

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 2019-046

Adopting the Fiscal Year 2020 Budget for Multnomah County and Making Appropriations Thereunder, Pursuant to ORS 294.456.

The Multnomah County Board of Commissioners Finds:

- a. The Multnomah County budget, as prepared by the duly appointed Budget Officer, has been considered and approved by the Board acting as the Budget Committee.
- b. A public hearing on this budget was held before the Multnomah County Tax Supervising and Conservation Commission on the 22nd of May, 2019.
- c. The budget is on file in the Office of the Chair of Multnomah County.
- d. The Board has made certain amendments to the above-described budget and those amendments are attached to this resolution as Attachment A.
- e. The appropriations authorized are attached to this resolution as Attachment B.
- f. Board budget notes of actions to be taken during the next year are attached to this resolution as Attachment C.
- g. The Tax Supervising and Conservation Commission has certified the budget, and there are no objections.

The Multnomah County Board of Commissioners Resolves:

1. The budget, in the amount of \$2,019,516,809 including Attachments A, B, and C, is adopted as the budget of Multnomah County, Oregon.
2. The appropriations shown in Attachment B as amended are authorized for the fiscal year July 1, 2019 to June 30, 2020.

ADOPTED this 30th day of May, 2019.



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Deborah Kafoury

Deborah Kafoury, Chair

REVIEWED:
JENNY M. MADKOUR, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

Jenny M. Madkour

By _____
Jenny M. Madkour, County Attorney

SUBMITTED BY: Michael Jaspin, Budget Director, County Management

ATTACHMENT A
MULTNOMAH COUNTY
FY 2020 BOARD BUDGET AMENDMENTS

As Adopted on May 30, 2019



Proposed Funding Sources

	Proposed By	Prog. #	Program	Dept.	Exec Budget (General Fund)	Available OTO Resources	Available Ongoing Resources
1		95000	Adds unused funds from FY 2019 General Fund Contingency				
2		60520B	Cut U-Visa Detective <i>(fund half year with OTO below)</i>	MCSO	157,964		
Total							

Recommended Staff Package	
OTO Resources	Ongoing Resources
1,409,831	
	157,964
1,409,831	157,964

Proposed New Expenditures

	Proposed By	Prog. #	Program	Dept.	Exec Budget (General Fund)	Add'l OTO Expenditure	Add'l Ongoing Expenditure
1	Jayapal	25133 10053C New PO	Reallocate \$150,000 from Short Term Rental Assistance to Long Term Rental Assistance. \$75,000 from JOHS and \$75,000 from DCHS. To be managed by DCHS.	DCHS JOHS	0	0	0
2	Stegmann	10035	Complete Count Census	NOND	100,000	150,000	0
3	Stegmann	N/A	Legal Services Day	DCHS		125,000	0
4	Vega Pederson		Culturally Specific Navigation Services for Immigrant Families	DCHS		250,000	0
5	Vega Pederson		Legal Services for Immigrants	DCHS		250,000	0
6	Vega Pederson	40055B	Baby Boosters	HD		55,500	0
7	Vega Pederson	25153	Preschool for All <i>(in Contingency)</i>	DCHS	100,000	100,000	0
8	Jayapal	25133 10053C	Backfill Short Term Rental Assistance Reallocation (Amendment #1)	DCHS JOHS		150,000	0
9	Jayapal	60521	In-Jail Sex Trafficking	MCSO		203,505	0
10	Jayapal		Domestic Violence Specific Immigration Legal Services at Gateway Center	DCHS		30,000	0
11	Meieran	40073	Peer Run Supported Employment	HD		100,000	0
12	Meieran	10018B	Fossil Fuel Risk Assessment Study, Phase I	NOND		50,000	0
13	Meieran	15014	Mental Health Specific Deputy District Attorney	DA		151,574	0

Recommended Staff Package	
OTO Expenditure	Ongoing Expenditures
No net expenditure impacts as simply shift between programs	
150,000	
125,000	
250,000	
0	
55,500	
100,000	
150,000	
	203,505
30,000	
100,000	
50,000	
0	

	Proposed By	Prog. #	Program	Dept.	Exec Budget (General Fund)	Add'l OTO Expenditure	Add'l Ongoing Expenditure	OTO Expenditure	Ongoing Expenditures	
14	Meieran & Vega Pederson	40061	Harm Reduction	HD	1,279,544	197,808	0	197,808		
15	Meieran	25026	Public Guardianship Training and Monitoring Support	DCHS		25,000	0	25,000		
16		60520B	U-Visa Detective <i>(fund half year with OTO)</i>	MCSO	157,964			78,982		
17		10050B	Joint Office of Homeless Services Data Staff Capacity <i>(additional 0.50 FTE not being covered by City of Portland)</i>	JOHS	52,400			52,000		
Total Proposed Expenditures						1,838,387	0	1,364,290	203,505	
								Balance	45,541	(45,541)
								Net Balance to General Fund Contingency	0	

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**



Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Technical Amendments (GREEN)								
78213	Library Construction Fund	DCA					This amendment budgets resources into projects at a more detailed level within the Library Capital Construction Fund based on existing plans to provide for improved accounting and reporting.	Amend-DCA-01
78205 78220 78221 78227	Facilities Capital Improvement Program, DCJ East County Campus, MCDC Detention Electronics, MCSO River Patrol Boathouses Capital Improvements	DCA					This amendment budgets resources into projects at a more detailed level within the Capital Improvement Fund based on existing plans to provide for improved accounting and reporting.	Amend-DCA-02
78206	Facilities Capital Asset Preservation Program	DCA					This amendment budgets resources into projects at a more detailed level within the Asset Preservation Fund based on existing plans to provide for improved accounting and reporting.	Amend-DCA-03
72020	Central HR Employee Benefits	DCM					This amendment moves \$1.8 million from Local Travel to Bus Tickets & Passes (Supplies) for the County's Tri-Met bus pass benefit for employees.	Amend-DCM-03
72020	Central HR Employee Benefits	DCM					This amendment adjusts revenues and expenditures in the Risk Fund to balance service reimbursements budgeted by Departments for Risk Fund expenses such as employee medical and dental insurance costs.	Amend-DCM-05
		Totals:						

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**



Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Staffing Amendments (BLUE)								
Multiple	Job Class Updates	NOND, DCHS, DCM, HD	3,939	1,948	5,887		This amendment updates the job classes for 16.75 FTE that the Board has approved for reclassification in FY 2019, but are not reflected in the Approved Budget. There is no net FTE change. The \$3,939 increase in the General Fund is due to new indirect and the \$1,948 in Other Funds is for internal service reimbursement for insurance and benefits.	Multiple
72020	Central HR Employee Benefits	DCM					This amendment reclassifies a 1.00 FTE HR Analyst 2 to HR Analyst Senior in the Central HR Employee Benefits program. A budget modification is scheduled to go before the Board on May 23, 2019.	Amend-DCM-02
		Totals:	3,939	1,948	5,887			

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**



Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Revenue Amendments (YELLOW)								
10059	Adult Shelter and Housing Services Restoration	JOHS		(252,000)	(252,000)		This amendment decreases the City of Portland General Fund revenue in the Joint Office by \$252,000 to reflect the 1% reduction included in the Mayor's Proposed budget. This cut impacts Adult Alternative Shelter and Adult housing services by eliminating the safe parking pilot program that partners with faith institutions to host people sleeping in vehicles, RVs, or sleeping pods in their parking lots as a form of safety off the streets. The funding reduction also reduces the proposed expansion for the Coordinated Housing Assessment Team (CHAT) that is tasked with reaching out to and engaging chronically homeless people, who often do not physically show up at other partner agencies and are not already engaged in services, in order to assess them for permanent supportive housing and other services.	Amend-JOHS-02
78400 78402 78403 78404	Fleet Services, Motor Pool, Distribution Services, Records Management	DCA		(400,406)	(400,406)		This amendment decreases BWC in the Fleet Management Fund by \$278,139 and by \$122,267 in the Mail Distribution Fund based on current spending trends.	Amend-DCA-04
78308	IT Asset Replacement	DCA		267,735	267,735		This amendment increases BWC in the IT Fund by \$267,735 based on current spending trends in the IT, Telecom and WAN (Wide Area Network) replacement cycles.	Amend-DCA-05
25000 25034	Director's Office, ADVSD Health Promotion	DCHS	1,882	318,820	320,702	0.20	This amendment increases the Federal/State Fund by \$318,000 due to additional revenue from Legacy Health Systems for Care Transitions Services from hospital to home for consumers discharging from Legacy Hospitals. The amendment adds 0.20 FTE to a Case Manager 2 position and adds an on-call employee. The \$1,882 change in General Fund is from indirect and the additional Other Fund change of \$820 is internal service reimbursement for insurance and benefits.	Amend-DCHS-03

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**

Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Revenue Amendments (YELLOW)								
50022	HB3194 Justice Reinvestment	DCJ		72,000	72,000		This revenue amendment increases the Fed/State Fund appropriation by \$72,000 due to a one-time-only increase in HB 3194 Justice Reinvestment supplemental funding from the State. The funding will be passed through to Metropolitan Public Defender to pay for an additional Social Worker position through Dec 31, 2019.	Amend-DCJ-03
50001 50002 50004	DCJ Business Services, DCJ Business Applications & Technology, DCJ Research & Planning Unit	DCJ	45,422	371,734	417,156		This amendment increases the Fed/State Fund appropriation by \$333,196 due to a grant from the Laura and John Arnold Foundation. The grant provides funding for creating four dashboards for Oregon Counties that will provide parole and probation officers with data about their clients and caseloads. The NOI was approved by the Board on 12/13/2018. The \$45,422 change in General Fund is from indirect and the additional Other Fund change of \$38,538 is internal service reimbursement for insurance and benefits.	Amend-DCJ-02
80004 80006 80007 80008 80009 80010 80013 80020 80022	Mid/East County Libraries, School-Age Services, Every Child Initiative, Programming & Community Outreach, Adult Outreach, Library Director's Office, Business Services, Collections & Technical Services, Public Services Division Management	LIB	7,287	928,030	935,317	1.50	This amendment increases the Library Fund appropriation by \$895,962 due to the Library Foundation grant for program and collection enhancements and adds 1.50 FTE. The Library Foundation provides support raised from private donors, foundations and corporations to enhance the programs and collections of Multnomah County Library. An annual appropriation is requested each fiscal year. Historically the Library Foundation has supported 3.25 FTE. This year, the Foundation chose to direct more support to programmatic expenses. The \$7,287 General Fund change is from indirect and the additional Other Funds change of \$32,068 is reimbursement for insurance and benefits.	Amend-Lib-02

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**

Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Revenue Amendments (YELLOW)								
10009A 10009B	Local Public Safety Coordinating Council, HB3194 Justice Reinvestment	NOND		110,000	110,000		This amendment increases the Federal/State fund appropriation by \$110,000 due to remaining funding from the FY 17-19 biennium. \$80,000 of the increase is due to an extension granted to LPSCC to use HB 3194 funding six months beyond the biennial allocation due to a late start in the Justice Reinvestment program. These funds are pass through to victim service providers. The remaining \$30,000 is carryover funding to schedule the "What Works" conference, which was delayed to allow for increased education for state legislators around best practices prior to the conference.	Amend-NOND-01
Totals:			54,591	1,415,913	1,470,504	1.70		

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**



Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Carryover Amendments (SALMON)								
10058	Emergency Shelter Strategic Investment	NOND	3,500,000		3,500,000		This amendment carries over \$3.5 million in General Fund that was budgeted in FY 2019 for shelter capacity projects. The majority of the funds being carried over are for the Foster Shelter project which is still ongoing. This funding was part of the \$5.0 million allocated to the Joint Office in FY 2019 to develop high quality, year-round shelter capacity as well as additional temporary and seasonal shelters.	Amend-JOHS-01
		Totals:	3,500,000		3,500,000			

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**



Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Program Amendments (PURPLE)								
10055A 25115	Diversion Services, YFS - Benefit Acquisition Program						This amendment moves the Benefit Acquisition Program (PO 25115) from DCHS to JOHS. The \$436,073 of General Funds will be used for pass-through and program support. The Benefit Acquisition Program has historically been held in Youth and Family Services within DCHS and assists individuals in securing SSI, SSDI, and/or Medicaid and Medicare benefits to help provide economic security. Within the Joint Office, the Diversion Services program provides the same services, through the same provider, to homeless and formerly homeless individuals and families. The consolidation of this work into the Joint Office reduces administrative burden both for the County and the service provider.	Amend-DCHS-01
95001 10011	AOC County Road Program Assessment	NOND	37,678		37,678		This amendment increases the Office of the Board Clerk General Fund appropriation by \$37,678 to cover a one-time assessment from the Association of Counties. This is the second of four annual payments toward Multnomah County's full assessment of \$147,070.	Amend-NOND-02
72046	Workday Support - Finance	DCM					This amendment reclassifies 1.00 FTE Business Analyst/Sr to Finance Manager within the Workday Finance Support Team. This position will manage the Finance ERP support program, set short and long term strategic approach and goals, perform complex ERP business analysis, lead system upgrade efforts, make system decisions, manage system projects, system configurations, reporting, training, manage business relationships with ERP vendor, and work closely with finance leadership in relation to Workday. A budget modification to reclassify this position in FY 2019 is scheduled to go before the Board on May 23, 2019.	Amend-DCM-04

**Attachment A - Multnomah County
FY 2020 Departmental Amendments**

Prog. #	Program Name	Dept(s)	GF Change	Other Funds	Total Change	FTE Change	Amendment Description	Amendment #
Program Amendments (PURPLE)								
10022 95000 95001	Pass-Through Payments to East County Cities, Fund Level Transactions, General Fund Revenues	NOND					This amendment adjusts the Budget to reflect the May 21, 2019 General Fund forecast. Specifically, \$600,000 is added to the County's 10% 'Corporate' General Fund Reserve, \$600,000 is added to the County's BIT reserve, and \$600,000 is added the Pass-Through Payments to East County Cities program offer in order to pass through to the East Counties their share of the anticipated increased BIT revenues per our existing IGA. The \$13.2 million balance of the revenues are budgeted as unappropriated for future years.	Amend-NOND-03
Totals:			37,678		37,678			

Attachment B
 Appropriations Schedule
 Multnomah County, Oregon
 Fiscal Year July 1, 2019 to June 30, 2020

GENERAL FUND (1000)

Nondepartmental	65,544,459
District Attorney	28,393,441
County Human Services	54,874,819
Health	151,095,059
Community Justice	73,797,204
Sheriff	140,209,377
County Management	45,812,331
County Assets	8,338,627
Community Services	17,865,812
All Agencies	585,931,129
Cash Transfers Facilities Management Fund	185,000
Information Technology Capital Fund	2,000,000
PERS Bond Sinking Fund	8,325,664
Total Cash Transfers	10,510,664
Contingency	30,519,397
Total Appropriation	626,961,190

ROAD FUND (1501)

Community Services	69,272,503
Total Appropriation	69,272,503

BICYCLE PATH CONSTRUCTION FUND (1503)

Community Services	475,735
Total Appropriation	475,735

RECREATION FUND (1504)

County Management	51,400
Total Appropriation	51,400

FEDERAL STATE FUND (1505)

Nondepartmental	42,097,335
District Attorney	6,939,710
County Human Services	114,077,976
Health	147,775,565
Community Justice	33,039,435
Sheriff	12,218,159
Community Services	535,000
All Agencies	356,683,180
Total Appropriation	356,683,180

COUNTY SCHOOL FUND (1506)

Nondepartmental	80,300
Total Appropriation	80,300

Attachment B
 Appropriations Schedule
 Multnomah County, Oregon
 Fiscal Year July 1, 2019 to June 30, 2020

ANIMAL CONTROL FUND (1508)	
<i>Community Services</i>	816,880
<i>Cash Transfers General Fund</i>	2,007,300
<i>Contingency</i>	230,871
Total Appropriation	3,055,051
WILLAMETTE RIVER BRIDGES FUND (1509)	
<i>Community Services</i>	11,638,811
<i>Cash Transfers Burnside Bridge Fund</i>	508,779
Total Appropriation	12,147,590
LIBRARY FUND (1510)	
<i>Library</i>	88,124,357
<i>Cash Transfers PERS Bond Sinking Fund</i>	1,729,162
Total Appropriation	89,853,519
SPECIAL EXCISE TAXES FUND (1511)	
<i>Nondepartmental</i>	44,094,044
Total Appropriation	44,094,044
LAND CORNER PRESERVATION FUND (1512)	
<i>Community Services</i>	1,998,284
Total Appropriation	1,998,284
INMATE WELFARE FUND (1513)	
<i>Sheriff</i>	1,290,660
Total Appropriation	1,290,660
JUSTICE SERVICES SPECIAL OPERATIONS (1516)	
<i>District Attorney</i>	7,123
<i>Community Justice</i>	1,996,881
<i>Sheriff</i>	5,524,122
<i>All Agencies</i>	7,528,126
Total Appropriation	7,528,126
OREGON HISTORICAL SOCIETY LEVY FUND (1518)	
<i>Nondepartmental</i>	3,460,788
Total Appropriation	3,460,788

Attachment B
 Appropriations Schedule
 Multnomah County, Oregon
 Fiscal Year July 1, 2019 to June 30, 2020

VIDEO LOTTERY FUND (1519)		
<i>Nondepartmental</i>		4,829,923
<i>County Assets</i>		300,000
<i>Community Services</i>		550,000
	<i>All Agencies</i>	5,679,923
	<i>Contingency</i>	525,311
Total Appropriation		6,205,234
SUPPORTIVE HOUSING FUND (1521)		
<i>Nondepartmental</i>		750,000
Total Appropriation		750,000
CAPITAL DEBT RETIREMENT FUND (2002)		
<i>Nondepartmental</i>		3,000
	<i>Debt Service</i>	32,304,766
Total Appropriation		32,307,766
PERS BOND SINKING FUND (2004)		
<i>Nondepartmental</i>		25,461,450
	<i>Debt Service</i>	25,195,000
Total Appropriation		50,656,450
DOWNTOWN COURTHOUSE CAPITAL FUND (2500)		
<i>County Management</i>		59,241
<i>County Assets</i>		111,683,096
Total Appropriation		111,742,337
ASSET REPLACEMENT REVOLVING FUND (2503)		
<i>County Assets</i>		127,671
Total Appropriation		127,671
FINANCED PROJECTS FUND (2504)		
<i>County Management</i>		1,386,360
Total Appropriation		1,386,360
LIBRARY CAPITAL CONSTRUCTION FUND (2506)		
<i>County Assets</i>		5,332,881
Total Appropriation		5,332,881
CAPITAL IMPROVEMENT FUND (2507)		
<i>County Assets</i>		30,030,262
Total Appropriation		30,030,262

Attachment B
 Appropriations Schedule
 Multnomah County, Oregon
 Fiscal Year July 1, 2019 to June 30, 2020

INFORMATION TECHNOLOGY CAPITAL FUND (2508)	
<i>County Assets</i>	5,841,785
Total Appropriation	5,841,785
ASSET PRESERVATION FUND (2509)	
<i>County Assets</i>	17,643,700
Total Appropriation	17,643,700
HEALTH HEADQUARTERS CAPITAL FUND (2510)	
<i>County Assets</i>	7,500,000
Total Appropriation	7,500,000
SELLWOOD BRIDGE REPLACEMENT FUND (2511)	
<i>Community Services</i>	21,002,562
Total Appropriation	21,002,562
HANSEN BUILDING REPLACEMENT FUND (2512)	
<i>County Assets</i>	4,255,896
Total Appropriation	4,255,896
ERP PROJECT FUND (2513)	
<i>County Assets</i>	6,500,000
Total Appropriation	6,500,000
BURNSIDE BRIDGE FUND (2515)	
<i>Community Services</i>	14,887,974
<i>Debt Service</i>	16,200
Total Appropriation	14,904,174
BEHAVIORAL HEALTH MANAGED CARE FUND (3002)	
<i>Health</i>	41,649,542
Total Appropriation	41,649,542
RISK MANAGEMENT FUND (3500)	
<i>Nondepartmental</i>	6,502,530
<i>County Management</i>	126,835,541
<i>All Agencies</i>	133,338,071
<i>Contingency</i>	10,715,000
Total Appropriation	144,053,071

Attachment B
 Appropriations Schedule
 Multnomah County, Oregon
 Fiscal Year July 1, 2019 to June 30, 2020

FLEET MANAGEMENT FUND (3501)	
<i>County Assets</i>	6,515,737
<i>Contingency</i>	100,000
Total Appropriation	6,615,737

FLEET ASSET REPLACEMENT FUND (3502)	
<i>County Assets</i>	9,018,925
Total Appropriation	9,018,925

INFORMATION TECHNOLOGY FUND (3503)	
<i>County Assets</i>	67,487,910
<i>Cash Transfers Information Technology Capital Fund</i>	1,468,020
Total Appropriation	68,955,930

MAIL DISTRIBUTION FUND (3504)	
<i>County Assets</i>	4,280,078
<i>Contingency</i>	53,207
Total Appropriation	4,333,285

FACILITIES MANAGEMENT FUND (3505)	
<i>County Assets</i>	67,452,563
<i>Cash Transfers Capital Improvement Fund</i>	313,973
<i>Asset Preservation Fund</i>	193,838
Total Cash Transfers	507,811
<i>Contingency</i>	329,418
Total Appropriation	68,289,792

<i>Total Appropriation</i>	1,876,055,730
<i>Total Unappropriated Balance</i>	143,461,079
Total All Funds	2,019,516,809

ATTACHMENT C
MULTNOMAH COUNTY
FY 2020 BUDGET NOTES



As Adopted on May 30, 2019

<p>Culturally Specific Services Briefing <i>(Vega Pederson)</i></p>	<p>The Board of Commissioners requests a board briefing from the Department of County Management’s fiscal compliance team within the first 6 months of FY 2020 on the amount of funding Multnomah County has awarded to culturally specific organizations over the last five fiscal years as compared with other organizational funding. The briefing should highlight culturally specific programming/services the County directly provides, such as Bienestar, over the same five year time frame.</p>
<p>WESP Follow Up <i>(Vega Pederson and Meieran)</i></p>	<p>The Board of Commissioners requests a board briefing from the Department of County Management and the Office of Diversity and Equity on (a) the status of filling the workforce equity program offer positions throughout the county; (b) the workload of those positions, including the Complaints Investigation Unit; and (c) the impact on the workload of existing Human Resources positions. The Board also requests data on the past 2 to 3 years of protected class complaints. This briefing should be part of the Workforce Equity Strategic Plan annual update to the Board planned for fall 2019, with a progress update in spring 2020.</p>
<p>Preschool for All <i>(Vega Pederson)</i></p>	<p>The Board of Commissioners placed \$100,000 in the General Fund Contingency for an expansion of the Preschool for All task force work led by the Department of County Human Services. This study would focus on community feedback on task force recommendations, as well as systems requirements for workforce, infrastructure, and administration of a publicly funded preschool program, among other topics. This funding would be available if grant funding is not secured.</p>
<p>Harm Reduction <i>(Stegmann)</i></p>	<p>The Board of Commissioners requests a briefing from the Health Department within the first nine months of FY 2020 presenting an analysis of the best options for harm reduction sites in eastern Multnomah County. The briefing should outline physical locations, proximity to transit and other accessibility measures, anticipated client usage, co-location with other county services, and days/hours of operation. Options for elimination or consolidation of harm reduction sites to increase services offered at other locations should also be presented for consideration by the board.</p>