,031	0	0	0	0	0	0	0%
Special Payments (other governments & agencies)	4,660,106	4,332,759	3,879,660	7,182,119	6,344,922	6,626,520	-555,599	-7.7%
Interfund Transfers	433,761	743,813	519,367	737,017	731,094	295,213	-441,804	-59.9%
Reserve for Future Expenditures	0	0	9,666,103	9,666,103	0	10,581,790	915,687	9.5%
Contingency	0	0	14,447,729	13,619,374	0	8,897,472	-4,721,902	-34.7%
Total Expenditure	101,783,033	112,670,842	151,063,348	162,908,997	125,289,826	154,130,065	-7,781,529	5.2%
Ending Balance (if applicable) (includes Reserve & Contingency)	30,509,368	31,633,910	24,113,832	23,285,477	30,823,710	19,479,262	-3,806,215	-16.3%
General Fund Support (if applicable)	9,316,631	11,392,226	11,649,385	11,699,385	11,699,356	10,304,801	-1,394,584	-11.9%
Full Time Equiv Positions (FTE) Budgeted	530.3	564.4	575.3	577.3	577.3	581.5	6.2	1.1%
Full Time Equiv Positions (FTE) Filled at Yr End	475.8	498.7			524.4			
Full Time Equiv Positions (FTE) Vacant at Yr End	54.5	65.7			53.0			



Health, Housing, and Human Services Department

Department Summary by Fund



Health, Housing and Human Services Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	H3S Administration Fund	Clackamas Behavioral Health Fund	Children, Family & Community Connections Fund	Clackamas Health Centers Fund	Community Development Fund	Public Health Fund	Social Services Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
H3S Administration										
Director's Office	9.00	4,067,567							4,067,567	1,605,345
Behavioral Health Division										
Safety Net Services	29.54		6,651,560						6,651,560	463,024
System of Care	25.50		10,276,096						10,276,096	-
Prevention and Stigma Reduction	2.25		619,735						619,735	-
Peer Delivered	1.25		2,540,091						2,540,091	-
BH Administration	22.00		7,042,088						7,042,088	343,377
Children, Family & Community Connections										
Prevention Services	11.60			6,129,680					6,129,680	1,478,328
Weatherization	9.00			2,101,128					2,101,128	-
Workforce	12.00			2,134,665					2,134,665	859,051
Health Centers										
HC Administration	33.25				18,433,836				18,433,836	518,909
Primary Care	91.62				15,420,300				15,420,300	-
Dental	31.85				6,133,504				6,133,504	-
Behavioral Health Clinics	87.79				15,134,059				15,134,059	-
Housing & Community Development										
Community Development	9.60					8,024,146			8,024,146	40,781



Health, Housing, and Human Services Department

Department Summary by Fund (cont'd)

Health, Housing and Human Services Department

Department Budget Summary by Fund

Line of Business	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
Program	FTE	H3S Administration Fund	Clackamas Behavioral Health Fund	Children, Family & Community Connections Fund	Clackamas Health Centers Fund	Community Development Fund	Public Health Fund	Social Services Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Public Health										
PH Administration	4.05						839,631		839,631	26,228
Environmental Health	10.22						1,748,261		1,748,261	6,695
Population Health Strategies	7.50						1,415,590		1,415,590	619,077
Access to Care	17.73						3,564,443		3,564,443	742,528
The Center for Public Health Advancement	6.19						2,943,290		2,943,290	458,377
Infectious Disease Control and Prevention	8.28						1,696,598		1,696,598	269,815
Vital Statistics	2.58						366,517		366,517	-
Social Services										
SS Administration	17.00							6,892,638	6,892,638	509,845
Developmental Disabilities	81.53							13,057,462	13,057,462	-
Volunteer Connection	10.20							1,860,035	1,860,035	107,172
Veterans Service	5.27							829,016	829,016	559,618
Housing Support	15.73							6,167,902	6,167,902	1,696,631
Oregon Project Independence	4.40							665,988	665,988	-
Aging and Disability Resource Connection	5.60							2,605,414	2,605,414	-
Energy Assistance	9.00							4,768,825	4,768,825	-
TOTAL	581.53	4,067,567	27,129,570	10,365,473	55,121,699	8,024,146	12,574,330	36,847,280	154,130,065	10,304,801
FY 19/20 Budget	577.34	4,894,720	29,943,565	11,602,258	58,309,307	8,451,207	11,523,839	38,184,101	162,908,997	11,699,385
\$ Increase (Decrease)	4.19	-827,153	-2,813,995	-1,236,785	-3,187,608	-427,061	1,050,491	-1,336,821	-8,778,932	-1,394,584
% Increase (Decrease)	0.73%	-16.90%	-9.40%	-10.66%	-5.47%	-5.05%	9.12%	-3.50%	-5.39%	-11.92%

** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants

Health, Housing, and Human Services Department

Performance Clackamas Strategic Results

BCC Priority and/or Measure	BCC or H3S Measure(s)	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Affordable Housing (revised): By 2025, 1,500 affordable housing units will be developed*. <p>* Included in the overall count are rehabbed units, and units at various construction phases (Viable, Committed, In Development, and Completed).</p>	H3S has been identified as a co-lead (with DTD) in developing units affordable to households earning between 60% and 110% of the Area Median Income (AMI). Details on this revised measure are still in progress. H3S remains the lead for developing units affordable to households earning 60% of AMI and below. The latest data on the associated H3S measures are shown below:				
	# of Affordable units completed and/or rehabilitated.	44	100	128	200
	# of Affordable units under construction.	256	100	212	200
	# of Affordable units in pre-development.	200	100	100	200

Health, Housing, and Human Services Department

Performance Clackamas Strategic Results (cont'd)

BCC Priority and/or Measure	BCC or H3S Measure(s)	FY18-19 Actual	FY19-20 Target	FY19-20 Projected Perform.	FY20-21 Target
Reduce Chronic and Youth Homelessness (new): By 2023, 30% reduction of chronically homeless people and 30% reduction in the homeless children and youth on the Coordinated Housing Access waitlist.	There are approximately 450 individuals currently on the CHA waitlist who are considered chronically homeless. About 90 on the waitlist are under the age of 25. More detailed strategies and targets are currently being developed. H3S has existing measures for the following related housing stability programs:				
	Percent of houseless individuals served by Continuum of Care programs who move to or maintain stable housing.	85%	85%	NA	85%
	Percentage of households who have retained permanent housing six months after (Social Services) program completion.	92%	65%	NA	65%

Health, Housing, and Human Services Department

Performance Clackamas Strategic Results (cont'd)

BCC Priority and/or Measure	BCC or H3S Measure(s)	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Reducing Domestic Violence (new): By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.	H3S is part of a multi-department team (led by the District Attorney's Office) addressing this BCC priority. Details on the new measure are still under development. H3S has tracked a related performance measure: Percent of clients with a domestic violence safety plan and/or increased knowledge of resources.				
		93%	95%	92%	95%

Health, Housing, and Human Services Department

2019 Major Accomplishments

- CFCC Workforce: Helped 254 participants find jobs with a 90-day job retention rate of 75%.
- CFCC Weatherization: Provided weatherization services to 64 low-income households.
- Public Health: Strengthened external partnerships to reduce the burden of infectious diseases through creation of the Clackamas County Sexual & Reproductive Health Taskforce.
- Public Health: Further implementation of the Blueprint for a Healthy Clackamas County initiative, the County's adopted community health improvement plan, including creation of www.blueprintclackamas.com.
- Behavioral Health: Negotiated a contract with Health Share of Oregon for Safety Net and Peer Delivered Services with stable funding.
- Behavioral Health: Negotiated a new contract with CareOregon for Care Coordination services for at risk Medicaid populations.
- Social Services: 1,244 individuals experiencing houselessness were provided housing and comprehensive services; 92% retained housing for six months after program exit.
- Social Services: 2,516 county residents accessed services, support and information through the Aging and Disability Resource Connection.
- Health Centers: Opened Gladstone Dental Clinic; purchased property and began planning for new Sandy Health Center.
- Housing & Community Development: Awarded new grant funding focused on youth homelessness outreach and prevention. Clayton Mohr Veterans 24 New Housing Units partially funded with Community Development Block Grant and HOME Funds.
- Zero Suicide: Universal Screening for Suicide Risk—24,194 primary care patients were asked directly about thoughts of suicide.

Health, Housing, and Human Services Department

Significant Changes from 2019/20

Budget Reductions

\$ Amount	Description	Service Level Impact to the County
\$283,296	General Fund (GF) reduction for the H3S Director's Office, applied to departmental initiatives and the affordable housing and homelessness prevention Policy Level Proposal (PLP).	The homelessness services PLP first passed in FY 18-19 will see most of the reduction. This will impact contracts with service providers and community partners like Do Good Multnomah (which is helping to run the Vet Village and Clayton Mohr), and will result in less outreach and coordination in those critical services.
\$277,185	GF reduction for Children, Family, and Community Connections.	Reduction in contracted services for the Children of Incarcerated Parents program, in Workforce services to populations with significant barriers to employment, and in seven contracts with non-profit agencies that provide drug and alcohol prevention services in the community.
\$230,000	GF reduction for Social Services, which will reduce a contract for forensic accounting, funding to the Bridges to Housing program, and funding for rental assistance.	The forensic accounting contract supports investigations into allegations of financial abuse against vulnerable persons. Bridges to Housing offers intensive case management for high-need families facing homelessness. Short-term rental assistance can be an essential element for preventing homelessness in the county.
\$265,758	GF reduction for Public Health spread across the Center for Public Health Advancement, Women, Infants, and Children, Maternal Child Health and the Blueprint/Community Health Improvement Plan programs.	These funding reductions will be offset by new grant funding, which will lessen their impact on operations and service levels to the community.
\$142,306	GF reduction for Behavioral Health Division.	Reduction in the Crisis Services Program by one full-time position and the elimination of the flexible services program. Both are important components for addressing the varied needs of community members facing a behavioral health crisis. Remaining staff will face greater case loads with a smaller pool of flexible resources.

Health, Housing, and Human Services Department

Significant Changes from 2019/20 (cont'd)

Other Issues

Description	Service Level Impact to the County
COVID-19: current and near-term impacts	Additional funding received through the CARES Act and other federal stimulus programs have helped, but they have been outpaced by additional expenses and demand for services. H3S Divisions are using Fund balance, for which they may not be reimbursed. The County will need an increase of an estimated 70 FTE for contact investigations. Some revenue-generating activity, licensing, and fees (like Environmental Health inspections and billable home visits) have been altered or suspended. Modifications to other grant-funded scopes of work will also have budget impacts.
COVID-19: longer-term impacts	<p>State and Federal funding reductions are coming and they are likely to have a significant impact on vulnerable populations served by County programs and community partners. For example, our Behavioral Health contract with Oregon Health Authority is a risk of a 25% cut in revenue for the last 6 months of 2020. Also, the \$200 million expected this year for the State's early learning system (from the Student Success Act) is in question – just as a large slate of new programming was set to launch.</p> <p>Physical distancing requirements may curtail behavioral health services and groups, which generate a significant amount of revenue for the Clackamas Health Centers. We are also anticipating an increase in uninsured patients and clients due to the economy and possible cuts in Oregon Health Plan funding.</p>
Metro Measure 26-210 (Here Together)	If the homeless services Measure passes as expected, H3S will need funding to plan for implementation and expand capacity – before dollars from the Measure begin flowing into the County.
Houselessness and Mental Health	<ul style="list-style-type: none"> • There is no permanent sheltering and limited capacity to offer case management. • Ongoing challenges with access and capacity within the behavioral health provider system. • Challenges with accessing the State Hospital for individuals under civil commitment. • Increase in the Aid and Assist population both at the jail and the State Hospital.



Questions?



Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

Health, Housing and Human Services Department

Richard Swift - Director
Rodney Cook - Deputy Director
FTE 581.53
Total Proposed \$ 154,130,065

General Fund Support \$ 10,304,801

H3S Administration Richard Swift - Department Director Total Proposed \$4,067,567 Gen Fund \$ 1,605,345	Behavioral Health Division Mary Rumbaugh - Division Director Total Proposed \$27,129,570 Gen Fund \$ 806,401	Children, Family & Community Connections Adam Freer - Division Director Total Proposed \$10,365,473 Gen Fund \$ 2,337,379	Health Centers Deborah Cockrell - Division Director Total Proposed \$55,121,699 Gen Fund \$ 518,909
Director's Office FTE 9 Total Proposed \$4,067,567 Gen Fund \$ 1,605,345	Safety Net Services FTE 29.54 Total Proposed \$6,651,560 Gen Fund \$ 463,024	Prevention Services FTE 11.6 Total Proposed \$6,129,680 Gen Fund \$ 1,478,328	Primary Care FTE 91.62 Total Proposed \$15,420,300 Gen Fund \$ -
	Behavioral Health System of Care FTE 25.5 Total Proposed \$10,276,096 Gen Fund \$ -	Weatherization FTE 9 Total Proposed \$2,101,128 Gen Fund \$ -	Dental FTE 31.85 Total Proposed \$6,133,504 Gen Fund \$ -
	Prevention and Stigma Reduction FTE 2.25 Total Proposed \$619,735 Gen Fund \$ -	Workforce FTE 12 Total Proposed \$2,134,665 Gen Fund \$ 859,051	Behavioral Health Clinics FTE 87.79 Total Proposed \$15,134,059 Gen Fund \$ -
	Peer Delivered FTE 1.25 Total Proposed \$2,540,091 Gen Fund \$ -		HC Administration FTE 33.25 Total Proposed \$18,433,836 Gen Fund \$ 518,909
	BH Administration FTE 22 Total Proposed \$7,042,088 Gen Fund \$ 343,377		



Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

Health, Housing and Human Services Department

Richard Swift - Director
Rodney Cook - Deputy Director
FTE 581.53

Total Proposed \$ 154,130,065

General Fund Support \$ 10,304,801

Housing & Community Development
Mark Sirios & Pamela Anderson - Community Development Managers
Total Proposed \$8,024,146
Gen Fund \$ 40,781

Public Health
Vacant ¹ - Division Director
Total Proposed \$12,574,330
Gen Fund \$ 2,122,720

Social Services
Brenda Durbin - Division Director
Total Proposed \$36,847,280
Gen Fund \$ 2,873,266

Community Development
FTE 9.6
Total Proposed \$8,024,146
Gen Fund \$ 40,781

PH Administration
FTE 4.05
Total Proposed \$839,631
Gen Fund \$ 26,228

The Center for Public Health Advancement
FTE 6.19
Total Proposed \$2,943,290
Gen Fund \$ 458,377

SS Administration
FTE 17
Total Proposed \$6,892,638
Gen Fund \$ 509,845

Housing Support
FTE 15.73
Total Proposed \$6,167,902
Gen Fund \$ 1,696,631

Environmental Health
FTE 10.22
Total Proposed \$1,748,261
Gen Fund \$ 6,695

Infectious Disease Control and Prevention
FTE 8.28
Total Proposed \$1,696,598
Gen Fund \$ 269,815

Developmental Disabilities
FTE 81.53
Total Proposed \$13,057,462
Gen Fund \$ -

Oregon Project Independence
FTE 4.4
Total Proposed \$665,988
Gen Fund \$ -

Population Health Strategies
FTE 7.5
Total Proposed \$1,415,590
Gen Fund \$ 619,077

Vital Statistics
FTE 2.58
Total Proposed \$366,517
Gen Fund \$ -

Volunteer Connection
FTE 10.2
Total Proposed \$1,860,035
Gen Fund \$ 107,172

Aging and Disability Resource Connection
FTE 5.6
Total Proposed \$2,605,414
Gen Fund \$ -

Access to Care
FTE 17.73
Total Proposed \$3,564,443
Gen Fund \$ 742,528

Veterans Services
FTE 5.27
Total Proposed \$829,016
Gen Fund \$ 559,618

Energy Assistance
FTE 9
Total Proposed \$4,768,825
Gen Fund \$ -

¹ Department Director, Richard Swift is currently serving as Acting Public Health Director



H3S Administration

Director's Office

Purpose Statement

The purpose of the Director's Office Team is to provide coordination, direction, research, alignment, instruction, budget, contracting, and support services to H3S staff so they can meet service and program goals at a high level.

Performance Narrative

The H3S Director's Office proposed a budget of \$4,350,863. The Office serves as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in Housing Policy, LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions. ¹	New	76% ¹	70%	70% ¹	70%
STRATEGIC RESULT	By 2024, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.	82.2%	90.3%	90%	NA ²	90%

¹ Measurement and definitions around several H3S results are still being developed. The figure shown above is a proxy measure. It is the percentage of key performance measures presented in this budget that are on target.

² H3S did not survey employees in FY19-20, deferring instead to the county-wide survey effort conducted by Human Resources and TalentMap™

Program includes:

Mandated Services

Shared Services

Grant Funding



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Rodney Cook - Deputy Director							
Beginning Balance	801,016	503,087	1,463,778	1,463,778	1,012,390	(451,388)	-30.8%
							0%
State Revenue	4,700	-	32,582	-	-	(32,582)	-100.0%
Charges for Services	906,442	1,427,897	1,262,335	1,378,114	1,330,832	68,497	5.4%
Miscellaneous Revenue	14,494	21,702	-	16,900	-	-	0%
I/F Transfer from General Fund	613,522	1,898,632	2,136,025	2,086,025	1,724,345	(411,680)	-19.3%
Operating Revenue	1,539,158	3,348,231	3,430,942	3,481,039	3,055,177	(375,765)	-11.0%
							0%
Total Rev - Including Beginning Bal	2,340,174	3,851,318	4,894,720	4,944,817	4,067,567	(827,153)	-16.9%
Personnel Services	1,042,616	1,227,464	1,601,700	1,472,245	1,661,371	59,671	3.7%
Materials & Services	277,789	985,337	1,370,513	1,216,940	1,128,192	(242,321)	-17.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	82,921	88,591	100,856	100,856	119,731	18,875	18.7%
Operating Expenditure	1,403,326	2,301,392	3,073,069	2,790,041	2,909,294	(163,775)	-5.3%
Special Payments	-	-	-	659,226	793,060	793,060	0%
Interfund Transfers	433,761	86,149	543,160	483,160	245,213	(297,947)	-54.9%
Contingency	-	-	1,278,491	-	120,000	-	0%
Total Exp - Including Special Categories	1,837,087	2,387,541	4,894,720	3,932,427	4,067,567	331,338	-16.9%
General Fund Support (if applicable)	613,522	1,818,632	1,855,025	1,855,025	1,605,345	(249,680)	-13.5%
Full Time Equiv Pos (FTE) Budgeted	8.00	9.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	7.00	-	8.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00	-	1.00	-	-	0%

Significant Issues and Changes

There are limited year over year changes in Administration in terms of staffing and ongoing funding levels. The reduction in Beginning Balance is largely in the program associated with the affordable housing and homelessness prevention Policy Level Proposal that was issued to the department in FY 18-19. Funding for that program was made available as of July 1, 2018, but it took a number of months to develop programming and service delivery. This lag resulted in a fund balance that will be drawn down over the next two fiscal years as programming is planned to exceed the \$1.2 million allocation.

The affordable housing and homelessness prevention Policy Level Proposal is allocated for planning, supported housing, housing development, countywide houseless services, veteran housing services, public housing resident services, and various utility and maintenance payments for the Veterans' Village. Examples of key outcomes and/or deliverables include:

- A research product that identifies frequent users of emergency services, quantifies their systemic costs to the public, and targets housing interventions. This report was completed early in FY 19 - 20.
- Case management for our largest CoC program (Shelter + Care, approximately \$450,000 annually), of which a significant percentage would be at risk of turn-back without this case management. The funding levels of this Federally-funded program are based on utilization, so this program risked having a decrease in funding in coming years without this investment from the General Fund.
- Case management, Residents Services and Peer Support Services to extremely vulnerable Public Housing residents, of which a significant percentage would be at risk of losing their housing without the additional capacity on the Resident Services team. The additional capacity allows for staff to connect residents to important community resources like food, workforce, credit building, health care etc.
- Emergency housing services for 85 high-risk households fleeing domestic violence with the goal of transitioning 80% to permanent housing.
- Gap funding to help low-income residents access available housing (e.g., assistance with first and last months' rent, security deposits).
- 24 units of emergency shelter beds and ongoing case management in partnership with Providence and faith community partners.



Behavioral Health Division Line of Business

Safety Net Services Program

Purpose Statement

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma informed crisis, safety net and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care and remain safely in the community.

Performance Narrative

The Safety Net Services program has an proposed budget of \$6,651,560. This is a maintenance level budget. Funding allows for FTE to provide discharge planning from the county jail, an intensive treatment team to provide discharge planning from an inpatient hospital, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest and the urgent mental health walk-in clinic as a way to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any member of the community.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	Percent of safety net clients, receiving jail diversion services, that do not get re-arrested in Clackamas County within 90 days.	70%	72%	70%	54% ¹	70%
RESULT	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	85%	89%	85%	87%	85%

¹ Actual as of 12/31/2019. We anticipate that this will be a one-time dip in performance. Changes at the state level caused us to divert program resources to focus heavily on Aid & Assist. We recently made staffing adjustments to supplement jail diversion efforts and expect performance to climb back toward previous levels.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The Safety Net program are partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. The CFAA indicates which services are mandated: * 24-7 crisis line, 24-7 mobile crisis response, and Involuntary Commitment Program.



Behavioral Health Division Line of Business

Safety Net Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	562,307	1,212,345	1,581,985	1,581,985	1,473,439	(108,546)	30.5%
Prior Year Revenue	190,083	-	-	-	-	-	0%
State Grants & Revenues	5,011,566	5,002,866	4,379,252	4,581,759	4,494,627	115,375	-8.4%
Local Grants & Revenues	24,117	-	-	-	-	-	0%
Charges for Service	232,390	203,281	224,593	221,320	219,870	(4,723)	8.9%
Other Revenues	2,394	730	720	600	600	(120)	-17.8%
Interfund Transfers	824,482	824,482	605,330	605,300	463,024	(142,306)	-26.6%
Operating Revenue	6,285,032	6,031,359	5,209,895	5,408,979	5,178,121	(140,320)	-10.3%
Total Rev - Including Beginning Bal	6,847,339	7,243,704	6,791,880	6,990,964	6,651,560	(172,094)	-3.5%
Personnel Services	3,972,477	3,532,887	4,201,224	3,726,105	4,144,158	(57,066)	5.5%
Materials & Services	707,120	713,303	999,801	577,337	851,294	(148,507)	-19.1%
Indirect Costs (Internal Dept Chgs)	594,308	461,239	545,648	391,257	511,359	(34,289)	-15.2%
Cost Allocation Charges	479,652	377,489	387,563	401,274	384,256	(3,307)	6.3%
Operating Expenditure	5,753,557	5,084,918	6,134,236	5,095,973	5,891,067	(243,169)	0.2%
Contingency	-	-	657,644	-	760,493	(102,849)	0%
Total Exp - Including Special Categories	5,753,557	5,084,918	6,791,880	5,095,973	6,651,560	(532,121)	0.2%
General Fund Support (if applicable)	824,482	824,482	605,330	605,300	463,024	142,306	-26.6%
Full Time Equiv Pos (FTE) Budgeted	34.54	30.54	31.54	30.54	29.54		0.0%
Full Time Equiv Pos (FTE) Filled at Yr End	34.54	30.54		26.54			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		4.00			0%

Significant Issues and Changes

The Safety Net Service programs budget reflects a slight reduction in funding due to the way we access flexible funding for client supports. The new process involves requesting approval for purchases and submitting expenditure for reimbursement.

1.0 FTE reduction of due to reduction in County General Fund



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County Residents so they can access behavioral health resources that match their needs.

Performance Narrative

The Behavioral Health System of Care has an proposed budget of \$10,276,096. This represents a decrease due from previous years due to changes in how the State pays Residential Treatment providers and our relationship with Health Share of Oregon (Medicaid). We continue to have a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have cross-trained staff at two locations to help assist with call volume during higher periods of calls to ensure a high response rate.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	85%	87%	95%	87%	90% ¹

¹ While the long-term target for this measure is 95%, a reasonable stretch goal for the next fiscal year is 90%.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement.



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,096,158	4,666,393	2,870,662	2,870,662	3,028,090	157,428	5.5%
Prior Year Revenue	1,974,811	-	-	-	-	-	0%
Federal Grants & Revenues	929,448	326,719	795,999	721,227	1,034,675	238,676	30.0%
State Grants & Revenues	10,836,503	8,697,942	11,227,101	7,258,714	6,213,331	(5,013,770)	-44.7%
Local Grants & Revenues	-	-	16,757	-	-	(16,757)	-100.0%
Other Revenues	363,326	258,314	-	4,330	-	-	0%
Operating Revenue	14,104,089	9,282,975	12,039,857	7,984,271	7,248,006	(4,791,851)	-39.8%
Total Rev - Including Beginning Bal	16,200,247	13,949,368	14,910,519	10,854,933	10,276,096	(4,634,423)	-31.1%
Personnel Services	2,132,937	2,536,553	3,415,950	3,100,652	3,262,730	(153,220)	-4.5%
Materials & Services	7,677,858	7,490,817	8,500,490	3,042,629	4,763,712	(3,736,778)	-44.0%
Indirect Costs (Internal Dept Chgs)	317,647	331,412	437,234	321,367	408,024	(29,210)	-6.7%
Cost Allocation Charges	256,640	255,205	319,556	328,853	323,344	3,788	1.2%
Operating Expenditure	10,385,082	10,613,987	12,673,230	6,793,501	8,757,810	(3,915,420)	-30.9%
Special Payments	568,767	259,908	193,700	162,000	586,200	392,500	202.6%
Contingency	-	-	2,043,589	-	932,086	(1,111,503)	-54.4%
Total Exp - Including Special Categories	10,941,391	10,873,895	14,910,519	6,955,501	10,276,096	(4,634,423)	-31.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	24.00	24.00	25.20	25.70	25.50	0.30	1.2%
Full Time Equiv Pos (FTE) Filled at Yr End	24.00	24.00		24.70		0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		1.00		0.00	0%

Significant Issues and Changes

Oregon Health Authority change in how residential treatment providers access funding for clients has resulted in a reduction of funds for this program. In past years these funds were passed through the County. Now they are distributed directly by the State to providers. A Supplemental Budget Adjustment will be processed to reduce the FY 19-20 Budget to reflect this change.

As of January 1, 2020, Clackamas County is no longer a Risk Accepting Entity for HealthShare, this has resulted in a reduction of funding. This budget reflects a reduction in the following;

- 0.20 FTE from Management team
- Reduction in service contracts
- Reduction in funding for none contractual activities



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Purpose Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to Clackamas County residents so they can promote and support behavioral health in their lives and community.

Performance Narrative

The Prevention and Stigma Reduction Program has a budget of \$619,735. This represents a decrease in budget due to change in our relationship with Health Share of Oregon (Medicaid). This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken.	-	76%	70%	77%	70%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The Prevention program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. 30-60 days after taking a GTTH class, each participant receives a survey through Get Trained to Help.



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	25,242	210,266	135,739	135,739	248,437	112,698	83.0%
Prior Year Revenue	274,790	-	-	-	-	-	0%
Federal Grants & Revenues	-	4,738	-	-	-	-	0%
State Grants & Revenues	445,991	963,542	763,672	701,752	371,298	(392,374)	-51.4%
Local Grants & Revenues	-	6,100	-	-	-	-	0%
Other Revenues	2,500	1,000	-	299	-	-	0%
Operating Revenue	723,281	975,380	763,672	702,051	371,298	(392,374)	-51.4%
Total Rev - Including Beginning Bal	748,523	1,185,646	899,411	837,790	619,735	(279,676)	-31.1%
Personnel Services	324,429	335,620	317,402	376,225	279,342	(38,060)	-12.0%
Materials & Services	237,665	237,050	406,485	191,278	187,373	(219,112)	-53.9%
Indirect Costs (Internal Dept Chgs)	48,587	43,838	42,406	36,161	39,349	(3,057)	-7.2%
Cost Allocation Charges	39,882	36,353	30,446	37,693	33,345	2,899	9.5%
Operating Expenditure	650,563	652,861	796,739	641,357	539,409	(257,330)	-32.3%
Interfund Transfers	-	-	50,000	50,000	50,000	-	0%
Contingency	-	-	52,672	-	30,326	(22,346)	-42.4%
Total Exp - Including Special Categories	650,563	652,861	899,411	691,357	619,735	(279,676)	-31.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.40	2.65	2.25	-0.15	-6.3%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00		2.65		0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		0.00		0.00	0%

Significant Issues and Changes

Reduction in Medicaid funding from Health Share for these programs has resulted in reduction of 0.40 FTE from Management team



Behavioral Health Division Line of Business

Peer Delivered Services Program

Purpose Statement

The purpose of the Peer Delivered Services Program is to provide peer outreach, support and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with similar life experiences to advocate for themselves and define and achieve their own recovery goals that lead to an increase in quality of life.

Performance Narrative

The Peer Delivered Services Program has a budget of \$2,540,091. This is a maintenance level budget for this program area. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. These individuals are positively impacted by the role of peer support specialists and peer recovery mentors.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percent of customers feel their quality of life has improved as measured by self-reported survey	-	-	80%	84%	80%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement and the remainder from Health Share of Oregon (Medicaid)



Behavioral Health Division Line of Business

Peer Delivered Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	77,672	430,943	98,263	98,263	374,583	276,320	281.2%
Prior Year Revenue	300,001					-	0%
Federal Grants & Revenues	523,390	824,904	776,129	756,507	496,910	(279,219)	-36.0%
State Grants & Revenues	1,187,015	1,119,494	1,787,909	1,817,890	1,668,598	(119,311)	-6.7%
Operating Revenue	2,010,406	1,944,398	2,564,038	2,574,397	2,165,508	(398,530)	-15.5%
Total Rev - Including Beginning Bal	2,088,078	2,375,341	2,662,301	2,672,660	2,540,091	(122,210)	-4.6%
Personnel Services	124,671	160,234	190,286	195,859	174,203	(16,083)	-8.5%
Materials & Services	706,553	1,511,255	1,944,666	1,460,261	1,625,279	(319,387)	-16.4%
Indirect Costs (Internal Dept Chgs)	18,673	20,937	40,661	19,095	28,545	(12,116)	-29.8%
Cost Allocation Charges	14,958	15,744	30,440	19,694	20,766	(9,674)	-31.8%
Operating Expenditure	864,855	1,708,170	2,206,053	1,694,909	1,848,793	(357,260)	-16.2%
Special Payments	1,091,686	594,588	456,248	603,164	643,942	187,694	41.1%
Contingency	-	-	-	-	47,356	47,356	0%
Total Exp - Including Special Categories	1,956,541	2,302,758	2,662,301	2,298,073	2,540,091	(122,210)	-4.6%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.00	1.00	1.40	1.65	1.25	-0.15	-10.7%
Full Time Equiv Pos (FTE) Filled at Yr End	1.00	1.00		1.65		0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		0.00		0.00	0%

Significant Issues and Changes

Reduction in Medicaid funding from HealthShare for these programs has resulted in reduction of 0.40 FTE from Management team

Reduction in funding for Contracted Peer Services



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Purpose Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, and personnel support services to Behavioral Health management and staff so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative

The Behavioral Health Administration Program has a budget of \$7,042,088. This is an increased budget for this program area due to the transfer of 1.0 FTE from System of Care and a change in the way we distribute the Divisions fund balance. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance services are not disrupted due to lapse in contract and ensure providers can continue to provide services because of timely revenue.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	Percent of contracts (new and renewal) processed within 45 days of request. ¹	71%	-	65%	66%	Discontinue ¹
RESULT	Percent of vouchers/invoices processed within 15 days. ²	-	93%	90%	91%	90%
RESULT	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program	-	New	90%	88%	90%

¹ Measure discontinued as part of the H3S 2020 Performance Clackamas update.

² Behavioral Health Division processes roughly 2,000 vouchers/invoices per year.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement. Maintaining a grievance system and a compliance program is mandated by rule and contract.



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance		1,967,278	2,803,234	2,803,234	3,455,970	652,736	23.3%
Prior Year Revenue	839,054	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	130,889	-	-	(130,889)	-100.0%
State Grants & Revenues	2,068,131	2,191,471	2,072,055	2,060,487	2,190,578	118,523	5.7%
Charges for Service	959,599	902,693	1,144,927	802,578	1,052,163	(92,764)	-8.1%
Other Revenues	206,874	6,512	-	231,144	-	-	0%
Interfund Transfers	150,000	129,955	328,349	328,349	343,377	15,028	4.6%
Operating Revenue	4,223,658	3,230,631	3,676,220	3,422,558	3,586,118	(90,102)	-2.5%
Total Rev - Including Beginning Bal	4,223,658	5,197,909	6,479,454	6,225,792	7,042,088	562,634	8.7%
Personnel Services	1,311,297	2,063,403	2,611,292	2,184,037	2,665,670	54,378	2.1%
Materials & Services	749,787	1,076,383	2,270,392	1,388,390	1,010,699	(1,259,693)	-55.5%
Interfund Transfer	-	-	5,923	-	-	(5,923)	-100.0%
Indirect Costs (Internal Dept Chgs)	100,701	189,573	236,797	147,318	236,267	(530)	-0.2%
Cost Allocation Charges	156,780	218,295	260,474	240,969	276,805	16,331	6.3%
Operating Expenditure	2,318,565	3,547,654	5,384,878	3,960,714	4,189,441	(1,195,437)	-22.2%
Contingency	-	-	1,094,576	-	2,852,647	1,758,071	160.6%
Total Exp - Including Special Categories	2,318,565	3,547,654	6,479,454	3,960,714	7,042,088	562,634	8.7%
General Fund Support (if applicable)	150,000	129,955	328,349	328,349	343,377	15,028	4.6%
Full Time Equiv Pos (FTE) Budgeted	13.50	13.50	22.00	22.00	22.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	13.50	13.50		19.00			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		3.00			0%

Significant Issues and Changes

The County General funds were increased in this program due to the reallocation of funds associated with Safety Net support services being transferred to Administration.

Limited Term Administrative position funded by OHP Incentive funds was transferred to this program for the from System of Care as a result of the relationship with Health Share.



Children, Family and Community Connections Line of Business

Prevention Services Program

Purpose Statement

The purpose of the Prevention Services Program is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

Performance Narrative

The Prevention Services Program has a FY 19-20 budget of \$7,129,752, which was a 10% increase from last fiscal year. For the first two quarters of FY 19-20, the program served 305 vulnerable families with children 0-6 years old to connect them to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. During the same period, the program served 322 domestic violence survivors, helping them prepare a safety plan and/or giving them resources for how to stay safe. For FY 20-21, the proposed budget is \$6,129,680.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percent of families that are healthy, stable & attached	92%	95%	85%	93%	85%
RESULT	Percent of clients with a domestic violence safety plan	93%	93%	95%	92%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Grant Funds:

Oregon Department of Education (ODE) Early Learning Division - July 1st, 2020 to June 30th, 2021 (No match requirement)

Oregon Youth Development Division (YDD) - October 1st, 2020 to September 30th, 2021 (No match requirement)

Department of Health & Human Services - Substance Abuse and Mental Health Services Administration (SAMHSA)

Strategic Prevention Framework - Partnership for Success (SPF-PFS)

October 1st, 2020 - September 30th, 2021 (No match requirement)

Department of Justice - Office of Juvenile Justice & Delinquency Prevention (OJJDP) - Opioid Prevention Grant

October 1st, 2020 - September 30th, 2021 (No match requirement)

Department of Justice - Office on Violence Against Women (OVW) - Criminal Justice Response Grant

October 1st, 2020 - September 30th, 2021 (No match requirement)



Children, Family and Community Connections Line of Business

Prevention Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	959,232	917,076	1,386,059	1,386,059	835,390	(550,669)	-39.7%
Prior Year Revenue	215,025	284,386	-	-	-	-	0%
Federal Grants & Revenues	617,692	924,786	1,371,338	1,316,030	1,621,713	250,375	18.3%
State Grants & Revenues	1,944,385	2,073,159	2,251,723	2,015,201	1,848,749	(402,974)	-17.9%
Local Grants & Revenues	90,492	34,749	190,150	185,150	127,500	(62,650)	-32.9%
Charges for Service	199,713	459,818	165,000	180,999	155,000	(10,000)	-6.1%
Other Revenues	8,541	13,031	-	12,024	30,000	30,000	0.0%
Interfund Transfers	1,547,599	1,715,482	1,765,482	1,765,482	1,511,328	(254,154)	-14.4%
Operating Revenue	4,623,447	5,505,411	5,743,693	5,474,886	5,294,290	(449,403)	-7.8%
Total Rev - Including Beginning Bal	5,582,679	6,422,487	7,129,752	6,860,945	6,129,680	(1,000,072)	-14.03%
Personnel Services	1,008,124	939,055	1,410,225	1,028,890	1,385,152	(25,073)	-1.78%
Materials & Services	1,951,124	2,131,019	1,995,006	1,682,088	1,929,233	(65,773)	-3.30%
Special Payments	1,400,556	1,719,445	3,361,365	2,923,421	2,615,985	(745,380)	-22.17%
Indirect Costs (Internal Dept Chgs)	15,837	51,546	20,000	48,000	20,000	-	0%
Cost Allocation Charges	289,961	195,364	240,712	240,712	179,310	(61,402)	-25.51%
Operating Expenditure	4,665,602	5,036,429	7,027,308	5,923,111	6,129,680	(897,628)	-12.77%
Interfund Transfers	-	-	102,444	102,444	-	(102,444)	-100.00%
Total Exp - Including Special Categories	4,665,602	5,036,429	7,129,752	6,025,555	6,129,680	(1,000,072)	-14.03%
General Fund Support (if applicable)	1,278,438	1,682,482	1,732,482	1,732,482	1,478,328	(254,154)	-14.7%
Full Time Equiv Pos (FTE) Budgeted	9.60	10.60	10.60	11.60	11.60	1.00	9.4%
Full Time Equiv Pos (FTE) Filled at Yr End	9.60	10.60		9.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		2.00			

Significant Issues and Changes

REVENUE

The FY 20-21 budget reflects a decrease (\$549,620) in overall fund balance. This is due to one-time Youth Substance Abuse Prevention (YSAP) funding that was received in FY18-19 but not able to be contracted out to providers until FY19-20. Also, approximately \$102,444 of fund balance was transferred back to H3S Admin to reimburse for assistance received in FY16-17. Fund balance is also being used to cover expenses in a relocation plan to move Prevention staff from the Development Services Building to the Willamette Building with the other Children, Family & Community Connections programs.

The FY 20-21 budget reflects an increase of \$250,375 in federal grant revenue. This is due to the addition of a grant from the Department of Justice, Office on Violence Against Women (OVW) for the Criminal Justice Response program.

The FY 20-21 budget reflects a decrease of (\$402,974) in state grant revenue. This is due to the Preschool Promise program from the State of Oregon Department of Education ending on June 30th, 2020.

The FY 20-21 budget reflects a decrease of (\$204,154) in Interfund Transfers. This is due to a 15% cut to the maintenance level County General Fund allocation.

EXPENSES

Personal Services reflects a minor decrease of (\$25,073) as a 1.0 FTE allocated position was added to the budget to staff a grant funded position while a 1.0 FTE vacant allocated position was removed from the budget.

Materials & Service decreased (\$65,773) as contracted services were reduced with the reduction in carry forward YSAP revenue.

Special payments decreased (\$745,380) as contracted services were reduced with the reduction in carry forward YSAP revenue and the ending of the Preschool Promise program.

Cost allocation charges decreased (\$61,402) as allocated costs decreased with the relocation plan noted above.



Children, Family and Community Connections Line of Business

Weatherization Services Program

Purpose Statement

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes.

Performance Narrative

The Weatherization Program proposed an amended FY 19-20 budget of \$2,108,729, which was an 8.9% decrease from last fiscal year. For the first two quarters of FY 19-20, the Weatherization Program served 32 dwellings and residents had a projected first year energy savings of approximately \$707 on average. Beyond weatherization, the program focuses efforts on improving the overall health of the home; such as installing carbon monoxide monitors and addressing mold issues. Approximately 196 residents received energy education services from program staff during the first two quarters of FY 19-20. Customer feedback for the first two quarters of FY 19-20 gave the program a 93% rating for Satisfaction with Service and 95% for Staff Interaction. For FY 20-21, the proposed budget is \$2,101,128.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Decreased energy costs by an average of 25% or more	28%	28%	25%	27%	25%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Grant Funds:

Bonneville Power Administration (BPA) - October 1st, 2020 to September 30th, 2021 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2020 to June 30th, 2021 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2020 to June 30th, 2021 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2020 to December 31, 2021 (No Match Requirement)

Children, Family and Community Connections Line of Business



Weatherization Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	373,841	256,453	253,103	253,103	190,523	(62,580)	-24.7%
						-	0%
Federal Grants & Revenues	524,141	575,578	531,490	470,419	503,923	(27,567)	-5.2%
State Grants & Revenues	1,610,614	1,244,240	974,696	957,410	1,056,682	81,986	8.4%
Local Grants & Revenues	122,164	157,593	259,440	285,000	255,000	(4,440)	-1.7%
Charges for Service	134,619	80,992	90,000	70,000	95,000	5,000	5.6%
Interfund Transfers	-	256,453	-	-	-	-	0%
Operating Revenue	2,391,538	2,314,856	1,855,626	1,782,829	1,910,605	54,979	3.0%
Total Rev - Including Beginning Bal	2,765,379	2,571,309	2,108,729	2,035,932	2,101,128	(7,601)	-0.4%
Personnel Services	1,014,966	1,028,061	1,164,939	922,173	973,713	(191,226)	-16.4%
Materials & Services	1,335,003	979,809	943,790	870,938	1,127,415	183,625	19.5%
Cost Allocation Charges	158,956	168,612	-	115,431	-	-	0%
Operating Expenditure	2,508,925	2,176,482	2,108,729	1,908,542	2,101,128	(7,601)	-0.4%
Interfund Transfers	-	256,453	-	-	-	-	0%
Total Exp - Including Special Categories	2,508,925	2,432,935	2,108,729	1,908,542	2,101,128	(7,601)	-0.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	12.00	12.00	11.00	11.00	9.00	(2.00)	-18.2%
Full Time Equiv Pos (FTE) Filled at Yr End	10.00	10.00		9.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	2.00		2.00			

Significant Issues and Changes

REVENUE

The FY20-21 budget is basically flat overall, with only a very minor decrease of (\$7601)

EXPENSES

Personal Services reflects a decrease (\$191,226) as 2.0 FTE vacant allocated positions were removed from the budget

Materials and Services reflects an increase of \$183,265 as more funds will be allocated to hiring contractors to weatherize low income homes



Children, Family and Community Connections Line of Business

Workforce Program

Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.¹

Performance Narrative

The Workforce Program proposed a FY 19-20 budget of \$2,363,777, which was a 5.7% increase from last fiscal year. For the first two quarters of FY 19-20, 193 participants have received employment and training services through County-funded programs, with 124 (64%) receiving employment and 90 (73%) of those retaining employment after 90 days. These retention figures include 21 participants in the Corrections Advancement program where the average hourly wage was \$16.20, 9 participants in the Veterans Workforce program where the average hourly wage was \$16.00, and 21 participants in the Employment Investment program where the average hourly wage was \$15.28. A robust local economy and record breaking low unemployment rates have created excellent opportunities for job seekers with barriers to employment. Employers are looking to expand their pool of applicants as they frequently have more job openings than qualified applicants. Outreach to these hiring managers results in a clear understanding of their needs as well as the opportunity to educate businesses about workforce programs and individuals with barriers to employment. Retention rates have risen significantly during this time. For FY 20-21, the proposed budget is \$2,134,665.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	80%	75%	55%	73%	55%
OUTPUT	Number of jobseekers in County-funded programs who obtained employment. ²	242	254	-	193	-

¹ The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

² Most MFR Output, Demand, and Efficiency measures do not have specific targets.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Grant Funds:

Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1st, 2020 to June 30th, 2021

Oregon Department of Human Services - Supplemental Nutrition Assistance Program (SNAP) - October 1st, 2020 to September 30th, 2021



Children, Family and Community Connections Line of Business

Workforce Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	244,295	401,212	604,305	604,305	483,622	(120,683)	-20.0%
Prior Year Revenue	-	29,507	-	465	-	-	0%
State Grants & Revenues	662,141	594,620	585,431	534,815	638,992	53,561	9.1%
Charges for Service	179,848	174,640	180,990	167,392	90,000	(90,990)	-50.3%
Other Revenues	1,242	6,478	-	2,740	-	-	0%
Interfund Transfers	1,029,946	1,431,158	993,051	993,051	922,051	(71,000)	-7.1%
Operating Revenue	1,873,177	2,236,403	1,759,472	1,698,463	1,651,043	(108,429)	-6.2%
Total Rev - Including Beginning Bal	2,117,472	2,637,615	2,363,777	2,302,768	2,134,665	(229,112)	-9.7%
Personnel Services	1,263,663	1,118,680	1,521,027	1,137,011	1,311,680	(209,347)	-13.8%
Materials & Services	193,839	192,395	361,658	295,341	388,541	26,883	7.4%
Indirect Costs (Internal Dept Chgs)	34,314	-	42,000	-	45,000	3,000	0%
Cost Allocation Charges	224,444	206,294	384,246	268,815	389,444	5,198	1.4%
Operating Expenditure	1,716,260	1,517,369	2,308,931	1,701,167	2,134,665	(174,266)	-7.5%
Interfund Transfers	-	401,212	54,846	54,846	-	(54,846)	-100.0%
Total Exp - Including Special Categories	1,716,260	1,918,581	2,363,777	1,756,013	2,134,665	(229,112)	-9.7%
General Fund Support (if applicable)	966,946	966,946	930,051	930,051	859,051	(71,000)	-7.6%
Full Time Equiv Pos (FTE) Budgeted	18.00	14.00	14.00	14.00	12.00	-2.00	-14.3%
Full Time Equiv Pos (FTE) Filled at Yr End	12.00	10.00		11.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	6.00	4.00		3.00			

Significant Issues and Changes

REVENUE

The FY20-21 budget has a total decrease in revenue of (\$229,112), which includes a reduction of carry forward fund balance of (\$120,683), the reduction of a contract with Community Corrections (\$100,990) to provide employment services to individuals on parole and probation, and a reduction (\$71,000) in maintenance level County General Fund support

EXPENSES

Personal Services reflects a decrease (\$209,347) as 2.0 FTE vacant allocated positions were removed from the budget due to reduction in revenue

Materials and Services reflects a slight increase of \$26,883 as we are projecting additional FY20-21 participant support services expenditures, to assist those recently unemployed to obtain employment, and potential additional costs to complete the CFCC staff relocation plan.

Interfund Transfers decrease of (\$54,846) was due to a one time transfer of funds to H3S Admin during FY19-20



Health Centers Line of Business

Health Centers Administration Program

Purpose Statement

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

Performance Narrative

The Administration Program proposed a budget of \$18,433,836. These resources allow us to provide centralized administrative management services across all service areas of the Health Centers Division and to support operations and future projects through a reserve and contingency fund.

The Administration Program has surveyed Health Center's patients regularly to gauge their overall satisfaction. Patient satisfaction is a major component of our business and measuring it gives us the opportunity to continuously improve our services. Satisfied patients are also more likely to keep appointments and seek follow up care which result in better patient outcomes. Overall Satisfaction is a single survey question rather than a composite of multiple questions. Respondents have four options to choose from to rate their overall satisfaction during their most recent visit. The response options are "Poor", "Fair", "Good", and "Excellent". The percentage of respondents rating their overall satisfaction as "Excellent" was 71% for 2019.

Key Performance Measure

		CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Target	CY2019 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of contracts/amendments processed within 45 days. ^{1,2}	54%	71%	80%	82%	85%	Discontinue ¹
RESULT	% of Patients who report overall satisfaction when surveyed.	Unavailable	88%	91%	90%	91%	90%

¹ Measure discontinued as part of the 2020 H3S Performance Clackamas update.

² Health Centers completed 88 contracts in FY 18-19 and 57 through the first half of FY 19-20.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

HRSA330-GY19: 05/01/2020-04/30/2021 = \$2,303,650 (Health Resources and Service Administration)

SAMHSA: Zero Suicide: 09/30/2020-09/29/2021 = \$187,112 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Health Centers Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	14,247,329	16,552,142	16,662,487	16,662,487	12,215,719	(4,446,768)	-26.7%
Federal Grants & Revenues	1,822,186	2,306,023	2,403,985	2,364,145	2,490,762	86,777	3.6%
Local Grants & Revenues	399,000	416,219	-	743,186	-	-	0%
Charges for Service	1,596,280	1,971,615	2,055,818	2,986,071	3,250,783	1,194,965	58.1%
Other Revenues	150,599	245,931	176,000	212,458	208,240	32,240	18.3%
Interfund Transfers	543,188	567,643	587,523	587,523	518,909	(68,614)	-11.7%
Operating Revenue	4,511,253	5,507,431	5,223,326	6,893,383	6,468,694	1,245,368	23.8%
Total Rev - Including Beginning Bal	18,758,582	22,059,573	21,885,813	23,555,870	18,684,413	(3,201,400)	-14.6%
Personnel Services	3,628,170	3,774,018	4,265,114	4,097,746	4,127,632	(137,482)	-3.2%
Materials & Services	1,845,616	1,659,381	1,159,043	2,356,336	1,878,690	719,647	62.1%
Indirect Costs (Internal Dept Chgs)	59,541	67,951	71,677	62,744	69,349	(2,328)	-3.2%
Cost Allocation Charges	146,030	59,891	142,446	142,446	142,446	-	0%
Capital Outlay	-	25,000	2,281,906	2,760,840	-	(2,281,906)	-100.0%
Operating Expenditure	5,679,357	5,586,241	7,920,186	9,420,112	6,218,117	(1,702,069)	-21.5%
Interfund Transfers	-	-	29,541	29,541	-	(29,541)	-100.0%
Reserve for Future Expenditures	-	-	9,666,103	-	10,581,790	915,687	9.5%
Contingency	-	-	4,714,478	-	1,633,929	(3,080,549)	-65.3%
Total Exp - Including Special Categories	5,679,357	5,586,241	22,330,308	9,449,653	18,433,836	(3,896,472)	-17.4%
General Fund Support (if applicable)	543,188	567,643	587,523	587,523	518,909	(68,614)	-11.7%
Full Time Equiv Pos (FTE) Budgeted	34.25	35.25	35.25	35.25	33.25	(2.00)	-5.7%
Full Time Equiv Pos (FTE) Filled at Yr End	32.25	1.00		32.25			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	34.25		3.00			

Significant Issues and Changes

In FY 19-20 Health Centers Administrative Service Program realized an increase in revenue from Federal Grants and the 340b Pharmacy Program. As a result, Health Centers increased the budgeted revenue for FY 20-21.



Health Centers Line of Business

Primary Care Program

Purpose Statement

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

Performance Narrative

The Primary Care Program proposed a budget of \$15,420,300. The Primary Care Program provides comprehensive health services at four primary care clinics and three school based health centers. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

As the seventh leading cause of death in the U.S., diabetes kills approximately 79,500 people a year. According to the American Diabetes Association (2017), a reasonable A1C goal for many non-pregnant adults is <7%. This measure calculates the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had hemoglobin A1c > 9.0% during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is revising our patient outreach and engagement processes, to encourage people to receive the care they need.

Key Performance Measure

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	CY 2019 Target	FY 19-20 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control. ¹	71%	65%	71%	78%	71%	76.6%
OUTPUT	Number of primary care visits. ²	35,699	33,958	31,844	-	32,405	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

SAMHSA: Zero Suicide: 09/30/2020-09/29/2021 = \$237,888 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Primary Care Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	300,000	-	-	-	-	-	0%
Federal Grants & Revenues	70,268	309,861	195,880	541,638	237,888	42,008	21.4%
State Grants & Revenues	1,416,992	1,403,726	292,474	1,281,310	285,091	(7,383)	-2.5%
Local Grants & Revenues	326,750	-	-	125	1,350,000	1,350,000	0%
Charges for Service	9,541,404	9,983,750	12,723,688	9,365,291	11,209,416	(1,514,272)	-11.9%
Other Revenues	20,786	15,466	4,755	13,534	9,640	4,885	102.7%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	11,376,200	11,712,803	13,216,797	11,201,898	13,092,035	(124,762)	-0.9%
Total Rev - Including Beginning Bal	11,676,200	11,712,803	13,216,797	11,201,898	13,092,035	(124,762)	-0.9%
Personnel Services	8,976,559	10,251,279	12,445,342	11,719,051	12,516,675	71,333	0.6%
Materials & Services	1,969,080	1,914,701	1,633,158	1,925,399	1,433,544	(199,614)	-12.2%
Indirect Costs (Internal Dept Chgs)	141,305	168,782	189,204	179,686	210,070	20,866	11.0%
Cost Allocation Charges	1,135,919	1,197,719	1,343,877	1,343,877	1,260,011	(83,866)	-6.2%
Capital Outlay	1,129	15,707	-	107,877	-	-	0%
Operating Expenditure	12,223,992	13,548,188	15,611,581	15,275,890	15,420,300	(191,281)	-1.2%
Special Payments	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	12,223,992	13,548,188	15,611,581	15,275,890	15,420,300	(191,281)	-1.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	85.55	93.30	91.67	91.67	91.62	-0.05	-0.1%
Full Time Equiv Pos (FTE) Filled at Yr End	79.15	86.10		83.57		0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	6.40	7.20		8.10		0.00	

Significant Issues and Changes

Increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.

The number of vacancies for the Primary Care Program are not outside the average for the industry.



Health Centers Line of Business

Dental Program

Purpose Statement

The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health.

Performance Narrative

The Dental Program proposed a budget of \$6,133,504. These resources allow us to provide comprehensive dental services at three dental clinics with the focus of treating and improving the oral health of each patient. In FY 20-21, the Dental Program will be expanding to provide dental services to clients in Sandy.

Preventative dental services include regular oral exams, teeth cleanings, fluoride treatments, routine X-rays, and teach-back methods that empower patients to improve their oral self-care habits. The goal of preventive dental care is to identify and fix small problems before they become big and potentially costly issues. Reporting specifications include any preventive dental service D1000–D1999 code provided by a dentist or hygienist.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	CY 2019 Target	FY 19-20 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. ¹		18.0%	21.0%	26.0%	64.0%	46.0%
OUTPUT	Number of dental visits. ²	13,698	13,973	15,638	-	17,084	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Health Centers Line of Business

Dental Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	353,024	44,551	-	-	-	-	0%
Federal Grants & Revenues	307,083	-	-	17,000	-	-	0%
State Grants & Revenues	104,784	3,000	-	24,515	-	-	0%
Local Grants & Revenues	112,517	-	417,336	350,000	(417,336)	-100.0%	
Charges for Service	3,149,782	3,554,749	4,714,496	3,894,258	5,405,172	690,676	14.7%
Other Revenues	90	-	-	-	-	-	0%
Operating Revenue	3,674,256	3,557,749	5,131,832	4,285,773	5,405,172	273,340	5.3%
Total Rev - Including Beginning Bal	4,027,280	3,602,300	5,131,832	4,285,773	5,405,172	273,340	5.3%
Personnel Services	2,503,255	3,120,017	4,297,930	3,770,845	4,747,276	449,346	10.5%
Materials & Services	908,936	700,863	734,674	905,918	876,953	142,279	19.4%
Indirect Costs (Internal Dept Chgs)	33,273	48,321	60,259	57,903	79,911	19,652	32.6%
Cost Allocation Charges	265,741	362,122	386,540	386,540	429,364	42,824	11.1%
Capital Outlay	162,104	20,939	301,645	280,151	-	(301,645)	-100.0%
Operating Expenditure	3,873,309	4,252,262	5,781,048	5,401,357	6,133,504	352,456	6.1%
Total Exp - Including Special Categories	3,873,309	4,252,262	5,781,048	5,401,357	6,133,504	352,456	6.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	23.75	25.75	31.85	31.85	31.85	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	23.75	23.75		27.85			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00		4.00			

Significant Issues and Changes

The increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



Health Centers Line of Business

Behavioral Health Clinic Program

Purpose Statement

The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals.

Performance Narrative

The Behavioral Health Clinic Program proposed a budget of \$15,134,059. The Behavioral Health Program provides comprehensive health services at three behavioral health clinics. These resources allow the program to provide a variety of mental health and addition treatment services to children, adolescents, adults, and their families.

Having a standardized screening tool that "asks the question" allows Health Centers to provide care and treatment to clients to reduce risk and provide support. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon. There were 844 deaths in 2018 in the state of Oregon, and 60 in Clackamas county. Current data shows that as of 11/1/19, for 2019, there were 699 deaths in Oregon, and 57 in Clackamas County. This data is from OHA Oregon Death Data records.

Key Performance Measure

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	CY 2019 Target	FY 19-20 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	Unavailable	Unavailable	90%	85%	95%	90%
OUTPUT	Number of client visits. ²	71,225	57,555	46,167	-	50,071	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

CJC: Mental Health Court Grant: 07/01/2020-06/30/2021 = \$127,384 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2020-06/30/2021 = \$121,242 (Criminal Justice Commission)



Health Centers Line of Business

Behavioral Health Clinic Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	33,509	45,233	-	-	-	-	0%
Federal Grants & Revenues	348,337	69,278	131,161	56,003	-	(131,161)	-100.0%
State Grants & Revenues	310,220	514,646	291,042	323,626	323,626	32,584	11.2%
Local Grants & Revenues	15,743	31,348	100,000	370,462	-	(100,000)	-100.0%
Charges for Service	15,124,622	14,101,663	17,545,522	16,318,502	17,611,698	66,176	0.4%
Other Revenues	19,498	5,292	7,140	7,755	4,755	(2,385)	-33.4%
Operating Revenue	15,818,420	14,722,227	18,074,865	17,076,348	17,940,079	(134,786)	-0.7%
Total Rev - Including Beginning Bal	15,851,929	14,767,460	18,074,865	17,076,348	17,940,079	(134,786)	-0.7%
Personnel Services	9,077,973	9,362,586	11,893,774	10,724,759	12,260,245	366,471	3.1%
Materials & Services	1,425,036	1,281,577	1,090,030	1,453,980	1,168,647	78,617	7.2%
Indirect Costs (Internal Dept Chgs)	136,770	158,070	168,345	164,310	205,972	37,627	22.4%
Cost Allocation Charges	1,255,627	1,290,734	1,434,221	1,434,221	1,499,195	64,974	4.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	11,895,406	12,092,967	14,586,370	13,777,270	15,134,059	547,689	3.8%
Special Payments	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	11,895,406	12,092,967	14,586,370	13,777,270	15,134,059	547,689	3.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	77.54	82.79	91.17	91.17	87.79	(3.38)	-3.7%
Full Time Equiv Pos (FTE) Filled at Yr End	68.26	76.79		80.77			
Full Time Equiv Pos (FTE) Vacant at Yr End	9.28	6.00		10.40			

Significant Issues and Changes

The increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



Housing & Community Development Line of Business

Community Development Program

Purpose Statement

The purpose of the Community Development Program is to provide supportive and houseless services, affordable housing, housing rehabilitation, and neighborhood revitalization services to low and moderate income individuals and families so they can feel secure in healthy, safe, stable housing and live in neighborhoods where they have improved access to services.

Performance Narrative

Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), Community Development undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. Community Development (CD) has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and CD Projects. The program is proposing a total budget of \$8,024,146. The measures below are related to the work the CD performs in the areas of public services, homeless prevention and affordable housing.

The Continuum of Care (CoC) is a group of individuals and organizations which strives to prevent and end homelessness in Clackamas County by strategically planning and implementing housing programs and services for families and individuals that are homeless or at risk of becoming homeless. With funds provided by HUD the CoC supports: four Rapid Rehousing programs that provide short-term housing subsidy and case management for homeless families with children; two transitional housing programs that work with homeless youth; seven Permanent Supportive Housing programs that provide on-going housing subsidy and case management for individuals and families with long homeless histories and disabilities; and three grants for data collection, program planning and operation of the HUD-required Coordinated Housing Access system.

There are generally two types of Affordable Housing Developments: Construction of new units; and Rehabilitation of existing units to ensure their continued affordability. Both activities take a significant amount of time and resources to complete. Additionally, from start to finish either of these development can take 3-5 years to complete. The new measure combines both types of development and reports data for each step: 1) Predevelopment – This includes all the agreements, design and financing documents necessary to close on a development deal. This can take 2-3 years to complete; 2) Construction – depending on the size of the development this can take 12-24 months; and 3) Completion – this occurs after an occupancy permit is issued by the local jurisdiction. Projects included in FY19-20 year-to-date actuals include: Pre-development – preservation of 100 units of Public Housing at Hillside Manor; Under Construction – 212 new units at Rosewood Terrace; and Completed – 20 new units at the Northwest Housing Alternatives Campus (Walsh Commons), 24 new units for veterans at Pleasant Avenue (Clayton Moore), 44 rehabilitated units at River Glen Apartments, and 40 additional units overhauled by the Housing Rehab Program.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actuals	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of houseless individuals served by CoC programs who move to or maintain stable housing.	89%	85%	85%	NA	85%
OUTPUT	Number of affordable housing units retained or in development (subtotals below). ¹	296	500	300	440	600
	# of Affordable units in pre-development.	256	200	100	100	200
	# of Affordable units under construction.	0	256	100	212	200
	# of Affordable units completed and/or rehabilitated.	40	44	100	128	200

¹ Community Development and H3S will continue to refine these unit development measures. They currently are 'Line of Business' measures, and include HACC production (and the Metro bond). Additional partners are contributing to the County's affordable housing production in various ways (e.g. DTD with zoning changes, and BCS with new land banking authority) inside and outside of the Metro boundaries and with affordability at various income levels. More nuanced reporting and data availability is in the works.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation These measures are funded from the following sources: (1) Houseless Programs - Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD). These are renewable funds. There is a 25% match requirement. CD uses Emergency Solutions Grant funds as match; (2) Affordable Housing - Primarily from a combination of HUD HOME and Community Development Block Grant funds, and Low Income Housing Tax Credit (LIHTC) funds. The HOME and CDBG funds are part of an annual allocation the County receives from HUD. The HOME program has a 25% match requirement. The match is provided by the housing developer that has applied to the County for these funds. LIHTC funds are granted by the State for a specific housing development. There is no match requirement.



Housing & Community Development Line of Business

Community Development Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	644,914	1,171,010	665,039	813,217	557,528	(107,511)	-16.2%
Prior Year Revenue	677,506	-	-	86,070	606,146	606,146	0%
Federal Grants & Revenues	2,696,701	3,736,402	4,508,538	3,574,854	4,882,191	373,653	8.3%
Local Grants & Revenues	206,139	1,147,340	2,450,000	914,000	940,000	(1,510,000)	-61.6%
Charges for Service	272,095	365,043	110,000	163,500	342,500	232,500	211.4%
Other Revenues	724,086	946,470	619,351	650,000	655,000	35,649	5.8%
Interfund Transfers	49,640	77,905	98,279	98,279	40,781	(57,498)	-58.5%
Operating Revenue	4,626,167	6,277,668	7,786,168	5,486,703	7,466,618	(319,550)	-4.1%
Total Rev - Including Beginning Bal	5,271,081	7,448,678	8,451,207	6,299,920	8,024,146	(427,061)	-5.1%
Personnel Services	1,151,240	1,217,632	1,352,694	1,245,308	1,386,645	33,951	2.5%
Materials & Services	2,445,431	5,105,319	5,861,034	3,872,234	5,514,154	(346,880)	-5.9%
Indirect Costs (Internal Dept Chgs)	17,721	20,447	19,721	18,783	20,568	847	4.3%
Cost Allocation Charges	207,146	245,107	234,319	236,067	225,251	(9,068)	-3.9%
Capital Outlay	-	-	100,000	-	-	(100,000)	-100.0%
Operating Expenditure	3,821,538	6,588,505	7,567,768	5,372,392	7,146,618	(421,150)	-5.6%
Debt Service	1,031	-	-	-	-	-	0%
Special Payments	277,501	121,046	400,000	370,000	320,000	(80,000)	-20.0%
Contingency	-	-	483,439	-	557,528	74,089	15.3%
Total Exp - Including Special Categories	4,100,070	6,709,551	8,451,207	5,742,392	8,024,146	(427,061)	-5.1%
General Fund Support (if applicable)	49,640	77,905	48,279	48,279	40,781	(7,498)	-47.7%
Full Time Equiv Pos (FTE) Budgeted		9.53	9.60	9.60	9.60	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End		9.53		9.60			0%
Full Time Equiv Pos (FTE) Vacant at Yr Enc	-	-		-			0%

Significant Issues and Changes

The most significant issue continues to be the national debate and uncertainty surrounding Community Development Block Grant (CDBG) and HOME funding levels. This budget was based on an estimated 5% reduction in our allocation. The current federal administration has approved increases in the CDBG, HOME ESG and Continuum of Care budgets. Since the amounts cannot be confirmed the budget remains unchanged. However, CD anticipates the following increases: (1) CDBG - 6%; (2) HOME - 9%; (3) Continuum of Care - 5%; and a 1% decrease in ESG.



Public Health Line of Business

Public Health Administration Program

Purpose Statement

The purpose of the Public Health Administration Program is to provide contract and grant coordination and compliance, budget control and fiscal management, and personnel recruitment, retention, and maintenance services to Public Health management and staff so they can experience continued and predictable funding to carry out Public Health initiatives.

Performance Narrative

FY 19-20 has had its challenges for the Public Health's Administration Program and team due to additional workload and imposed deadlines associated to Public Health Re-Accreditation, Triennial Review, and the COVID-19 response.

Our Fiscal and Budget Unit brought in a contracted Financial Analyst to bring Public Health's accounting policies and procedures up-to-date and to building an environmental health fee-for-service revenue tool to assist to revenue projections and budgeting.

Our Contracting Unit is on track to exceed our target of 85% of direct and intermediate contracts being processed within 60 days, by 6% = 91%. For FY 20-21, our target for this performance measure will remain at 85%.

Our Human Resources Unit continues to hold implementation of the CCPHD specific Individual Development Plan (IDP) template and plan. We are waiting for H3S to complete testing on their H3S Performance Feedback template and reviewer form. We anticipate implementing the IDPs in FY 20-21 for 100% of Public Health staff.

Our Grants Unit applied for 39 grants and has been awarded 37. The most recent grant award was from Health Share of Oregon for \$695,000. The two grants that we were not awarded were the Assessment Coalition Grant with the EPA, which Metro will be reapplying for in FY 21, and the Comprehensive Opioid Abuse Program Grant with DOJ because other Clackamas County Divisions/Departments have been funded through this grant in previous years.

New in FY 20-21, is the inclusion of the Occupational Health Unit, which used to reside in the Infectious Disease Program, to the Public Health Administrative Program. The Occupational Health Unit is responsible for the administrative practices and coordination of employee immunization and training to protect our employees from occupational health hazards.

FY 20-21 Public Health Administration budget is \$839,631 and consists of 4.05 FTE. The revenue is comprised of \$655,380 of Public Health Division Indirect; \$158,023 of Internal County Reimbursement from the Health Center's for .50 FTE for the Public Health Medical Director/Health Officer, for clinic hours; and \$26,228 of County General Fund for our Occupational Health Program.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of contracts (new and renewals) processed within 60 days.	77%	89%	85%	91%	85%
RESULT	Percent of all current staff members will receive an Individual Development Plan	New	On Hold	100%	On Hold	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Shared Services:

FY20-21 Public Health Administration houses shared Accounts Payable (AP)/ Billing services and Public Health Medical Director/Health Officer services with the Health Centers. The AP/Billing shared services are reflected in the internal labor and internal fringe expense lines of the Public Health budget. The Public Health Medical Director/Health Officer shared services are reflected in the Internal County Reimbursement revenue line of the Public Health budget.

Grants:

Internal County Grant:

\$82,000 - H3S grant for Needle Exchange Program



Public Health Line of Business

Public Health Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	13,096	-	-	-	-	-	0%
Charges for Service	726,837	657,631	412,902	602,803	813,403	400,501	97.0%
Other Revenues	293	5,098	-	-	-	-	0%
Interfund Transfers	209,169	266,959	395,837	244,472	26,228	(369,609)	-93.4%
Operating Revenue	949,395	929,688	808,739	847,275	839,631	30,892	3.8%
Total Rev - Including Beginning Bal	949,395	929,688	808,739	847,275	839,631	30,892	3.8%
Personnel Services	833,566	819,132	767,478	488,250	668,333	(99,145)	-12.9%
Materials & Services	102,911	96,166	112,539	112,279	155,957	43,418	38.6%
Indirect Costs (Internal Dept Chgs)	12,724	13,626	10,133	9,283	13,350	3,217	31.7%
Cost Allocation Charges	-	-	-	-	1,991	1,991	0%
Operating Expenditure	949,201	928,924	890,150	609,812	839,631	(50,519)	-5.7%
Total Exp - Including Special Categories	949,201	928,924	890,150	609,812	839,631	(50,519)	-5.7%
General Fund Support (if applicable)	209,169	266,959	201,820	50,455	26,228	(175,592)	-87.0%
Full Time Equiv Pos (FTE) Budgeted	8.00	7.10	4.05	4.05	4.05	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	6.10	-	3.05	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-	-	0%

Significant Issues and Changes

FY 20-21 budget includes the Occupational Health Program that used to reside in the Infectious Disease Control and Prevention Program.



Public Health Line of Business

Vital Statistics Program

Purpose Statement

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate.

Performance Narrative

In FY 19-20, the Vital Statistics Program exceeded our performance measure target of 95% of death certificates processed same day received (within 24 hours) in Q1 and Q2. However, we predict that in Q3 we will fall below our 95% target due to the activation of the DOC and EOC for the COVID-19 response efforts.

FY 20-21 Vital Statistics budget is \$366,517 and consists of 2.58 FTE. The revenue is comprised of \$169,434 in Assigned Fund Balance; \$197,083 Death and Birth Certificate Fee Revenue (excluding \$287,759 budgeted in the Environmental Health Program to offset increased program costs that will not be covered by a FY 20-21 "full cost recovery" fee increase and a 20% reduction in overall restaurant/facilities due to COVID-19 restaurant/business closures in FY 19-20). During this budget year we will be conducting a thorough needs assessment for administrative and fiscal support services for all Public Health programs.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of death certificates processed same day received (within 24 hours).	89%	97%	95%	98%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandated Services:**

Our Vital Statistics Program offers Birth & Death Certificates, which is a mandated services for Local Public Health in Oregon.



Public Health Line of Business

Vital Statistics Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	53,853	53,853	169,434	115,581	214.6% 0%
Charges for Service	436,989	410,597	368,954	447,692	197,083	(171,871)	-46.6%
Other Revenues	-	-	-	(30)	-	-	0%
Operating Revenue	436,989	410,597	368,954	447,662	197,083	(171,871)	-46.6%
Total Rev - Including Beginning Bal	436,989	410,597	422,807	501,515	366,517	(56,290)	-13.3%
Personnel Services	254,241	243,012	298,164	221,764	264,977	(33,187)	-11.1%
Materials & Services	85,461	36,483	53,404	39,161	26,154	(27,250)	-51.0%
Indirect Costs (Internal Dept Chgs)	40,093	28,732	20,096	25,691	31,267	11,171	55.6%
Cost Allocation Charges	52,539	49,332	47,142	43,033	41,019	(6,123)	-13.0%
Operating Expenditure	432,334	357,559	418,806	329,649	363,417	(55,389)	-13.2%
Special Payments	2,954	3,390	4,000	2,432	3,100	(900)	-22.5%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	435,288	360,949	422,806	332,081	366,517	(56,289)	-13.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	3.05	2.75	2.75	2.75	2.58	(0.17)	-6.2%
Full Time Equiv Pos (FTE) Filled at Yr End	2.05	2.75		2.75			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-		-			0%

Significant Issues and Changes

In FY 20-21, \$287,759 of Death Certificate Revenue has been moved into the Environmental Health Program budget to offset increasing program costs and loss of revenue due to COVID-19. Revenue loss is due to two factor:

- (1) We did not increase fees to a "full cost recovery" level due to the COVID-19 restaurant/business hardships
- (2) 20% reduction in restuarnt business due to closures in FY 19-20 for COVID-19



Public Health Line of Business

Infectious Disease Control and Prevention Program

Purpose Statement

The purpose of the Infectious Disease Control & Prevention Program is to provide, in partnership with the healthcare community, disease monitoring, prevention, investigation, and control services to the residents of Clackamas County so they can be protected from the spread of infectious diseases of public health significance.

Performance Narrative

The Public Health Division is taking a lead role in Clackamas County's emergency response to the COVID-19 outbreak. In FY 19-20, Public Health's Emergency Preparedness Program (PHEP) has activated the H3S Department Operations Center (DOC) and is currently co-leading the County's Emergency Operations Center (EOC). Public Health's Infectious Disease Control and Prevention Program is leading the County's COVID-19 case investigation, provider and health department triage, and COVID-19 testing.

The Public Health Division does not have sufficient funds to continue our COVID-19 outbreak response. Funding for the COVID-19 emergency response effort comes from our Local Public Health Authority (LPHA) contract with the Oregon Health Authority, PE12 PHEP grant and our PE01-1 State Support grant for Communicable Disease; however, the funds are inadequate to cover all of the Public Health Division's emergency response activities.

Even though the Public Health Division expects additional federal and state funding, it will not be enough to cover the magnitude of the COVID-19 outbreak and our local emergency response. At this time, the Oregon Health Authority has amended the Communicable Disease contract (PE01-1), allocating \$250,307 for the COVID-19 response. Additionally, we anticipate federal funding from the Centers for Disease Control and Prevention for the PHEP Program (PE12). However, in order to counteract decades of reductions in funding for emergency preparedness and communicable disease, the Public Health Division needs consistent local funding to respond to the COVID-19 outbreak and be prepared for future public health

In addition to our COVID-19 response, our tuberculosis, syphilis, and gonorrhea metrics, Public Health has a statutory responsibility to investigate and control over 50 reportable infectious diseases. In FY 19-20 we have had 37 confirmed and suspect pertussis cases, twice the number reported in the same time period last year, 6 measles cases and multiple measles contact (Oregon has seen the highest number of cases since 1991). The rate of gonorrhea incidence increased from 81.8 per 100,000 to 103.7 per 100,000 between 2017 and 2018, which is also modeled across the state. There has been a steady increase in Clackamas County since 2013 (26.8 per 100,000). As of 12/31/2019, we do not have the rate of gonorrhea incidence per 100,000 for calendar year 2019; we expect to see this by the end of Q3 of fiscal year 2020. Also, in FY 19-20 the percentage of syphilis cases with investigative files that contain risk factor information is as follows: gender of patient's sex partners meets 85% benchmark set by state standards; obtaining HIV test status has increased to 94% and exceeded the benchmark in calendar year 2019; and 100% of pregnancy status for females of childbearing have been assessed. As of 12/31/2019, we do not have the % syphilis investigative cases that contain risk factor information for calendar year 2019. We expect to see this by the end of Q3 of fiscal year 2020.

FY 20-21 budget is \$1,696,598 and consists of 8.28 FTE. The revenue is comprised of \$79,256 of Federal Revenue including PE07 HIV Prevention funding; \$560,652 State Revenue including PE01 State Support for CD and TB services; \$682,275 Local Government & Other Agencies including the HIV Early Intervention and Outreach funding coming through Multnomah County; \$ 82,000 H3S Admin funding for needle exchange, \$22,600 of reimbursements from OHA for TB chest x-rays and medical supplies; and \$269,815 County general Fund.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of gonorrhea cases treated with appropriate antibiotics (per Centers for Disease Control and Prevention guidelines). ¹	77%	-	70%	-	Discontinue ¹
RESULT	Rate of gonorrhea incidence per 100,000 ²	82	104	-	N/A	-
RESULT	Percent syphilis cases with investigative files that contain risk factor information: [a) gender of patient's sex partners, b) HIV status or date of most recent HIV test, and c) pregnancy status for females of childbearing age]	-	New	85%	88%	85%

¹ Discontinued during the H3S 2020 MFR plan update and replaced with tracking the rate of incidence per 100,000.

² New measure: Number of gonorrhea cases per 100,000 people annually in Clackamas County (calendar year basis). This result does not have a target, it is only meant to show the changes per year.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Mandates Services:

1. Infectious/Communicable Disease Investigation, Prevention, & Control
2. Tuberculosis Case Management

Grant Funding:

Federal Funding:

\$79,256 PE07 HIV Prevention Services

State Funding:

\$511,062 – PE01 State Support for Public Health CD/IDCP Services

\$49,590 – PE07 HIV Prevention Services

Other Funding:

\$36,171 – PE03 TB Case Management (State Reimbursement Model)

Local Gov't Other Agencies:

\$682,275 – Early Intervention and Outreach HIV funding coming through Multnomah County from the State



Public Health Line of Business

Infectious Disease Prevention and Control Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Federal Grants & Revenues	52,986	86,942	118,543	109,789	79,256	(39,287)	-33.1%
State Grants & Revenues	480,637	578,473	556,545	797,964	560,652	4,107	0.7%
Local Grants & Revenues	133,941	452,361	668,599	505,001	682,275	13,676	2.0%
Charges for Service	4,784	-	72,706	37,546	82,000	9,294	12.8%
Other Revenues	13,766	8,973	50,000	15,682	22,600	(27,400)	-54.8%
Interfund Transfers	334,207	143,762	291,112	244,163	269,815	(21,297)	-7.3%
Operating Revenue	1,020,321	1,270,511	1,757,505	1,710,145	1,696,598	(60,907)	-3.5%
Total Rev - Including Beginning Bal	1,020,321	1,270,511	1,757,505	1,710,145	1,696,598	(60,907)	-3.5%
Personnel Services	631,285	786,750	1,113,691	916,789	1,087,290	(26,401)	-2.4%
Materials & Services	212,634	149,459	209,507	408,297	225,278	15,771	7.5%
Indirect Costs (Internal Dept Chgs)	100,137	93,499	84,482	106,608	128,605	44,123	52.2%
Cost Allocation Charges	86,287	107,173	151,861	131,037	131,821	(20,040)	-13.2%
Operating Expenditure	1,030,343	1,136,881	1,559,541	1,562,731	1,572,994	13,453	0.9%
Special Payments	93,410	99,001	123,603	147,414	123,604	1	0.0%
Total Exp - Including Special Categories	1,123,753	1,235,882	1,683,144	1,710,145	1,696,598	13,454	0.8%
General Fund Support (if applicable)	334,207	143,762	291,112	244,163	269,815	-21,297	-7.3%
Full Time Equiv Pos (FTE) Budgeted	7.75	6.57	8.28	8.28	8.28	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.75	6.57		8.28			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			0%

Significant Issues and Changes

The increase in State funding reflected in FY 19-20 yearend projections is due to funding we received in March 2020 of \$250,307, through our LPHA OHA contract, PE01-02 State Support, for the COVID-19 response. However, in FY 20-21 we will continue to see an increase in the use of Public Health's allocated County General Fund, due to inadequate funding and reserves to prevent and respond to the County's disease burden, like COVID-19, and other emerging diseases of public health significance (i.e. Ebola, Zika). We also moved the Occupational Health Program, #08190, to the Public Health Administration Program.



Public Health Line of Business

Access to Care Program

Purpose Statement

The purpose of the Access to Care Program is to provide coordinated opportunities for care, referrals, education, and support services to eligible residents so they can get the care they need to improve their health.

Performance Narrative

Clackamas County Public Health has a statutory responsibility to ensure access to family planning and immunizations (OAR 333-014-0550).

The Access to Care Program prioritizes the following goals:

Increasing the percentage of Medicaid-eligible pregnant women enrolled in WIC. Participating in WIC supports the long-term health of women, infants, children, and families. Ensuring the provision of immunizations, especially during peak time periods such as School Exclusion, and addressing barriers to immunizations such as vaccine hesitancy. Immunizations are one of the most effective means available for protecting the health of children and the health of Clackamas County.

Identifying service gaps for sexual and reproductive health services and coordinating policy and systems change strategies to address gaps. Access to family planning and contraceptive services alters social and economic opportunities for women and impacts women's health across the lifespan.

Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health

Medicaid pregnancies in CCPH WIC has decreased from 57% in the first six months of 2017 to 50% in the first six months of 2019. This is significantly below the statewide rate of 64% in 2017 and 62% in 2019. OHP adjunct eligibility enables WIC applicants to be automatically income-eligible for WIC if they have OHP. This means that 100% of Medicaid pregnancies should be enrolled in WIC. Enrolling all Clackamas Medicaid pregnancies in WIC continues to be a challenge and it is not known why the Clackamas rate is so much lower than the statewide average.

FY 20-21 budget is \$3,564,443 and consists of 17.73 FTE. \$181,362 in restricted fund balance due to the Health Share of Oregon (HSO) funding coming through in January 2020 for a Senior Community Health Nurse and a Senior Public Health Program Planner that are still in recruitment and unlikely to be onboard until June 2020. \$1,050,360 Federal Grants Revenue including WIC funding; \$871,262 State Grant Revenue including SBHC funding; \$406,516 Local Grants, including new funding from Health Share of Oregon for Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health; \$312,469 Charges for Services, including Targeted Case Management, Maternity Case Management, Babies First, and CaCoon fee-for-services; \$742,528 in County General Funds mainly back filling our Immunization program and WIC programs. Also, due to the new Health Share of Oregon funding, the Access to Care programs can incur a portion of cuts to Public Health's County General Fund allocation.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy. ¹	40%	-	40%	-	Discontinue ¹
RESULT	60% Medicaid eligible pregnant women enrolled in WIC ²	-	50%	60%	50%	60%

¹ Discontinued during H3S 2020 MFR plan update.

² New measure. This measure is tracked by the Oregon Health Authority.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Mandates Services:

1. Immunization Services
2. Maternal and Child Health Services
3. Reproductive Health
4. Women Infant and Children Services

Grant Funding:

Federal Funding:

\$73,507 CaCoon through Oregon Health Science University
\$103,671 PE42 Maternity Child Health (MCH)
\$1,638 – PE41 Reproductive Health
\$825,259 – PE40 Women, Infants, and Children (WIC)
\$46,231 - PE43 Immunization Services

State Funding:

\$100,234 - PE42 Maternity Child Health (MCH)
\$676,500 – School Based Health Centers (SBHC) Operation & Mental Health Funding
\$49,936 – PE 43 Immunization Services
\$41,893 – PE41 Reproductive Health
\$2,699 – PE40 Women, Infants, and Children (WIC)

Local Government & Other Agencies:

\$406,516 - Health Share of Oregon



Public Health Line of Business

Access to Care Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	181,362	181,362	0%
Federal Grants & Revenues	1,140,148	1,070,307	1,071,702	1,025,361	1,050,306	(21,396)	-2.0%
State Grants & Revenues	550,451	855,890	816,672	917,493	871,262	54,590	6.7%
Local Grants & Revenues	-	16,277	232,944	217,026	406,516	173,572	74.5%
Charges for Service	205,520	141,229	198,305	78,691	312,469	114,164	57.6%
Other Revenues	30	5,456	-	470	-	-	0%
Interfund Transfers	977,842	680,104	903,851	1,082,618	742,528	(161,323)	-17.8%
Operating Revenue	2,873,991	2,769,263	3,223,474	3,321,659	3,383,081	159,607	5.0%
Total Rev - Including Beginning Bal	2,873,991	2,769,263	3,223,474	3,321,659	3,564,443	340,969	10.6%
Personnel Services	1,790,563	1,527,570	2,021,930	1,852,957	2,147,288	125,358	6.2%
Materials & Services	710,193	884,748	810,101	794,644	883,141	73,040	9.0%
Indirect Costs (Internal Dept Chgs)	283,597	180,541	124,208	215,365	251,659	127,451	102.6%
Cost Allocation Charges	288,335	242,246	260,183	277,331	282,355	22,172	8.5%
Operating Expenditure	3,072,688	2,835,105	3,216,422	3,140,297	3,564,443	348,021	10.8%
Total Exp - Including Special Categories	3,072,688	2,835,105	3,216,422	3,140,297	3,564,443	348,021	10.8%
General Fund Support (if applicable)	977,842	680,104	903,851	1,082,618	742,528	(161,323)	-17.8%
Full Time Equiv Pos (FTE) Budgeted	15.65	16.34	17.08	17.08	17.73	(0.65)	3.8%
Full Time Equiv Pos (FTE) Filled at Yr End	15.65	14.34		14.08		14.08	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00		3.00		3.00	0%

Significant Issues and Changes

\$181,362 in restricted fund balance due to the Health Share of Oregon (HSO) funding coming through in January 2020 for a Senior Community Health Nurse and a Senior Public Health Program Planner that are still in recruitment and unlikely to be onboarded until June 2020. \$1,050,360 Federal Grants Revenue including WIC funding; \$871,262 State Grant Revenue including SBHC funding; \$406,516 Local Grants, including new funding from Health Share of Oregon for Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health; \$312,469 Charges for Services, including Targeted Case Management, Maternity Case Management, Babies First, and CaCoon fee-for-services; \$742,528 in County General Funds mainly back filling our Immunization program and WIC programs.

Due to the new Health Share of Oregon funding, the Access to Care programs can incur a portion of the \$115,000 cut in Public Health's County General Fund.



Public Health Line of Business

The Center for Public Health Advancement

Purpose Statement

The purpose of the Center for Public Health Advancement is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones.

Performance Narrative

The CPHA serves as centralized resource for staff across the Health, Housing and Human Services Department, Public Health Division, and external partners.

In FY 18-19, CPHA achieved the following outcomes related to its performance measures:

- Board of Health adopted Blueprint for a Healthy Clackamas County (community health improvement plan; first LPHA in Oregon)
 - Submitted application for national public health reaccreditation (recognition program that assures implementation of best practices)
 - Awarded increased funding to support implementation of Public Health Modernization initiative
 - Awarded funding to develop BlueprintClackamas.com, Public Health's online community engagement tool
 - Published two Public Health Impact reports, detailing sexually transmitted infection rates and vaccines (communication regarding emerging public health issues is a requirement of Public Health Modernization)
 - Approval of five-year extension of ambulance services franchise agreement Conducted several drills and exercises with emergency response partners.
- CPHA's performance metric, to achieve a 90% or higher response time every month for emergency medical services providers, is evaluated through 3 call-types and 4 geographic zones based on the definitions provided below.

Call-types

- Priority 1 calls: life threatening medical emergencies
- Priority 2 calls: non-life threatening medical emergencies
- Priority 3 calls: non-emergency medical need requiring medical transport

Geographic zones

- Urban: incorporated cities with populations > 9,000 and population density >2,000 per sq. mile
- Suburban: non-urban areas that are contiguous to urban areas and population density >1,000 per sq. mile
- Rural: incorporated cities with populations <9,000 or census tracts with population density <1,000 per sq. mile
- Frontier: inaccessible or road-less areas of National Forest where rural response times cannot be met

For the first quarter of FY 19-20 all participating agencies have met greater than 90% compliance for all priority calls and each month. Participating agencies include: American Medical Response (AMR) Northwest, Clackamas Fire District #1, Lake Oswego Fire Department and Tualatin Valley Fire & Rescue. The remaining 6 fire agencies submit response time data upon request to the County and actively participate in ongoing subcommittees and workgroups through the EMS Council. Area dispatch centers (911) and hospitals also participate.

The Public Health Division is taking a lead role in Clackamas County's emergency response to the COVID-19 outbreak. In FY 19-20, Public Health's Emergency Preparedness Program (PHEP) has activated the H3S Department Operations Center (DOC) and is currently co-leading the County's Emergency Operations Center (EOC). Public Health's Infectious Disease Control and Prevention Program is leading the County's COVID-19 case investigation, provider and health department triage, and COVID-19 testing. Funding for the COVID-19 emergency response effort comes from our Local Public Health Authority (LPHA) contract with the Oregon Health Authority. At this time, the Oregon Health Authority has pushed funding through the LPHA contract under Communicable Disease (PE01-4), allocating \$250,307, and under the Public Health Emergency Preparedness Program (PHEP) (PE12-02) allocating \$217,535 for the COVID-19 response. However, we anticipate the funding for COVID-19 will not be enough to cover the magnitude of the local emergency response and recovery. We have also submitted a budget request to FEMA to assist with another \$145,000 in costs, but have not received confirmation on funding. In FY 20-21, we budgeted a large portion of the "reduce" allocated general fund to the Center's programs to offset the COVID-19 response effort costs.

FY 20-21 budget is \$2,943,290 and consists of 6.19 FTE. CPHA's restricted fund balance of \$907,912 that is comprised of Franchise Fees, Health Share of Oregon funding for the CHIP community grants and program coordination, Public Health Emergency Preparedness- COVID-19 response funding (PE12-02), and the Ambulance Cost Savings/Enhancement funding. The contingency of \$384,085 is budgeted to offset that restricted fund balance in the Ambulance Cost Savings/Enhancement Program and is for emergency medical services enhancement product(s)/project(s).

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers ¹	92%	96%	90%	95%	90%

¹ This measure is mandated by Oregon Health Authority

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

Mandates for Local Public Health in Oregon:

1. Emergency Preparedness
2. Public Health Modernization

Shared Services:

EMS Coordinator with CCOM

Grant Funding:

Federal Funding:

\$171,924 - PE12 Public Health Emergency Preparedness

\$37,499 - City Readiness Initiative funding from Washington County

Local Gov't Other Agencies:

\$15,330 - City of Lake Oswego for Medical Direction

\$287,001 - Public Health Modernization funding coming through OHA



Public Health Line of Business

The Center for Public Health Advancement

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	466,322	67,834	439,039	439,039	907,912	468,873	106.8%
Prior Year Revenue	-	465,510	235,272	235,272	-	(235,272)	-100.0%
Federal Grants & Revenues	151,871	173,207	209,423	463,445	209,423	-	0%
State Grants & Revenues	-	-	-	215,498	287,001	287,001	0%
Local Grants & Revenues	137,332	89,755	202,392	138,350	215,330	12,938	6.4%
Charges for Service	719,405	649,696	910,177	841,712	865,247	(44,930)	-4.9%
Other Revenues	16,042	7,000	-	-	-	-	0%
Interfund Transfers	315,446	822,317	499,375	617,177	458,377	(40,998)	-8.2%
Operating Revenue	1,340,096	2,207,485	2,056,639	2,511,454	2,035,378	(21,261)	-1.0%
Total Rev - Including Beginning Bal	1,806,418	2,275,319	2,495,678	2,950,493	2,943,290	447,612	17.9%
Personnel Services	535,500	640,493	702,834	808,437	879,352	176,518	25.1%
Materials & Services	421,078	520,603	625,724	657,917	1,108,401	482,677	77.1%
Indirect Costs (Internal Dept Chgs)	84,830	75,998	46,454	94,161	85,862	39,408	84.8%
Cost Allocation Charges	84,851	101,412	97,647	97,564	98,524	877	0.9%
Operating Expenditure	1,126,259	1,338,506	1,472,659	1,658,079	2,172,139	699,480	47.5%
Special Payments	218,244	336,806	484,506	384,503	387,066	(97,440)	-20.1%
Contingency	-	-	538,516	-	384,085	(154,431)	-28.7%
Total Exp - Including Special Categories	1,344,503	1,675,312	2,495,681	2,042,582	2,943,290	447,609	17.9%
General Fund Support (if applicable)	315,446	822,317	499,375	617,177	458,377	40,998	-8.2%
Full Time Equiv Pos (FTE) Budgeted	6.58	6.67	6.67	6.67	6.19	(0.48)	-7.2%
Full Time Equiv Pos (FTE) Filled at Yr End	6.58	5.67		6.67			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00		-			0%

Significant Issues and Changes

At this time, the Oregon Health Authority has pushed funding through the LPHA contract under Communicable Disease (PE01-4), allocating \$250,307, and under the Public Health Emergency Preparedness Program (PHEP) (PE12-02) allocating \$217,535 for the COVID-19 response. However, we anticipate the funding for COVID-19 will not be enough to cover the magnitude of the local emergency response and recovery. We have also submitted a budget request to FEMA to assist with another \$145,000 in costs, but have not received confirmation on funding. In FY 20-21, we budgeted a large portion of our reduced allocated general fund to the Center's programs to offset the COVID-19 response effort



Public Health Line of Business

Population Health Strategies

Purpose Statement

The purpose of the Population Health Strategies Program is to provide collaborative policy and systems assessment, development, and implementation services to family and community leaders so they can take action to support healthy, clean, and safe places to live, work, and play.

Performance Narrative

In FY 19-20 the Opioid Prevention Misuse and Prevention Program progress has been seen in per capita prescription fills which indicates that the collective efforts of community education, changes in provider practices and various community-level treatment projects have been associated with reduced opioid availability/use, an observed decrease in overdoses, and ultimately reduced mortality.

Our Opioid budget metric continues to show trends of per capita opioid prescription fill data continues to show decreases on a quarter by quarter basis. The graph below depicts the rate of decline over the past several years as well as the recent quarter by quarter declines. Although there has been a steady decline in prescription fills for Clackamas County, the rate is still noticeably higher than the state rate per 1000 residents.

We are also making observable progress in reducing youth tobacco, however use has been challenged by the rapid increase in vaping behavior and the widespread availability of vaping products, specifically flavored vaping products which are appealing to youth between the ages of 11 and 18.

- One in four Oregon 11th-graders reported vaping a nicotine product, with youth use of e-cigarettes like Juul increasing nearly 80 percent between 2017 and 2019.
- Nicotine vaping products are most popular among children and young adults: 23 percent of 11th-grade students and 13 percent of young adults, ages 18 to 24, use e-cigarettes versus 3 percent of adults age 25 and older.
- Roughly half of all youth who currently use conventional tobacco products started with vape products.

Clackamas County youth tobacco rates are consistent with statewide trends and demonstrate higher rates of youth tobacco use which is largely driven by increases in vaping.

Finally, a new effort to influence the built environment through policy change has been introduced into the public health division by utilizing unique tools such as the Health Impact Assessment (HIA). The Population Health Strategies team will introduce a new measure to assess the degree to which efforts to influence the built environment has been successful.

FY 20-21 budget is \$ 1,415,590 and consists of 7.50 FTE. \$297,462 of restricted fund balance from the Health Share funding coming through in January 2020 to support tobacco cessation work that was already covered through the remainder of FY 19-20 with PE 13 TPEP funding through the LPHA; and salary savings from the Public Director position. \$120,000 in Local Grants is comprised of this "new" and ongoing annual Health Share funding to support tobacco cessation.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Number of tobacco-free property policies passed in Clackamas County by 2022 (an increase in two policies per year) ¹	-	New	2	NA	Discontinue ¹
RESULT	Smoking rates (past 30 days) among 11th grade youth ¹	25.0%	-	20%	24.8%	20%
RESULT	Opioid prescriptions per 1,000 residents	173.0	162.8	155	160.6	155

¹ Number of policies was dropped as a measure during the H3S 202 MFR update. Especially with the passage of Tobacco 21, priorities in PHS programming efforts have shifted from tobacco-free properties toward decreasing youth smoking rates (which are measured every other year).

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☒ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandates for Local Public Health in Oregon:**
1. Tobacco use prevention and education

Shared Services:

Assessment and Epidemiology services for Children, Family, and Community Connections Division
Program Planner FTE with DTD for Health Impact Assessment work

Grant Funding:

State Funding:
\$275,286- PE13 Tobacco Prevention & Education

Local & Other Agency Funding:
\$120,000 - Health Share of Oregon for Tobacco Cessation Closed Loop Referral work



Public Health Line of Business

Population Health Strategies

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	297,462	297,462	0%
Federal Grants & Revenues	108,972	90,206	139,651	177,023	-	(139,651)	-100.0%
State Grants & Revenues	189,827	395,885	292,768	292,768	275,286	(17,482)	-6.0%
Local Grants & Revenues	106,082	17,387	60,000	63,292	120,000	60,000	100.0%
Charges for Service	9,839	43,968	67,245	126,403	103,765	36,520	54.3%
Other Revenues	-	-	-	8,049	-	-	0%
Interfund Transfers	206,347	297,281	618,590	289,246	619,077	487	0.1%
Operating Revenue	621,067	844,727	1,178,254	956,781	1,118,128	(60,126)	-5.1%
Total Rev - Including Beginning Bal	621,067	844,727	1,178,254	956,781	1,415,590	237,336	20.1%
Personnel Services	460,274	588,504	875,562	641,868	956,211	80,649	9.2%
Materials & Services	78,003	208,513	122,861	87,491	223,739	100,878	82.1%
Indirect Costs (Internal Dept Chgs)	72,293	69,630	54,402	74,630	113,432	59,030	108.5%
Cost Allocation Charges	64,193	89,325	125,429	92,792	119,394	(6,035)	-4.8%
Operating Expenditure	674,763	955,972	1,178,254	896,781	1,412,776	234,522	19.9%
Special Payments	24,000	14,950	-	-	2,814	2,814	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	698,763	970,922	1,178,254	896,781	1,415,590	237,336	20.1%
General Fund Support (if applicable)	206,347	297,281	618,590	289,246	619,077	487	0.1%
Full Time Equiv Pos (FTE) Budgeted	5.42	5.66	7.50	7.50	7.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.42	4.66		6.50			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00		1.00			0%

Significant Issues and Changes

The \$103,765 under Charges for Services, is comprised of internal reimbursement funding from the Children, Family, and Community Connections Division for assessment and epidemiology work done by the Population Health Strategy team, and shared Health Impact Assessment services with DTD. The \$619,077 of County General Funding has been allocated to the following: \$134,734 in marijuana money assigned to our Opioid program from the BCC in a previously approved policy level package; and leverage funding for our Tobacco Prevention and Education program, shared services with DTD, opioid prevention coordination, and the continued exploration with other projects like built environments. The new Health Share Funding allocated to the Tobacco Program has help offset the cut to Public Health's County General Fund allocation.



Public Health Line of Business

Environmental Health Program

Purpose Statement

The purpose of the Environmental Health Program is to provide environmental health inspections, licenses, and education services to restaurants, childcare providers, lodging, pools, and small drinking water systems so they can continue to operate in a healthy and safe manner for the public.

Performance Narrative

The Oregon Legislature has set the license types, inspection frequency, and regulations used by the program. These ORSs and OARs require Local Public Health Authorities to administer the Environmental Health (EH) program under the oversight of the Oregon Health Authority. The State requires Counties complete at least 90% of the required routine inspections each calendar year in each license category, as well as minimum standards on how inspections are completed. Audits of the EH program by the State are conducted every 3 years as a triennial review. Staffing is a critical resource of the program in order to complete the growing required number of inspections each year, while at the same time maintaining high-quality inspection work. Having enough staff is vital in order to fully assess and educate business with rules that also continue to grow in both volume and complexity. Environmental Health program staff are required by State law to be Registered Environmental Health Specialists in Oregon. Once "Trainees" have completed their required on the job training hours (2 years) and passed a rigorous national board exam. To maintain licensing, 20 hours of CEUs must be completed every 2 years. There are not a lot of Registered Environmental Health Specialists in Oregon; training is a big investment that takes years, and is disruptive to the rest of the staff's workflow.

The EH performance measure, to achieve 90% of routine licensed facility inspections completed within a calendar year, has been affected by 3 factors; 1) increase in the number of licensed facilities; 2) EHS field staff turned over (due to retirements), and rule complexity and inspection requirements of the State has increased. The impact is reflected in more program inspection rates falling near or below the 90% target level. Another EH inspector was added to the program in August 2019 due to need and in theory, if EH stays fully staffed, the % of routine inspections rates will increase above 90% target for 2020. However, due to the COVID-19 event, the closure of all restaurants and bars in Clackamas County, unless providing delivery and/or pick-up services, will greatly affect this measure. We are developing a system to track and project revenue loss due to COVID-19. In FY 19-20 our Oregon Health Authority Triennial Review for the Food, Pool, and Lodging Health and Safety program (Environmental Health) was in compliance with all program requirements. The Drinking Water Service Program had one compliance finding because we were not sending a "failure to take corrective action letter when a public water system does not correct a deficiency by the due date assigned", however this was resolved in February 2020.

FY 20-21 EH budget is \$1,748,261 and consists of 10.22 FTE. Due to the potential revenue loss from the COVID-19 restaurant and bar closures, we are projecting a 20% business/facility reduction. Also, we do not feel it is prudent to increase fees to meet the, "full cost recovery" model, when fees were significantly increased in FY 20-21 and facilities are struggling because of the closures in FY 19-20. We are offsetting this revenue loss with \$287,759 in Death Certificate Revenue from Public Health's Vital Statistics Program.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of routine licensed facility inspections completed within the year.	90%	92%	90%	N/A	90%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandated Services:**
Environmental Health Services
Regulation of Public Water Systems

Grant Funding:

Federal Funding:

\$3,000 - Association of Food and Drug Officials (AFDO) Training Grant
\$77,192 – PE50 Safe Drinking Water Program

State Funding:

\$100,283 – PE50 Safe Drinking Water Program



Public Health Line of Business

Environmental Health Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Licenses & Permits	1,091,717	1,096,662	1,382,742	1,312,585	1,273,332	(109,410)	-7.9%
Federal Grants & Revenues	90,762	104,216	103,283	103,283	103,283	-	0%
State Grants & Revenues	47,192	43,259	47,192	47,192	77,192	30,000	63.6%
Local Grants & Revenues	-	2,927	-	-	-	-	0%
Charges for Service	30,083	59,190	104,165	126,292	287,759	183,594	176.3%
Other Revenues	2,011	140	-	20	-	-	0%
Interfund Transfers	62,153	58,274	-	131,195	6,695	6,695	0%
Operating Revenue	1,323,918	1,364,668	1,637,382	1,720,567	1,748,261	110,879	6.8%
Total Rev - Including Beginning Bal	1,323,918	1,364,668	1,637,382	1,720,567	1,748,261	110,879	6.8%
Personnel Services	848,661	929,464	1,128,324	1,200,674	1,247,803	119,479	10.6%
Materials & Services	139,784	127,594	100,301	105,868	104,414	4,113	4.1%
Indirect Costs (Internal Dept Chgs)	134,186	110,369	207,380	139,443	151,095	(56,285)	-27.1%
Cost Allocation Charges	152,783	135,253	151,906	192,427	162,793	10,887	7.2%
Operating Expenditure	1,275,414	1,302,680	1,587,911	1,638,412	1,666,105	78,194	4.9%
Special Payments	64,653	62,106	49,471	82,155	82,156	32,685	66.1%
Total Exp - Including Special Categories	1,340,067	1,364,786	1,637,382	1,720,567	1,748,261	110,879	6.8%
General Fund Support (if applicable)	62,153	58,274	-	231,089	6,695	6,695	0%
Full Time Equiv Pos (FTE) Budgeted	9.60	8.55	10.22	10.22	10.22	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.60	8.55		10.22			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Due to the potential revenue loss from the COVID-19 restaurant and bar closures, we are projecting a 20% business/facility reduction. Also, we do not feel it is prudent to increase fees to meet the, "full cost recovery" model, when fees were significantly increased in FY 20-21 and facilities are struggling because of the closures in FY 19-20. We are offsetting this revenue loss with \$287,759 in Death Certificate Revenue from Public Health's Vital Statistics Program.



Social Services Line of Business

Social Services Administration Program

Purpose Statement

The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel, and general support services to Social Services management and staff so they can provide high quality services to the County's vulnerable residents.

Performance Narrative

The Social Services Administration Program is responsible for managing a \$37 million dollar budget comprised of 80 different funding sources. The program oversees over 130 contracts, processes over 7,400 invoices and payments, and assists over 10 thousand clients in the reception area each year. The program provides the essential infrastructure required for the programs and for our community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that we are successfully administering public funds in a responsible and transparent way. During FY 18-19 the division had no fiscal findings.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19) ¹	FY 20-21 Target
RESULT	Percentage of vouchers/invoices processed within 30 days.	100%	100%	100%	-	100%
RESULT	Percentage of audits that result in zero fiscal findings.	100%	100%	100%	-	100%
OUTPUT	Number of contracts processed.	102	130	-	-	-
OUTPUT	Number of walk-ins and appointments seen at reception.	11,098	12,821	-	-	-
OUTPUT	Number of rides provided by Mt. Hood Express.	67,074	67,044	-	-	-

¹ Many measures are only reported once per fiscal year without mid-year actuals or projections available.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express funds are also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,133, which is met with County General Fund and private donations.
-------------	--



Social Services Line of Business

Social Services Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,160,628	1,252,191	1,605,947	1,605,947	2,001,076	395,129	24.6%
Federal Grants & Revenues	301,249	378,436	1,097,971	1,097,971	574,956	(523,015)	-47.6%
State Grants & Revenues	13,227	35,710	1,406,615	1,406,615	1,400,276	(6,339)	-0.5%
Charges for Service	1,716,766	1,892,257	2,073,340	2,073,340	2,241,485	168,145	8.1%
Other Revenues	197,946	319,653	179,999	189,834	165,000	(14,999)	-8.3%
Interfund Transfers	576,469	457,285	579,294	579,294	509,845	(69,449)	-12.0%
Operating Revenue	2,805,657	3,083,341	5,337,219	5,347,054	4,891,562	(445,657)	-8.3%
Total Rev - Including Beginning Bal	3,966,285	4,335,532	6,943,166	6,953,001	6,892,638	(50,528)	-0.7%
Personnel Services	1,418,379	1,475,847	1,751,414	1,752,989	1,931,225	179,811	10.3%
Materials & Services	980,203	1,029,423	2,879,213	1,855,183	3,259,680	380,467	13.2%
Indirect Costs (Internal Dept Chgs)	210,256	252,820	317,484	285,349	235,380	(82,104)	-25.9%
Cost Allocation Charges	164,692	168,190	175,554	175,554	171,530	(4,024)	-2.3%
Capital Outlay	-	82,316	1,132,700	878,668	581,600	(551,100)	-48.7%
Operating Expenditure	2,773,530	3,008,596	6,256,365	4,947,743	6,179,415	(76,950)	-1.2%
Interfund Transfers	-	-	11,103	11,103	-	(11,103)	-100.0%
Contingency	-	-	686,801	-	713,223	26,422	3.8%
Total Exp - Including Special Categories	2,773,530	3,008,596	6,954,269	4,958,846	6,892,638	(61,631)	-0.9%
General Fund Support (if applicable)	576,469	457,285	579,294	579,294	509,845	(69,449)	-12.0%
Full Time Equiv Pos (FTE) Budgeted	13.00	13.00	15.00	15.00	17.00	2.00	13.3%
Full Time Equiv Pos (FTE) Filled at Yr End	13.00	13.00		15.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Additional funding and more contracts with community partners continue to strain the capacity of the Social Services Administration Program. The number of contracts and amendments processed increased from 22 in FY 17/18 to 71 in FY 18/19. The FY 20/21 budget includes the addition of two FTE to address the increased workload in the contracts and budgeting units.



Social Services Line of Business

Developmental Disabilities Program

Purpose Statement

The purpose of the Developmental Disabilities Program is to provide coordination of chosen home and community-based social services to individuals with intellectual and/or developmental disabilities so they can have control and choice over their own life and achieve their desired goals.

Performance Narrative

In FY 18/19, the Developmental Disabilities Program fully met its requirements for the number of qualifying encounters conducted, which ensured full allocation of its funding from the state.

The program continued to experience an upward trend in requests for eligibility determinations, the first step in accessing program services, indicating a growing need for its services in the county. The number of clients served also continued its upward trend, increasing by 7% from FY 2018/19 Quarter 1 to FY 2019/20 Quarter 1.

In FY 18-19, the program implemented a new customer satisfaction survey distribution and collection process that is increasing its ability to assess program participant satisfaction. 87% of survey respondents in FY 18/19 reported that they feel they have control and choice over their lives.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of program participants who say they achieve their goals.	New	76%	70%	80%	70%
OUTPUT	Number of individuals served	1,879	1,995	-	2,041	-
RESULT	Percentage of abuse allegations that are reported within 24 hours of first knowledge	93%	75%	100%	-	100%
EFFICIENCY	Percentage of state-contracted qualifying encounters conducted	102%	114%	100%		100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon.



Social Services Line of Business

Developmental Disabilities Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,073,399	-			2,914,772	2,914,772	0%
State Grants & Revenues	5,070,334	7,357,524	12,999,609	13,018,409	10,142,690	(2,856,919)	-22.0%
Other Revenues	970	-	-	-	-	-	0%
Operating Revenue	5,071,304	7,357,524	12,999,609	13,018,409	10,142,690	(2,856,919)	-22.0%
Total Rev - Including Beginning Bal	6,144,703	7,357,524	12,999,609	13,018,409	13,057,462	57,853	0.4%
Personnel Services	4,214,973	5,159,427	7,034,736	7,069,800	8,492,346	1,457,610	20.7%
Materials & Services	499,803	527,408	982,709	960,584	1,035,826	53,117	5.4%
Indirect Costs (Internal Dept Chgs)	864,099	1,051,524	1,298,692	1,298,692	1,667,167	368,475	28.4%
Cost Allocation Charges	565,828	602,365	774,561	774,561	896,324	121,763	15.7%
Capital Outlay	-	16,800	-	-	100,000	100,000	0%
Operating Expenditure	6,144,703	7,357,524	10,090,698	10,103,637	12,191,663	2,100,965	20.8%
Contingency	-	-	2,908,911	-	865,799	(2,043,112)	-70.2%
Total Exp - Including Special Categories	6,144,703	7,357,524	12,999,609	10,103,637	13,057,462	57,853	0.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	59.50	65.40	68.56	68.56	81.53	12.97	18.9%
Full Time Equiv Pos (FTE) Filled at Yr End	59.50			62.06			
Full Time Equiv Pos (FTE) Vacant at Yr End	-			6.50	-		

Significant Issues and Changes

The Developmental Disabilities Program continues to add new clients at a rapid rate. New positions have been added to manage the workload, but a lack of qualified applicants is hindering the program's ability to fill these new positions. As newly created positions with higher classification are added to the program, most have been filled with current employees. This results in strong promotional paths for employees, and also creates additional vacancies that need to be filled. In FY 20-21 will be adding 14.47 additional positions.



Social Services Line of Business

Volunteer Connection Program

Purpose Statement

The purpose of the Volunteer Connection Program is to create meaningful volunteer opportunities that increase the capacity to provide independent living supports to older adults and persons with disabilities so they can increase or maintain their livelihood and independence.

Performance Narrative

The Volunteer Connection Program offers meaningful volunteer opportunities that increase the county's capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. This program benefits both the residents who are seeking meaningful ways to contribute to the health of their community and to the residents who are in need of the multiple services the program provides.

Volunteer Connection is comprised of seven distinct sub-programs: Evidence-Based Health Programming, Family Caregiver Support Program, Money Management Program, Retired Seniors Volunteer Program, Senior Companions Program, Senior Health Insurance Benefits Assistance, and Transportation Reaching People.

The program has been highly successful in delivering services using the cost effective model of volunteer service supported by a dedicated small staff. Volunteers logged more than 53,000 hours of donated work in FY 18-19 - the equivalent of 27 FTE in paid staff. Social Services relies on this dedicated cadre of skilled volunteers to deliver services to some of the county's most vulnerable residents. Keeping these volunteers interested and engaged in their work ensures that the division maintains a skilled volunteer corps ready to deliver quality services. Nearly 98% of volunteers surveyed responded that they felt their volunteer service is meaningful.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	99%	98%	95%	-	95%
OUTPUT	Number of volunteer hours worked	55,051	53,202	-	-	-
EFFICIENCY	Number of volunteer hours per Volunteer Connection FTE	5,345	5,024	-	-	-

Program includes:

Mandated Services	<input type="text" value="No"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="Yes"/>

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Grant	Length	Match & Source
	RSVP	Over 20 years	\$37,808 County General Fund
	Senior Medicare Patrol	Over 10 years	
	SHIBA	Over 10 years	
	Money Management/MHS	7 years	
	Oregon Money Management Program	5 years	
	Senior Companion Program	Over 20 years	\$62,470 (\$32,470 County General Fund; \$30,000 in kind)
	Special Needs Transportation	A number of grants are under the umbrella of SNT - some have been in effect for over 15 years, two are new in 16/17.	
	Community Services Block Grant	Over 25 years	\$3,000 TriMet



Social Services Line of Business

Volunteer Connection Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	262,460	234,004	297,366	429,588	199,182	(98,184)	-33.0%
Federal Grants & Revenues	373,535	376,675	396,557	394,714	384,856	(11,701)	-3.0%
State Grants & Revenues	609,792	892,183	936,481	931,412	906,860	(29,621)	-3.2%
Local Grants & Revenues	284,769	213,983	206,669	180,150	200,509	(6,160)	-3.0%
Charges for Service	63,528	15,500	15,500	15,500	15,500	-	0%
Other Revenues	31,632	18,075	55,156	41,018	45,956	(9,200)	-16.7%
Interfund Transfers	107,394	132,117	108,323	108,323	107,172	(1,151)	-1.1%
Operating Revenue	1,470,650	1,648,533	1,718,686	1,671,117	1,660,853	(57,833)	-3.4%
Total Rev - Including Beginning Bal	1,733,110	1,882,537	2,016,052	2,100,705	1,860,035	(156,017)	-7.7%
Personnel Services	811,312	910,526	966,520	939,203	1,019,962	53,442	5.5%
Materials & Services	384,021	444,468	491,921	581,161	428,962	(62,959)	-12.8%
Indirect Costs (Internal Dept Chgs)	38,994	42,186	24,472	24,472	45,063	20,591	84.1%
Cost Allocation Charges	-	28,253	26,929	26,929	35,427	8,498	31.6%
Operating Expenditure	1,234,327	1,425,433	1,509,842	1,571,765	1,529,414	19,572	1.3%
Special Payments	273,673	295,289	333,940	333,940	330,621	(3,319)	-1.0%
Contingency	-	-	172,270	-	-	(172,270)	-100.0%
Total Exp - Including Special Categories	1,508,000	1,720,722	2,016,052	1,905,705	1,860,035	(156,017)	-7.7%
General Fund Support (if applicable)	107,394	132,117	108,323	108,323	107,172	(1,151)	-1.1%
Full Time Equiv Pos (FTE) Budgeted	10.80	9.60	9.60	9.60	10.20	0.60	6.3%
Full Time Equiv Pos (FTE) Filled at Yr End	10.80	9.60		9.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Recruiting new volunteers to ensure that the current programs can continue to operate is one of the key issues facing the Volunteer Connection. Most of the volunteer opportunities offered by the Volunteer Connection require significant training and time commitment. As older volunteers age out of volunteer service, identifying replacements continues to be a challenge. Social Services will add .80 FTE to the Money Management program to reduce reliance on part time staff. Social Services will reduce the RSVP FTE program by -.20 due to a decrease in revenue.



Social Services Line of Business

Veterans Service Program

Purpose Statement

The purpose of the Veterans Service Program is to provide Veterans Affairs claims consultation and representation services to Clackamas County Veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled.

Performance Narrative

Clackamas County accredited Veterans Service Officers expedite access to needed benefits and increase the positive outcome of benefit claims, appeals and application for veterans. In FY 17-18 the office filed 814 claims totaling \$9,277,891. The measure tracking the dollar amount of new claims is reported on a two-year lag to allow as many claims as possible to move through the long initial review and, if needed, appeal process. This delay provides a more accurate outcome of the office's work. Clackamas County provides significant financial support to the Veterans Service Program. Those investments result in a \$13.86 return for every \$1 of county funding.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.	\$9,277,891	TBD ¹	\$10,000,000	-	\$10,000,000
OUTPUT	Number of claims filed.	814	1043	-	-	-
EFFICIENCY	Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.	\$13.86	TBD ¹	-	-	-

¹ Claim dollars are reported on a two-year lag.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The County Veterans Service Office receives a grant from the Oregon Department of Veterans Affairs that covers 32% of the cost of the service. County General Fund supplies 68% of the funds required to operate the service. The program has a \$45,844 maintenance of effort requirement, which is included in the County General Fund allocation.



Social Services Line of Business

Veterans Service Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	89,000	76,938	76,938	-	(76,938)	-100.0% 0%
State Grants & Revenues	281,680	285,191	269,398	269,398	269,398	-	0%
Interfund Transfers	477,363	498,086	521,184	521,184	559,618	38,434	7.4%
Operating Revenue	759,043	783,277	790,582	790,582	829,016	38,434	4.9%
Total Rev - Including Beginning Bal	759,043	872,277	867,520	867,520	829,016	(38,504)	-4.4%
Personnel Services	470,041	557,218	653,640	653,116	607,484	(46,156)	-7.1%
Materials & Services	46,415	68,805	49,610	50,134	51,760	2,150	4.3%
Indirect Costs (Internal Dept Chgs)	89,148	105,400	99,214	99,214	106,950	7,736	7.8%
Cost Allocation Charges	63,888	64,280	65,056	65,056	62,822	(2,234)	-3.4%
Operating Expenditure	669,492	795,703	867,520	867,520	829,016	(38,504)	-4.4%
Total Exp - Including Special Categories	669,492	795,703	867,520	867,520	829,016	(38,504)	-4.4%
General Fund Support (if applicable)	477,363	498,086	521,184	521,184	559,618	38,434	7.4%
Full Time Equiv Pos (FTE) Budgeted	4.20	4.20	5.27	5.27	5.27	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.20	4.20		5.27			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Temporary staffing was added to the Veterans Service Program in FY 18-19 and FY 19-20 to increase outreach efforts and to accomplish one-time administrative tasks.



Social Services Line of Business

Housing Support Program

Purpose Statement

The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing.

Performance Narrative

The housing crisis in Clackamas County is real, and the demand for services far outpaces availability. The Social Services housing programs are operating at capacity, serving more than 650 households and 1,224 people in FY 18-19. An additional 1,155 households are awaiting services.

Those served are achieving positive outcomes, with 92% of participants exiting our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing six months post program completion.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	84%	92%	65%	-	65%
OUTPUT	Number of households served.	639	659	-	-	-
DEMAND	Number of households on the CHA (Coordinated Housing Access) waitlist.	1,172	1,155	-	-	-

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Grant	Length	Match & Source
	Homeless Count	Over 10 years	
	Veterans Rental Assistance	Four years	
	Coordinated Housing Access	Five years	\$7,982 CDBG Housing Rights & Resources
	Housing our Hero's	Four years	\$82,862 (\$31,439 County General Fund; \$51,423 EHA Vets Document Recording Fee revenue)
	Housing Vets First	Five years	
	Public Housing Case Management	Four years	
	Hope 2	7 years	\$18,242 CSBG
	Hope 1	Over 10 years	\$69,357 EHA
	Housing our Families	Four years	\$42,364 EHA
	Community Services Block Grant (CSBG)	Over 25 years	
	State Homeless Assistance Program	Over 20 years	
	Emergency Housing Account (EHA)	Over 20 years	
	Bridges to Housing	Over 10 years	
	Rent Well	Over 10 years	\$30,812 EHA
	Housing Stabilization Program	Over 15 years	
	Housing Rights & Responsibilities	Over 15 years	\$28,000 EHA



Social Services Line of Business

Housing Support Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	467,062	458,566	442,983	471,098	230,255	(212,728)	-48.0%
Federal Grants & Revenues	1,098,297	1,290,925	1,459,867	1,459,867	1,458,618	(1,249)	-0.1%
State Grants & Revenues	806,164	2,714,840	2,247,646	1,941,410	1,616,498	(631,148)	-28.1%
Local Grants & Revenues	7,575	9,660	-	250	-	-	0%
Charges for Service	869,387	869,585	1,043,904	1,103,904	965,900	(78,004)	-7.5%
Other Revenues	21,789	49	-	-	-	-	0%
Interfund Transfers	1,745,626	1,988,788	2,198,797	2,138,797	1,896,631	(302,166)	-13.7%
Operating Revenue	4,548,838	6,873,847	6,950,214	6,644,228	5,937,647	(1,012,567)	-14.6%
Total Rev - Including Beginning Bal	5,015,900	7,332,413	7,393,197	7,115,326	6,167,902	(1,225,295)	-16.6%
Personnel Services	1,373,396	1,672,598	2,326,415	2,194,356	1,877,899	(448,516)	-19.3%
Materials & Services	2,328,215	4,029,655	4,147,342	3,794,945	3,422,955	(724,387)	-17.5%
Indirect Costs (Internal Dept Chgs)	340,656	296,707	423,949	444,294	401,071	(22,878)	-5.4%
Cost Allocation Charges	412,446	356,088	318,942	318,942	341,661	22,719	7.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	4,454,713	6,355,048	7,216,648	6,752,537	6,043,586	(1,173,062)	-16.3%
Special Payments	116,879	118,546	147,474	121,431	124,316	(23,158)	-15.7%
Contingency	-	-	17,972	-	-	(17,972)	-100.0%
Total Exp - Including Special Categories	4,571,592	6,473,594	7,382,094	6,873,968	6,167,902	(1,214,192)	-16.4%
General Fund Support (if applicable)	1,624,026	1,967,997	1,888,797	1,888,797	1,696,631	(192,166)	-10.2%
Full Time Equiv Pos (FTE) Budgeted	12.80	13.30	15.73	15.73	15.73	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	12.80	13.30		15.73			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

In FY 18-19 we had received an increase in one time funds for HSP expansion and EHA Expansion dollars. In 19-20 we had a small rollover of EHA expansion dollars. In FY 20-21 we will not be continuing the Jackson Place Transitional Housing Program.



Social Services Line of Business

Oregon Project Independence Program

Purpose Statement

The purpose of the Oregon Project Independence Program is to provide needs assessment, information, service coordination, and advocacy services to persons 60 years of age or older with physical or cognitive challenges who meet eligibility criteria so they can eliminate or reduce risks to their safety and independence.

Performance Narrative

In FY 18-19, OPI successfully provided 292 older adults with the supports they needed to live independently and remain safe for as long as possible. Demand for OPI services in the community remains high, with a total 618 unduplicated people listed on the program waitlist at some point during the fiscal year.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	76%	76%	65%	71%	65%
OUTPUT	Number of clients served	250	292	-	287	-
DEMAND	Number of potential clients on waitlist	618	624	-		-

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Oregon Project Independence is funded by State General Funds. These funds have been received for over 30 years.



Social Services Line of Business

Oregon Project Independence Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	50,130	42,493	55,564	56,473	71,564	16,000	28.8%
State Grants & Revenues	467,158	703,814	665,695	664,786	594,424	(71,271)	-10.7%
Other Revenues	8,715	13,071	-	-	-	-	0%
Operating Revenue	475,873	716,885	665,695	664,786	594,424	(71,271)	-10.7%
Total Rev - Including Beginning Bal	526,003	759,378	721,259	721,259	665,988	(55,271)	-7.7%
Personnel Services	310,806	323,019	426,742	386,947	437,981	11,239	2.6%
Materials & Services	172,705	237,320	257,764	225,995	190,200	(67,564)	-26.2%
Indirect Costs (Internal Dept Chgs)	-	60,623	36,753	36,753	37,807	1,054	2.9%
Operating Expenditure	483,511	620,962	721,259	649,695	665,988	(55,271)	-7.7%
Special Payments	-	83,761	-	-	-	-	0%
Total Exp - Including Special Categories	483,511	704,723	721,259	649,695	665,988	(55,271)	-7.7%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.50	4.40	4.40	4.40	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.50		4.40			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

A number of factors are impacting the length of time clients benefit from the services provided by the OPI Program. The high needs with which people enter the program means that many clients fairly quickly transition to Medicaid or pass away. The lack of a sufficient homecare worker work force delays the start of support services as qualified care providers are difficult to identify. The low number of hours that each OPI client receives makes recruiting homecare workers difficult. All of these factors result in more staff time being spent on the administrative functions of the job, and less time ensuring clients receive the care they require. Social Services is analyzing the situation and will be making recommendations on programmatic changes that would benefit program participants.



Social Services Line of Business

Aging and Disability Resource Connection Program

Purpose Statement

The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals, and other interested parties so they can get the support they need to achieve their desired outcomes.

Performance Narrative

The Aging and Disability Resource Connection Program is a valuable information and referral resource for older adults, family members and caregivers who reside in Clackamas County. The program experienced a slight decrease in consumer use in FY 18-19. This is due in part to the lack of dedicated staff and resources to conduct community outreach to ensure residents are aware of the programming available and how to access it.

In the three sub-programs that involve multiple contacts with clients, over 85% of participants achieved their goals in FY 18-19, exceeding targets for all three.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of people whose goals have been met.	84%	85%	75%	-	75%
OUTPUT	Number of contacts fielded by ADRC Information & Referral.	2,387	2,058	-		-
OUTPUT	Number of people served.	2,973	2,516	-	-	-

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation The Information and Referral function of the ADRC is funded by two federal grants, the Older Americans' Act and the Community Services Block Grant. These funds have been received by the agency for over 30 years. The required match is \$276,071, \$211,671 of which is in kind and \$64,400 is County General Fund. Other component programs of the ADRC are more recent, and are detailed below.

Grant	Length
Care Transitions	Five years
Options Counseling	Six years
Older Americans Act	Over 25 years
Community Services Block Grant	Over 25 years



Social Services Line of Business

Aging and Disability Resource Connection Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	112,756	69,352	63,480	63,480	-	(63,480)	-100.0% 0%
Federal Grants & Revenues	1,573,320	1,838,511	2,007,968	2,007,968	2,273,186	265,218	13.2%
State Grants & Revenues	224,477	251,336	215,309	215,309	187,564	(27,745)	-12.9%
Local Grants & Revenues	62,500	119,335	169,942	169,942	79,664	(90,278)	-53.1%
Charges for Service	-	28,098	118,527	118,527	65,000	(53,527)	-45.2%
Operating Revenue	1,860,297	2,237,280	2,511,746	2,511,746	2,605,414	93,668	3.7%
Total Rev - Including Beginning Bal	1,973,053	2,306,632	2,575,226	2,575,226	2,605,414	30,188	1.2%
Personnel Services	565,190	661,445	905,661	909,408	888,275	(17,386)	-1.9%
Materials & Services	734,380	844,345	1,000,530	996,783	1,017,948	17,418	1.7%
Indirect Costs (Internal Dept Chgs)	82,820	113,705	40,911	40,911	75,341	34,430	84.2%
Cost Allocation Charges	-	6,036	68,238	68,238	19,269	(48,969)	-71.8%
Operating Expenditure	1,382,390	1,625,531	2,015,340	2,015,340	2,000,833	(14,507)	-0.7%
Special Payments	521,313	617,620	559,886	559,886	604,581	44,695	8.0%
Total Exp - Including Special Categories	1,903,703	2,243,151	2,575,226	2,575,226	2,605,414	30,188	1.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.60	5.60	5.60	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00		5.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

In FY 18-19 Social Services entered into a contract to offer the Veterans Directed Home and Community Based Services program. The program provides in-home supports that allow older veterans to access the services they need to remain living independently and safely in their own home. Funding for the program originates at the Veterans Administration, is made available to Social Services via a contract with Multnomah County, and is reflected in the Local Grants revenue line item.



Social Services Line of Business

Energy Assistance Program

Purpose Statement

The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses.

Performance Narrative

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Through extensive outreach, effective education and mobile enrollment, the program continues to achieve significant outcomes, including:

Increased use of the program prior to utility shutoff (which saves money);
 Increased number of households served; and
 Increased use of the program by users who are seniors and/or people living with a disability.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 18-19 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of households who receive assistance prior to energy shutoff.	96%	96%	90%	-	90%
RESULT	Percentage of households that are first-time assistance recipients.	6%	9%	-	-	-
OUTPUT	Dollars paid to alleviate energy costs.	\$3,925,794	\$3,727,840	-	-	-
OUTPUT	Number of payments made to restore service. ¹	454	264	-	-	-

¹ Fewer payments to restore service is also a gauge of program efficiency because restoring service requires more program financial resources.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Low Income Household Energy Assistance Program (LIHEAP)	Over 25 years
	Oregon Energy Assistance Program (OEAP)	Over 10 years
	Oregon Low Income Gas Assistance Program (OLGA)	Over 15 years



Social Services Line of Business

Energy Assistance Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	12,859	360	-	-	-	-	0%
Federal Grants & Revenues	1,707,907	1,821,012	1,649,022	1,649,022	1,747,825	98,803	6.0%
State Grants & Revenues	2,881,321	2,701,904	2,981,891	2,927,891	2,982,122	231	0.0%
Local Grants & Revenues	42,535	44,900	37,159	37,159	38,878	1,719	4.6%
Operating Revenue	4,631,763	4,567,816	4,668,072	4,614,072	4,768,825	100,753	2.2%
Total Rev - Including Beginning Bal	4,644,622	4,568,176	4,668,072	4,614,072	4,768,825	100,753	2.2%
Personnel Services	732,069	801,461	1,015,598	961,598	1,033,470	17,872	1.8%
Materials & Services	3,688,371	3,526,718	3,390,368	3,392,936	3,471,769	81,401	2.4%
Indirect Costs (Internal Dept Chgs)	132,634	153,726	158,682	156,114	164,473	5,791	3.6%
Cost Allocation Charges	85,102	79,973	94,724	94,724	90,038	(4,686)	-4.9%
Operating Expenditure	4,638,176	4,561,878	4,659,372	4,605,372	4,759,750	100,378	2.2%
Special Payments	6,469	6,300	8,700	8,700	9,075	375	4.3%
Total Exp - Including Special Categories	4,644,645	4,568,178	4,668,072	4,614,072	4,768,825	100,753	2.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	7.00	6.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	6.00		9.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Changes to the payment schedule made by the State will increase the dollar amount provided to each participating household, and will decrease the total number of households served in FY 19/20.