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## Understanding Program Offers

This volume contains the program offers submitted by departments and funded in the budget. Each section is separated by department/division and contains the following items, in order:

- An introduction to the department along with budget trends and a division summary
- Division narrative including significant changes by division
- A list of all of the program offers in the department
- The department's individual program offers (in numerical order)

Program offers form the basis for County's budget process. They constitute a department's budget request and narrative budget, and provide the information that the Board of County Commissioners uses to select programs that will best serve the community.

"Nothing astonishes people so much as common sense and plain dealing."  
~Ralph Waldo Emerson

## What Makes a Good Program Offer

A good program offer explicitly shows the relationship between the program and the desired results for services. Program offers should:

- Describe how they will make a significant contribution to the services indicated.
- Show why the County's spending on this program is effective – the 'bang for the buck'.
- Show evidence the program can deliver and measure its results
- Give performance measures that accurately track the program's contributions.
- Link the offer to the policy direction/frameworks.
- Describe program activities in layperson's terms.

Program offers are not about funding programs because these programs exist – they are about outcomes. They emphasize meeting the County's goals, not preserving the government status quo. The following describes the configuration of each program offer and the major types of information each should contain.

### Program Offer Description

In Multnomah County's budget, a "program" is an organizational unit that provides services to the public or to other County departments or divisions. Its description should briefly and clearly explain the activities encompassed in the program offer. If the offer represents a change in current practice (a reorganization or change in staffing levels, service hours, etc.), it should briefly describe the nature of that change. The description should describe how the program will support the strategies outlined for the department or in known County policy frameworks. It should cite research, experience, or logic to convincingly make the case. If it is a new program, it should note how the department created its costs.

"I have no data yet. It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories instead of theories to suit facts."

~Sir Arthur Conan Doyle, Sherlock Holmes

### Performance Measures

Every program offer includes a minimum of two and up to four performance measures which indicate the level of service that the County can expect to receive if this program is selected. Two types of measures are required; the output which represents the volume of work and the outcome which represents the measurable results of that work. For example, a hypothetical addictions treatment program for abused teenage girls might report the number of teenage girls who entered and received treatment (output), and the percentage of teenage girls who were clean and sober and completed their treatment plan upon exit (outcome).

Departments also have the option of including additional types of measures to better illustrate a program's performance. These can include resources other than staffing or finances (inputs), measures of the quality service that's delivered, and measures of service efficiency in terms of cost or time. Using the addictions treatment example above, inputs might be reported as the number of treatment beds available to serve abused teenage girls. Quality could be reported as the percent of teenage girls that rated counseling staff as engaging and supportive, and efficiency might be reported as the cost to the county for each successful treatment completion.

The performance measures are organized in a uniform table. The table identifies the type of measure, the definition, and several cells to report the results. The cells present program history where available, annualized estimates of the current service level (what's being delivered at the time of printing), and the anticipated target service level for the upcoming year if the program is selected. Additional supporting information, such as explanations as to notable changes in a program's performance, are located in the description section below the table.

### *Legal and Contractual Mandates*

Many program offers will be constrained by legal or contractual mandates. If a program offer is affected by a mandate, the mandate and its authorizing document (a statute, contract, etc.) should be noted.

### *Program Costs*

This area should show the cost to the County of providing the program, as well as the revenues generated by the program for its support. These costs include personnel, contracted services, materials and supplies and internal services.

### *Explanation of Revenues*

This section explains how non-General Fund revenues or General Fund fee revenues were estimated. Revenue estimates should clearly demonstrate the reasonableness of the estimate.

### *Significant Program Changes*

This section details significant programmatic changes that affect the program—not financial changes up or down. Such changes might include the following information:

- Increases or decreases in the scope or level of services
- Increases or decreases in net personnel resources (FTE's)
- Revenue increases or decreases
- How this change affects other departments and/or service delivery programs.

In this section you will find a link from this years program offer to its predecessor, if applicable. Note that program offer numbering can change between fiscal years.

## Types of Programs

Program offers were categorized based on the “type” of services they deliver. Program offers fall into one of the following groups:

- Administration
- Support
- Operating Program
- New/Innovative Program
- Program Alternative/Reconstruction
- Internal Service
- Revenue

### *Administration*

Department- or division-level management and related expenses (i.e. office space, supplies, telephones, etc.) Direct program supervision is considered to be a part of the operating program (NOT administration), and could be included in the operating program's offer.

### *Support*

An activity in a department that provides services directly to some or all operating programs within a department. Examples include the Health Department's pharmacy, which supports the various health clinics; the Library's Technical Services, which maintains the Library's materials and catalog system-wide; or the District Attorney's Human Resources unit.

### *Operating Program*

An “on the ground” activity of the County. Includes front-line supervisors/ program managers with specific responsibilities for particular operating programs. An example would be the Health Departments Primary Care Clinics.

### *New/Innovative*

“On the ground” or support activity the County currently does not perform.

### *Program Alternative or Reconstruction*

A program that has been or is currently operated by one or more County departments that is proposed to be operated in a different way, by different providers, or with different business models.

### *Internal Service*

Programs that support Countywide operations. Examples of these types of programs would be Fleet or Information Technology services.

### *Revenues*

These programs are used to budget discretionary (primarily General Fund) revenues at the fund level. Program revenues are budgeted within the applicable program offer.



### Other Important Notes

#### *Characteristics of Program Offers*

Reading through the program offers, one should keep in mind:

- Program Offer characteristics (backfill and offers requesting one time only resources or those denoted as advancing the Climate Action Plan)
- The way in which program offers are scaled

**Backfill** - Backfill is defined as “discretionary dollars (General Fund) applied to a program that formerly was funded by a grant, state, or other dedicated funding source. Explicitly identifying backfill allows the Chair and the Board to decide to partially or fully backfill expiring grants, state or federal funds with General Fund dollars.

**One Time Only Resources** - In most budget years, the County has a varying amount of one-time-only funds. These funds will not be available in the following years and thus should be spent on projects that do not have or have minimal ongoing expenses.

**Measure 5 Education Offers** - Multnomah County has General Fund revenues which are not derived from real property taxes. These revenues can be expended on educational services without violating the Constitutional limitation on spending real property tax for educational services. In order for the County to easily demonstrate that it has complied with the Constitutional limitation on spending for “educational services,” departments can designate such programs so that they may be funded by non real property tax revenues.

**Climate Action Plan** - In 2009, Multnomah County adopted the Climate Action Plan (CAP), a comprehensive framework for reducing greenhouse gases and preparing County operations and the community for climate change impacts in the region. If a program contributes toward achieving a Climate Action Plan goal, the check box for Climate Action Plan (CAP) is marked on the program offer. The program offer will also include a description of the particular action the program addresses in the “program description” text box in the program offer.

### *Scaled Program Offers*

Program offers represent discrete increments of service and many County programs can deliver services at varying levels. For example, an Alcohol and Drug Treatment Program may be able to offer 100, 150 or 200 beds. Departments were asked, when appropriate, to provide decision-makers with the option to choose from those service levels. Looking at scaled program offers, one should consider:

- The Base Level of Service - Program "A" is the base level of service that can be provided while still delivering the expected results. In the example above, the base level of service would be 100 beds.
- Increments of Service - Program "B and beyond" represent incremental levels of service that buy additional outcomes. In the A&D treatment example, one increment could be 50 additional beds, and another, separate increment could be 100 additional beds.

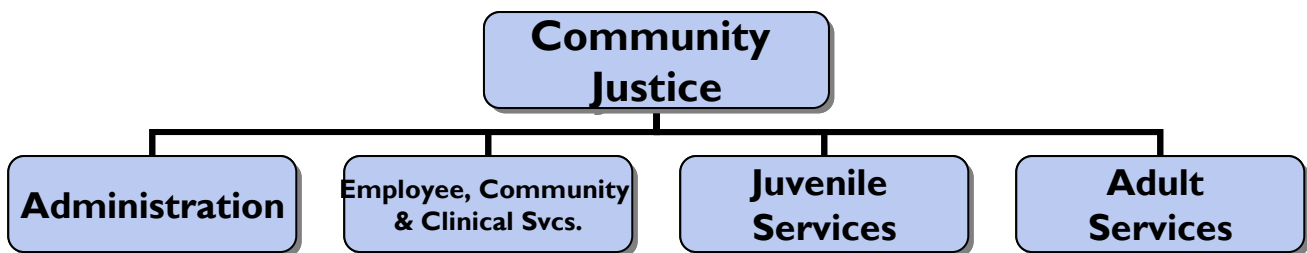
### Department Overview

The Department of Community Justice (DCJ) serves a vital role in protecting our public safety and the strength of our communities. We intervene to prevent the recurrence of crime among juvenile and adult defendants and offenders by supervising them and helping them to change problem behavior. We provide supervision and treatment resources to youth, adults, families, and communities to address the underlying issues and problems that drive crime. Our efforts are guided by a range of supervision, technology, evidence-based strategies to maximize our resources and results.

DCJ organizes operations and aligns resources around five strategic goals:

1. Behavior Change – We work with adult offenders and youth to reduce delinquent and criminal behavior;
2. Accountability – We hold adult offenders and youth accountable for their actions;
3. Resource Management – We direct our resources to delivering cost-effective services;
4. System Change – We use advocacy and innovation to guide our work with stakeholders to improve community safety and assure a fair and just system;
5. Commitment to Victims and Community – We respect and address victims’ rights and needs and restore the community.

We know that it is our responsibility to manage our limited time and resources in order to maximize services provided to the public. We are dedicated to continuous improvement throughout the department by collecting, analyzing and utilizing performance data. We consult evidence-based practices in our policy and program development. We make long-term investments in our employees through the provision of education and training. We believe that in order to enhance public safety we must work collaboratively with the judiciary, law enforcement, schools, treatment agencies, and the community.



### Budget Overview

The FY 2012 budget for the Department of Community Justice is \$86.8 million with 528.98 FTE. Roughly two-thirds, or \$55.1 million, of the budget comes from the County General Fund with the remaining one-third, or \$31.7 million, coming from other funds. From FY 2011 to FY 2012 the total departmental budget increased 2.8%, or \$2.4 million, and FTE increased 2.4%, or 12.44 FTE.

New programs in FY 2012:

- 50039 Adult Recovery Management Center- \$595,762. This program is an alcohol and drug client service model that provides assessment, treatment, and supportive community services to assist low and medium risk offenders who were previously ineligible for DCJ services.
- 50040D Re-entry Employment Services for African American Males- \$50,000. This program will address the work force needs of African American offenders who are 24-45 years of age and who are under supervision with Multnomah County Department of Community Justice. High risk African American males on supervision and high risk African American males returning to the work force after incarceration have traditionally experienced difficulty accessing and securing employment in Multnomah County.
- 50018C Detention Electronics Replacement- \$1,400,000. The revenue and expense for this program is being held in program offer 78008A Facilities Capital Improvement Program (CIP). This program will upgrade the detention electronics system at the Juvenile Justice Center with a modern, detention grade control system consisting of a network of Programmable Logic Controllers (PLC's).

Budget Trends*	FY 2010	FY 2011	FY 2011	FY 2012	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	537.35	518.79	516.55	528.98	12.43
Personal Services	\$49,093,726	\$51,476,263	\$51,535,617	\$55,512,332	\$3,976,715
Contractual Services	15,841,173	16,953,442	18,807,641	18,510,662	(296,979)
Materials & Supplies	13,650,915	13,966,805	14,066,815	14,774,224	707,409
Capital Outlay	52,574	0	11,000	11,000	0
<b>Total Costs</b>	<b>\$78,638,388</b>	<b>\$82,396,510</b>	<b>\$84,421,073</b>	<b>\$86,808,218</b>	<b>\$2,387,145</b>

\*Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

The Department of Community Justice has seen many successes over the past year. We embarked on a department-wide effort to develop a strategic plan to prioritize our organizational goals and activities. As a result, both our Adult Services Division and Juvenile Services Division have adopted case management models informed by the best evidence available in criminal justice research. Our upcoming challenges will be the training and implementation activities necessary to take these models to scale. This budget provides funds to support ongoing staff training as required by these models.

We continue to maintain and exceed statewide performance benchmarks despite supervising both the largest and most high-risk populations in the state. We continue to look for efficiencies and new ways to leverage our existing resources. For example, we are reviewing our needs for electronic and GPS monitoring services in light of recent technological advancements. We are expanding these services through a new procurement process and will have improved capacity in FY 2012. However, in other areas, we are challenged to update our equipment in light of continued budget cuts. The equipment installed in our juvenile detention center is aging and obsolete. Each year, the maintenance of the security system becomes more burdensome and potentially creates a safety issue for staff and youth.

For both our adult and juvenile populations, gang violence continues to be a challenge. At its core, there is a need for intensifying collaboration among the public safety partners and community stakeholders. Likewise, we believe collaboration is the cornerstone for progress in ending commercial sexual exploitation of children (CSEC) in our communities. Our grant-funded efforts in this area have exceeded performance measures and have encouraged the development of a vital coalition of community partners. While grant funding has contributed to many DCJ successes, it has also created sustainability challenges. The grant funding supporting our Computer Forensics Lab ends this year and we will be challenged to sustain operations with looming state budget cuts. Lastly, we look forward to meeting the challenges of creating a more flexible and mobile workforce. Last year, we successfully piloted two programs that increased our presence in the community: DCJ bike patrol and the co-location of parole officers in high-vice areas. Our challenge is to incrementally expand our mobile workforce, foster changes in workplace culture, and synchronize these efforts with building and office closures.

### Diversity and Equity

The Department of Community Justice (DCJ) has made a long-term commitment to achieving organizational cultural competence which supports a diverse and equitable workplace. This effort begins with the DCJ Cultural Competency Steering Committee which seeks to address workplace inequalities related to race, ethnicity, gender or sexual orientation. This committee is responsible for the DCJ Diversity Plan and creates opportunities for staff to raise issues, diffuse misunderstandings, obtain cultural-sensitivity training, and develop positive solutions.

In the Adult Services Division, we run an African American Program that offers reach-in services to African American inmates and then continues support upon release to community supervision. We also fund culturally specific substance abuse and batterers treatment. In the Juvenile Services Division, we collaborate with Concilio Somos El Futuro, a network of community-based groups working with Latino and Latina youth who are at high risk to commit crime, and who are affiliated with a gang. We also support the Communities of Color Partnership, a network of community and county services to provide culturally-specific services to African American youth. We run the At-Promise mentor program which pairs black men to serve as positive role models for gang-affected young men. We offer bilingual and bicultural caseloads and have 15 JSD staff providing culturally-specific services to Latino, Pacific Islanders, and Asian youth. Lastly, the reduction of minority over-representation in both the adult and juvenile system is an explicit goal in the DCJ Strategic Plan. Our Quality Systems and Evaluation Services unit routinely collects data and annually publishes reports on our progress. All of these efforts strive to create safety and diversity in the workplace, with an appreciation of the richness of diversity within the community and clients that we serve.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Administration	\$8,257,689	\$69,063	\$8,326,752	27.80
Employee, Community and Clinical Services	9,757,861	2,163,455	11,921,316	25.50
Juvenile Services	17,128,859	8,536,543	25,665,402	177.63
Adult Services	19,993,447	20,901,301	40,894,748	298.05
<b>Total Community Justice</b>	<b>\$55,137,856</b>	<b>\$31,670,362</b>	<b>\$86,808,218</b>	<b>528.98</b>

### Department Administration

The Department of Community Justice (DCJ) Administration division provides departmental leadership and support through the Director's Office, Business Services and Business Applications & Technology. These three areas work together to help sustain a progressive environment that values evidence-based practices and data-driven decision making. The Director's Office provides policy, program and fiscal direction to DCJ and ensures that DCJ is accountable to County residents, the Board of County Commissioners and system partners. Over the last decade the Director's Office has guided policies that have reduced crime, promoted rehabilitation, reduced spending and reduced racial and ethnic disparities in the juvenile justice system. Business Services works with DCJ programs to ensure that they have the resources they need to get to the results we want. Through a collaborative partnership with our divisions, we provide support to sound budgeting, grants management, invoice processing, contracting, fee collection, medical billing, procurement for goods and services, and travel arrangements. The Business Applications and Technology (BAT) team directs the evaluation, selection, purchase, implementation and training of effective, innovative technology solutions to enhance the effectiveness of DCJ staff and improve the delivery of services to our clients, monitors use of technology to obtain maximum benefits, and increases the use and understanding of data for decision making. We collaborate with partner agencies to develop system-wide technology solutions and share and exchange data.

### Significant Changes

The Director's Office has recently led the development of a department-wide Strategic Plan to realign activities across the department with our core mission and goals. Over 125 employees contributed to the development of the plan. As DCJ begins to move forward in our implementation activities over the next 3-5 years, significant changes in our service delivery models and operations are expected. FY 2012 will be a transformational year in which we determine how we must align future program offers with strategic goals.

Within the FY 2012 program offers, DCJ received a new grant from the U.S. Department of Justice (DOJ). The funding supports technology-based improvements in our information-sharing systems between the courts, law enforcement, parole and probation and community providers that is the foundation of effective re-entry service planning. (see program 50002).

### Employee, Community and Clinical Services

The Department of Community Justice (DCJ) Employee, Community and Clinical Services (ECCS) division provides administrative support to both the Juvenile and Adult Services Divisions. ECCS hires qualified, ethical people and provides training programs for employees to enhance skills specific to working with a diverse offender population. ECCS works with management and members of three different unions to hold employees accountable. ECCS also plays a critical role in holding programs and services accountable. This is accomplished by providing data to assess program impacts, assuring employee performance fidelity, guiding program development to ensure alignment with evidence-based practice principles, monitoring contract compliance and supporting legislative mandates. ECCS provides management and support of policies and procedures, internal investigations and Prisoner Rape Elimination Act (PREA) complaints. ECCS also manages volunteers. Volunteer engagement allows for connectivity between the Department and the community. ECCS is also responsible for leading DCJ's Cultural Competency Steering Committee.

ECCS works with community treatment providers on system design and provides technical assistance. We work with providers to find sustainable solutions and monitor treatment outcomes. ECCS uses multi-level workgroups, process improvement teams, best practice research and comprehensive evaluation to improve services to our offenders and community.

### Significant Changes

ECCS has a key role in the implementation of the DCJ Strategic Plan over the next 3-5 years. This division helps to oversee progress by holding staff accountable through data collection, data reporting, and continuous quality improvements activities. Training and staff development will be a key activity across DCJ as both the Adult Services Division and Juvenile Services Division implement new case management models. The ECCS training coordinator can be found in 50003. ECCS will continue to play an important role in helping community-based programs provide services that are consistent with evidence-based practices.

ECCS also plays an important role in securing additional funding for program enhancements. Within the FY 2012 program offers, ECCS has been awarded a new program that is funded through the State Department of Health (Recovery Management Center, 50039). This will enable low and medium risk level offenders to receive alcohol and other drug assessments and provide offenders assistance in reducing barriers to a drug-free life. A former grant ECCS had received from the U.S. Department of Justice ends June 30, 2011. This was a pass-through grant funding a mentor program at Volunteers of America (50012).



### Juvenile Services

The Juvenile Services Division (JSD) ensures that the juvenile system will protect the public, provide fair and equitable accountability and deliver cost-effective, evidence-based services to delinquent youth and their families. JSD provides a continuum of juvenile services ranging from informal handling (diversion) and formal probation, shelter care, electronic monitoring, mental health assessments and care coordination, outpatient and secure residential substance abuse treatment, and detention. Matching youth to the appropriate intervention is always informed by a risk assessment.

Although delinquency referrals have declined over the past decade there remains a group of youth whose behavior warrants intervention from the juvenile justice system. Each year approximately 800 youth are admitted to the Donald E. Long Juvenile Detention Home. Many of these youth arrive in crisis and require comprehensive wraparound services.

Annually, about 2,500 youth (referred for less serious criminal activity) are diverted from court and held accountable through case management, community service, paying restitution to victims, completing community-based educational/behavioral interventions, or receive a warning letter. On a daily basis, Juvenile Court Counselors (JCCs) supervise about 300 youth on formal probation. JSD manages the higher-risk youth in this population with treatment services, custody sanctions, detention alternatives and accountability interventions.

### Significant Changes

In FY 2012, the Juvenile Services Division will be changing its service delivery model with the introduction of Functional Family Probation Services, or the "FFPS" case management model. The goal is to increase our effectiveness with our youth and their families. Ongoing implementation of FFPS will further focus our activities in accordance with evidence-based practice.

A looming challenge for JSD will be managing future state reductions. These program offers (see 50027B, 50029B, 50030B) reflect a scale-up to state funding while we wait for FY 2012 state funding levels to become known. Flexibility in how we use our state funds will allow us to realign our operations with state funding levels and our strategic plan.

JSD has also successfully been awarded two new grants through the U.S. Department of Justice: The Comprehensive Approach Sex Offender Management Grant (50024) and the Office of Violence Against Women Grant for Supervised Parenting (50060A).

### Adult Services

The Adult Services Division (ASD) provides leadership and direction for the supervision of approximately 8,300 probationers and post-prison adult offenders in the community who have been convicted of felony and misdemeanor crimes.

ASD's mission is to enhance community safety, reduce crime and change offender behavior by holding offenders accountable in a fair and just manner. ASD also effectively coordinates with public safety partners and ensures the safety of DCJ employees who supervise adult offenders. In accordance with best practices, ASD has specialized units for offenders who have been convicted of specific crimes or who have needs that require Probation and Parole Officers (PPO) with specialized training. These units are Domestic Violence, Gang, Mentally Ill, Gender Specific, Sex Offender and Special Supervision Team for violent offenders. Generic supervision units manage offenders with property and drug convictions, including robbery and burglary crimes.

Additionally, we enhance supervision with GPS/electronic monitoring and computer forensics monitoring as needed. We manage supervised Community Service teams to strengthen offender accountability. ASD also provides services to help offenders develop pro-social skills, such as the Day Reporting Center for cognitive skill interventions and the Londer Learning Center for educational support, employment training, and GED services.

### Significant Changes

In FY 2012, the Adult Services Division will begin changing its service delivery model with the introduction of Effective Practices in Community Supervision, or the "EPICS" case management model. The goal is to increase our effectiveness with adult offenders and further focus our activities in accordance with evidence-based practice. This model will help us prioritize activities in the face of looming state reductions. Program offer (50040B) reflects a scale-up to state funding while we wait for FY 2012 state funding levels to become known. Flexibility in how we use our state funds will allow us to realign our operations with state funding levels and our strategic plan.

Within the FY 2012 program offers, ASD eliminated a vacant position (50058) but added two positions that were previously contracted out and moved to County employees during FY 2011 (50051).

ASD also benefitted from three new grants. The first is through the State of Oregon, Bureau of Justice Administration Second Chance Act grant for Housing and Treatment services (50052). The two remaining are provided through the U.S. Department of Justice. The first will enhance our re-entry services by providing with pass-through funding to the Volunteers of America Community Partnership Response program (50040A). The second, Family Support for Treatment & Re-entry Success, provides adult transition services (50037).

### Department of Community Justice

The following table shows the programs that make up the departments total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>Administration</b>					
50000	DCJ Director's Office	\$634,718	\$0	\$634,718	3.00
50001	DCJ Business Services	2,404,821	0	2,404,821	16.80
50002	DCJ Business Applications & Technology	5,218,150	69,063	5,287,213	8.00
<b>Employee, Community and Clinical Services</b>					
50003	DCJ Employee, Community & Clinical Services	818,727	115,061	933,788	7.00
50004A	DCJ Quality Systems & Evaluation Services	490,222	0	490,222	4.00
50005	DCJ Human Resources	858,142	0	858,142	7.00
50006	DCJ Response to Commercial Sexual Exploitation of Children	0	203,905	203,905	1.00
50007	Adult Court Appearance Notification System (CANS)	86,947	0	86,947	0
50008	Adult Offender Mental Health Services	1,124,596	0	1,124,596	0
50009	Addiction Services-Adult Offender Outpatient	399,011	141,638	540,649	0
50010	Addiction Services-Adult Offender Residential-Primarily Men	3,564,437	0	3,564,437	0
50011	Addiction Services-Adult Women's Residential Treatment	1,691,151	0	1,691,151	0
50012	Addiction Services-Adult Drug Court Program	724,628	246,089	970,717	0
50013	Adult Prostitution Alternatives Program-City Funding	0	250,000	250,000	0
50014	Adult Chronic Offender Program-City Funding	0	611,000	611,000	0
50039	Adult Recovery Management Center	0	595,762	595,762	6.50
<b>Juvenile Services</b>					
50015	DCJ Juvenile Services Management	1,315,357	237,747	1,553,104	8.80
50016	DCJ Juvenile Services Support	1,832,482	0	1,832,482	11.00
50017	DCJ Family Court Services	111,537	1,106,782	1,218,319	9.70
50018A	Juvenile Detention Services - 64 Beds	6,801,937	887,317	7,689,254	63.50

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Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
50018B	Juvenile Detention Services - 16 Beds	723,569	0	723,569	6.00
50018C	Detention Electronics Replacement	0	0	0	0
50019	Juvenile Community Detention/Electronic Monitoring	260,113	226,700	486,813	4.00
50020	Juvenile Shelter & Residential Placements	308,430	523,154	831,584	0
50021	Juvenile Delinquency Intake & Assessment	898,661	0	898,661	9.00
50022	Juvenile Probation Services for Young Men	968,385	186,716	1,155,101	8.00
50023	Juvenile Probation Services for Young Women	313,471	0	313,471	3.00
50024	Juvenile Sex Offender Probation Supervision	661,861	76,390	738,251	6.00
50025A	Juvenile Gang Resource Intervention Team (GRIT)	301,397	1,305,709	1,607,106	8.00
50025B	Restorative Justice Training	60,000	0	60,000	0
50026	Juvenile Community Service & Project Payback Program	669,577	104,568	774,145	6.00
50027A	Juvenile Secure Residential A&D Treatment (RAD)	437,820	1,405,609	1,843,429	8.00
50027B	Juvenile Secure Residential A&D Treatment (RAD) - State Funding Scale Up	0	79,725	79,725	0
50028	Juvenile Youth Development Services	861,123	480,445	1,341,568	11.80
50029A	Juvenile Assessment & Treatment for Youth & Families (ATYF)	247,160	1,063,533	1,310,693	10.38
50029B	Juvenile Assessment & Treatment for Youth & Families (ATYF) - State Funding Scale Up	0	185,764	185,764	1.62
50030A	Juvenile Culturally Specific Intervention	75,931	119,099	195,030	0
50030B	Juvenile Culturally Specific Intervention - State Funding Scale Up	0	255,588	255,588	0
50031	Juvenile Informal Intervention & Sanctions Program (JDIS)	245,358	153,221	398,579	2.00
50060A	Family Court Services - Supervised Parenting Time	0	138,476	138,476	0.45
50060B	Family Court Services-Supervised Parenting Time Scale Up	34,690	0	34,690	0

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>Adult Services</b>					
50032	DCJ Adult Services Management	1,744,315	161,857	1,906,172	10.00
50033	Adult Recog Program	1,350,289	0	1,350,289	14.80
50034	Adult Pretrial Supervision Program	1,518,785	0	1,518,785	16.00
50035	Adult Forensics Unit	287,895	0	287,895	2.00
50036	Adult Parole/Post Prison Violation Hearings & Local Control	1,209,758	1,023,518	2,233,276	12.00
50037	Adult Transition and Re-Entry Services	589,148	280,356	869,504	5.00
50038	Adult Re-Entry Enhancement Coordination Grant	0	721,873	721,873	0.25
50040A	Adult Field Services-High Risk Generic Supervision	1,874,188	7,039,378	8,913,566	66.22
50040B	Adult Field Services-High Risk Generic Supervision - State Funding Scale Up	0	1,304,548	1,304,548	12.91
50040C	Employment Transition Services for Gang Members	50,000	0	50,000	0
50040D	Re-entry Employment Services for African American Males	50,000	0	50,000	0
50041	Adult Mentally Ill Offender Supervision	352,435	418,293	770,728	6.00
50042	Adult High Risk Drug Unit	353,731	1,143,527	1,497,258	12.25
50043	Adult Sex Offender Supervision & Treatment	476,744	2,213,590	2,690,334	17.00
50044	Adult Domestic Violence Supervision	1,384,007	990,100	2,374,107	18.00
50045	Adult Family Services Unit	1,332,140	319,312	1,651,452	14.50
50046	Adult Day Reporting Center	1,832,106	0	1,832,106	18.00
50047	Adult Electronic Monitoring	47,224	183,154	230,378	1.20
50048	Adult Effective Sanctioning Practices	1,088,371	0	1,088,371	10.50
50049	Adult Property Crimes Programs	223,460	1,739,629	1,963,089	8.12
50050	Adult Community Service - Formal Supervision	427,790	448,881	876,671	8.00
50051	Adult Londer Learning Center	718,684	30,723	749,407	7.80
50052	Adult Offender Housing	2,131,151	721,255	2,852,406	7.00
50053	Adult Field Services-Medium Risk Generic Supervision	0	694,218	694,218	6.50

# Community Justice

fy2012 adopted budget

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
50054	Adult Community Service-Bench Probation	233,972	0	233,972	3.00
50055	Support to Community Court	84,461	0	84,461	1.00
50056	Adult Domestic Violence Deferred Sentencing Program (DSP)	160,751	0	160,751	2.00
50057	Adult Sex Offender Reduced Supervision (SORS)	0	129,071	129,071	1.00
50058	Adult Generic Reduced Supervision (Casebank)	358,302	1,054,820	1,413,122	13.00
50059	Adult DUII Supervision & Enhanced Bench	<u>113,740</u>	<u>283,198</u>	<u>396,938</u>	<u>4.00</u>
<b>Total Community Justice</b>		<b>\$55,137,856</b>	<b>\$31,670,362</b>	<b>\$86,808,218</b>	<b>528.99</b>

**Lead Agency:** Community Justice

**Program Contact:** Scott Taylor

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Director's Office provides the Department of Community Justice (DCJ) with the policy, program and fiscal direction to achieve its mission of enhancing community safety and reducing criminal activity. DCJ is a 24-hour operation with about 650 permanent, on-call, and temporary employees. The Director's Office provides leadership, communication, and coordination across the Department's Divisions. It is the role of the Director's Office to hold the department accountable to county residents, the Board of County Commissioners and system partners.

**Program Description**

The Director's Office is accountable for the daily operations of an agency that supervises approximately 8,300 adult probationers and parolees. Additionally, DCJ oversees approximately 3,400 defendants requiring pretrial services. In addition, the Director's Office oversees the juvenile detention facility and approximately 300 youth on formal community supervision and 900 on informal supervision. The Director's Office is responsible for the fiscal management of more than \$84 million in county, state, federal and private grant funds.

The Director's Office provides leadership across department divisions, strategic planning and direction for department-wide initiatives. It is the responsibility of the Director's Office to create an organizational culture that values evidence-based practices and continuous quality improvement. The Director's Office coordinates internal and external communications and collaborates with partner agencies in achieving shared public safety goals.

Over the last decade the Director's Office has guided policies that have reduced crime, promoted rehabilitation, reduced spending and reduced racial and ethnic disparities in the juvenile justice system. DCJ continues to see improvements in statewide performance benchmarks in community corrections. The recidivism rate for DCJ's Juvenile Services Division is the lowest it has been since 2000.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of offenders who do not recidivate one year post admit to supervision	89.0%	90.0%	91.0%	91.0%
Outcome	Percent of formal probation youth who do not recidivate	0.0%	0.0%	68.5%	70.0%
Output	Number of adult offenders supervised annually	0	0	8,300	8,300
Output	Number of youth under formal probation supervision.	0	0	300	300

**Performance Measure - Description**

 **Measure Changed**

The last two output measures are new.

Youth recidivism measured by new felony conviction within three years of probation start date. Includes movement into the adult system.

Adult recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$427,700	\$0	\$434,784	\$0
Contracts	\$161,391	\$0	\$118,546	\$0
Materials & Supplies	\$61,756	\$0	\$77,110	\$0
Internal Services	\$13,081	\$0	\$4,278	\$0
Total GF/non-GF:	<b>\$663,928</b>	<b>\$0</b>	<b>\$634,718</b>	<b>\$0</b>
Program Total:	<b>\$663,928</b>		<b>\$634,718</b>	
Program FTE	3.00	0.00	3.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

Last year this program was:  
50000 DCJ Directors Office



**Lead Agency:** Community Justice

**Program Contact:** Joyce Resare

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Department of Community Justice (DCJ) Business Services provides administrative and business support to the Department. This area develops DCJ's county and state budgets and monitors spending throughout the budget cycles. In addition to budget analysis, this area manages grant proposals and awards, accounts receivable and payable, Medicaid billing, procurement and contract development.

**Program Description**

DCJ Business Services supports the Department through sound, accurate and transparent financial management. DCJ is funded by a variety of federal, state, local and other grant sources. A primary responsibility of Business Services is to integrate these resources to develop a balanced budget that meets Oregon Budget Law, County's policies, and the accounting practices established by the County's Chief Financial Officer. Business Services ensures that the Department's budget adequately supports operations and aligns with the programs authorized by the Board of County Commissioners.

Business Services also continually monitors departmental spending throughout the budget cycles so that spending occurs within designated spending limits. Business Services participates in cross-County teams such as the County Operations Council, Purchasing/Contract Committees and the Finance Users Group. This area also sees that cash handling and accounting are closely monitored and that contracts meet County Attorney standards and provides legal authority to procure goods and services for the programs.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of invoices paid in 30 days or less	73.0%	80.0%	76.0%	80.0%
Outcome	Percent spending within legal appropriation (total budget)	100.0%	100.0%	100.0%	100.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,546,353	\$0	\$1,577,921	\$0
Contracts	\$3,256	\$0	\$3,256	\$0
Materials & Supplies	\$66,820	\$0	\$60,880	\$0
Internal Services	\$770,635	\$0	\$762,764	\$0
<b>Total GF/non-GF:</b>	<b>\$2,387,064</b>	<b>\$0</b>	<b>\$2,404,821</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,387,064</b>		<b>\$2,404,821</b>	
Program FTE	16.80	0.00	16.80	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$1,653,233	\$0	\$2,038,790	\$0
Other / Miscellaneous	\$5,000	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$1,658,233</b>	<b>\$0</b>	<b>\$2,038,790</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund which includes Department Indirect Revenue of \$2,033,790 based on indirect rate of 7.98% of total allowable expenditures in the federal/state fund; Fee revenue of \$5,000 deposited into the General Fund. Revenue is unanticipated and not program related. Assuming same budget amount as FY11

## Significant Program Changes

**Last year this program was:**  
50001 DCJ Business Services

**Lead Agency:** Community Justice

**Program Contact:** Jann Brown

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Business Applications and Technology (BAT) section supports the implementation and use of new and existing information systems which increases the effectiveness of staff and improves the delivery of services to our clients. Team members with BAT also work to foster the use and understanding of data for decision making and facilitate a variety of information system trainings that enhance the Department of Community Justice's (DCJ) operations. Through innovative technological solutions and wise technology investments, the Department is better equipped to promote community safety and reduce criminal activity.

**Program Description**

The BAT program provides oversight for evaluation, selection, purchase and implementation of effective, innovative technology solutions. BAT collaborates with partner agencies from the county, local, state and federal governments as well as private service providers in order to develop system-wide technology solutions for data sharing. BAT also supports DCJ's efforts to increase its mobile workforce by finding technology-based solutions that maintain communications across multiple work settings.

This program offer contains services provided by the County's Information Technology organization to facilitate support information needs of the Department, system partners and the public. This includes development and maintenance of software and reporting systems to automate business operations and improve delivery of service, a technology infrastructure to support business needs and easy access to information, and other support services to allow DCJ to effectively utilize technology. This program also provides for the purchase and replacement of computer equipment, software and technology tools.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of BAT Team projects completed on time	0.0%	0.0%	80.0%	80.0%
Outcome	Percentage point reduction in adult and juvenile recidivism	2.0%	4.0%	2.0%	2.0%

**Performance Measure - Description**

 **Measure Changed**

New output measure.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$902,633	\$0	\$927,904	\$0
Contracts	\$60,000	\$0	\$70,000	\$62,500
Materials & Supplies	\$198,124	\$0	\$192,917	\$0
Internal Services	\$4,105,627	\$0	\$4,027,329	\$6,563
<b>Total GF/non-GF:</b>	<b>\$5,266,384</b>	<b>\$0</b>	<b>\$5,218,150</b>	<b>\$69,063</b>
<b>Program Total:</b>	<b>\$5,266,384</b>		<b>\$5,287,213</b>	
Program FTE	8.00	0.00	8.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$4,988	\$0
Intergovernmental	\$0	\$0	\$0	\$69,063
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,988</b>	<b>\$69,063</b>

## Explanation of Revenues

County General Fund plus US DOJ BJA Congressionally Selected Award Program \$69,063. Award Period is 10/1/2010 - 9/30/2012.

## Significant Program Changes

### Last year this program was:

50005 DCJ Business Applications and Technology

During FY11 this program was awarded a new grant from the US Dept of Justice. The grant is funding an IT project to automate information used in the Public Safety System.

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Employee, Community and Clinical Services (ECCS) unit oversees implementation of new community and clinical treatment options, updates department-wide policies, conducts internal investigations, coordinates department-wide safety plans and manages volunteers. This unit often works closely with non-profit providers and community members to collaboratively problem solve service-related issues.

**Program Description**

The ECCS unit responsibilities to the Juvenile and/or Adult Services Divisions consist of:

- 1) Administration and operational support for alcohol, drug and mental health services for adult offenders;
- 2) Coordination of programs for contracted services;
- 3) Supervision and support of DCJ programs/units - Quality Systems and Evaluation Services, Contract Monitoring and Compliance, Human Resources, Trainings, Prevention of Childhood Sexual Exploitation of Children, and Volunteer functions of DCJ; and
- 4) Management of policies and procedures, internal investigations and Prison Rape Elimination Act (PREA) reports.

Public safety is achieved by investing in both our community and our employees. Careful background investigations ensure that we hire qualified, ethical people. Training programs enhance skills specific to working with a diverse offender population. Competent contracting services strengthen our effectiveness in providing meaningful treatment services. Volunteer engagement fosters connectivity between the Department and the community. By hiring the right people, giving them the tools they need to do their job and partnering with community members, we can best meet DCJ's mission of holding offenders accountable while changing their behavior and keeping the community safe.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of volunteer hours delivered annually	22,464	10,800	23,000	23,000
Outcome	Percent of internal investigations completed within 60 days	90.0%	100.0%	90.0%	90.0%

**Performance Measure - Description**

**Legal/Contractual Obligation****Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$683,517	\$119,727	\$702,209	\$113,567
Contracts	\$78,929	\$0	\$43,929	\$0
Materials & Supplies	\$54,843	\$260	\$66,002	\$618
Internal Services	\$10,615	\$0	\$6,587	\$876
<b>Total GF/non-GF:</b>	<b>\$827,904</b>	<b>\$119,987</b>	<b>\$818,727</b>	<b>\$115,061</b>
<b>Program Total:</b>	<b>\$947,891</b>		<b>\$933,788</b>	
Program FTE	6.00	1.00	6.00	1.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$119,987	\$0	\$115,061
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$119,987</b>	<b>\$0</b>	<b>\$115,061</b>

**Explanation of Revenues**

County General Fund plus US Dept of Justice JAG Grant \$115,061. Funds 1.00 FTE that assists DCJ adult clients in accessing alcohol & drug treatment. Grant ends 9/30/2012, but anticipating grant will be renewed for another year.

**Significant Program Changes****Last year this program was:**

50002 DCJ Employee, Community & Clinical Services Management

**Lead Agency:** Community Justice

**Program Contact:** Charlene Rhyne

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The DCJ Quality Systems and Evaluation Services (QSES) unit is comprised of Continuous Quality Improvement (CQI) functions as well as traditional research and evaluation (R&E) activities. This duality aligns contract compliance with best practices and allows for the implementation of a quality control and evaluation process. The QSES unit continues to analyze and report on issues critical to the Department (including program planning, program implementation, quality improvement and assessing program impacts for both the Adult and Juvenile Divisions). Results are presented to the Department's management team, staff, and the Board of County Commissioners before being published on the website for community review. The QSES unit also develops and reports on performance measures for all departmental programs, services and contracts. In sum, services provided by QSES ensure that departmental operations have fidelity and are delivered in a manner optimizing client outcomes. Nationally, DCJ's research is studied (through corrections publications and national conferences) and recognized in a manner that enhances our reputation with national and state funders.

**Program Description**

QSES supports the Department's principle of information-based decision making by:

- 1) Conducting process and outcome evaluations of programs and initiatives;
- 2) Presenting research and evaluation studies orally and in writing to internal and external stakeholders;
- 3) Providing support for routine and periodic management reporting;
- 4) Providing ongoing contract monitoring for compliance; and
- 5) Making recommendations regarding the research and evaluation process.

Our research and evaluation approach is consistent with the American Evaluation Association's (AEA) 'Guiding Principles for Evaluators.' QSES responsibilities are critical for holding programs and services accountable. Accountability is accomplished by providing data that assesses program impacts, assures employee performance fidelity, guides program development alignment with evidence-based practice principles, monitors contract compliance and supports legislative mandates. This model ensures data-driven decision making as well as program development and implementation that is based on solid research evidence.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of contracts monitored for quality annually	0	0	55	55
Outcome	Percentage point reduction in adult and juvenile recidivism	2.0%	4.0%	2.0%	2.0%

**Performance Measure - Description**

 **Measure Changed**

Output measure is new.

Adult recidivism is measured by 12 months new felony conviction following current admit date.

Youth recidivism measured by new felony conviction within three years of probation start date. Includes movement into the adult system.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$499,269	\$0	\$474,090	\$0
Materials & Supplies	\$8,882	\$0	\$11,368	\$0
Internal Services	\$125	\$0	\$4,764	\$0
Total GF/non-GF:	<b>\$508,276</b>	<b>\$0</b>	<b>\$490,222</b>	<b>\$0</b>
Program Total:	<b>\$508,276</b>		<b>\$490,222</b>	
Program FTE	4.60	0.00	4.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50003 DCJ Quality and Evaluation Services

This program offer reflects a reduction of a .60 FTE Program Coordinator Position.



**Lead Agency:** Community Justice

**Program Contact:** James Opoka

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Department of Community Justice (DCJ) Human Resources (HR) unit recruits, hires, trains and assists with the management of nearly 650 permanent, on-call and temporary employees. DCJ HR and training consultants work closely with both internal and external customers to design responsive programs and services. HR staff work with management and members of three different unions to hold employees accountable. The HR unit directly supports the culture and mission of the Department.

**Program Description**

The HR unit supports 650 permanent, on-call and temporary employees; 3 union contracts; and 24-hour operations in Juvenile Detention, the Multnomah County Justice Center and the community. HR will continue to:

- 1) Assess diverse organizational and customer (employee) needs to provide strategic direction as well as succession and workforce planning through active participation on management teams;
- 2) Consult with managers and employees about employee and labor relations issues, including performance management, discipline and grievances, recruitment and selection of a highly qualified and diverse workforce, leave administration, layoffs and bumping, and compliance with County Personnel Rules, Department Work Rules, and union contracts;
- 3) Ensure compliance with all laws, rules, regulations, policies and labor agreements so liability and costs of unlawful employment actions are reduced or eliminated;
- 4) Manage the recruitment and selection process, leave administration, discipline and grievance process, layoffs and bumping, and personnel records;
- 5) Manage 191 leave requests and 887 personnel transactions in SAP;
- 6) Develop and implement HR initiatives with Central Human Resources and Labor Relations; and
- 7) Complete 324 background investigations / records checks on DCJ employees, volunteers and interns.

DCJ's HR unit supports the Department's mission and accountability to the public through hiring, training and evaluating competent staff. By hiring qualified people, giving them the tools they need to do their job and supporting management performance, the Department is able to continue changing offender behavior and keeping the community safe.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of HR data entry errors that results in a dock of pay	10.0%	5.0%	2.0%	2.0%
Outcome	Percent of grievances where it was determined there were no contract violations	100.0%	85.0%	100.0%	100.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$805,106	\$0	\$770,222	\$0
Contracts	\$46,198	\$0	\$46,198	\$0
Materials & Supplies	\$28,610	\$0	\$35,110	\$0
Internal Services	\$10,296	\$0	\$6,612	\$0
Total GF/non-GF:	<b>\$890,210</b>	<b>\$0</b>	<b>\$858,142</b>	<b>\$0</b>
Program Total:	<b>\$890,210</b>		<b>\$858,142</b>	
Program FTE	7.00	0.00	7.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

Last year this program was:  
50004 DCJ Human Resources

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This three year project has just completed its first year of addressing the commercial sexual exploitation of children (CSEC). The project provides a victim-centered coordinated response in Multnomah County through a victim advocate who coordinates efforts and trainings on behalf of the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The goals of OJJDP are to identify exploited youth and youth at risk for exploitation; actively investigate and prosecute cases where adults have exploited children; and intervene appropriately with youth and compassionately serve victims. The Department of Community Justice (DCJ) Community Response to CSEC is a collaborative project with the Portland Police Bureau, the Sexual Assault Resource Center (SARC), Multnomah County Sheriff's Office Anti-Trafficking Task Force, the FBI, the State of Oregon Department of Human Services and other community providers.

**Program Description**

The commercial sexual exploitation of children (CSEC) has become a prevalent problem in Multnomah County in recent years. Because the I-5 corridor passes directly through Portland, this city is an easy transport artery for CSEC victims and illegal drugs. Runaways from Oregon, Idaho and Southwest Washington migrate to downtown Portland. Traffickers and exploiters realize these young people are desperate for food and shelter and therefore coax or manipulate them into exchanging sex acts for money.

Local, state and federal law enforcement agencies in Multnomah County have worked on over 55 sex trafficking cases involving both domestic and international victims. This is believed to be only a fraction of suspected activity in Oregon.

This project (being grant funded by OJJDP) is helping expose and derail this once flourishing "business". However, Multnomah County still faces three main challenges. First, both service providers and law enforcement professionals must be trained to identify and refer victims for assistance. Second, trafficking victims themselves are often unaware they are victims of a federal crime and as such, entitled to benefits. A third challenge is to develop resources within the youth services continuum that address the needs of this population. A comprehensive victim services plan has been developed, but full implementation is reliant upon funding and community partnership. The objectives of the program are to:

- 1) Maintain a full-time Program Coordinator for Multnomah County's response to victims of CSEC;
- 2) Contract with a full-time Program Advocate and volunteers to provide 24-hour crisis responses to an estimated 70 CSEC youth annually;
- 3) Offer CSEC training to hundreds of individuals from at least 50 local agencies; and
- 4) Hold steering committee meetings at least quarterly, so that partners may conduct assessments of service needs and gaps, collect and provide data about the number of CSEC youth within Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of CSEC youth receiving advocacy services	57	50	125	125
Outcome	Number of community agencies that have received CSEC training	50	0	50	50

**Performance Measure - Description**

 **Measure Changed**

Outcome is new.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$101,665	\$0	\$105,508
Contracts	\$0	\$71,284	\$0	\$70,557
Materials & Supplies	\$0	\$10,700	\$0	\$7,589
Internal Services	\$0	\$15,592	\$0	\$20,251
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$199,241</b>	<b>\$0</b>	<b>\$203,905</b>
<b>Program Total:</b>	<b>\$199,241</b>		<b>\$203,905</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$12,470	\$0	\$14,725	\$0
Intergovernmental	\$0	\$199,241	\$0	\$203,905
<b>Total Revenue:</b>	<b>\$12,470</b>	<b>\$199,241</b>	<b>\$14,725</b>	<b>\$203,905</b>

**Explanation of Revenues**

US Dept of Justice Grant for Intervention into the Commercial Sexual Exploitation of Children \$203,905. Award period is 9/1/2009 - 8/31/2012.

**Significant Program Changes****Last year this program was:**

50010 DCJ Community Response to Commercial Sexual Exploitation of Children

**Lead Agency:** Community Justice

**Program Contact:** Charlene Rhyne

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Court Appearance Notification System (CANS) is a collaborative, multi-jurisdictional program designed to reduce offenders' rate of failure to appear (FTA) in court. Reducing FTAs is accomplished through the use of automated telephone reminders for appointments. The automated system is also used to alert offenders of payments due on restitution and supervision fees. As a result of the thousands of notifications made by CANS in FY 2010, there was a 92% appearance rate in court. CANS regularly monitors and reports program performance to the Local Public Safety Coordinating Council (LPSCC) and the Criminal Justice Advisory Committee (CJAC).

**Program Description**

CANS works by reminding defendants of: a) upcoming court hearing dates, times and locations; and b) any outstanding restitution, compensatory and/or supervision fees.

CANS is a collaborative effort of the State Courts and multiple county public safety agencies. DCJ provides management of the project and vendor contract with a full time program coordinator within the Quality Systems and Evaluation Services Unit (QSES). The District Attorney's Office provides police training and the State Courts provide IT support. LPSCC and the County Budget Office provide technical assistance.

FTAs incur substantial costs to the various enforcement agencies for re-arrest, re-booking, additional jailing, additional prosecution, increased matrix releases and increased backlog of warrant entries. This program demonstrates effective agency collaboration, fiscal responsibility and efficient use of the criminal justice system.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of circuit court notifications that are successful	74.0%	79.0%	75.0%	80.0%
Outcome	Appearance rate for successful circuit court notifications	92.0%	92.0%	90.0%	92.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$34,818	\$0	\$0	\$0
Contracts	\$150,000	\$0	\$86,000	\$0
Materials & Supplies	\$454	\$0	\$597	\$0
Internal Services	\$431	\$0	\$350	\$0
Total GF/non-GF:	<b>\$185,703</b>	<b>\$0</b>	<b>\$86,947</b>	<b>\$0</b>
Program Total:	<b>\$185,703</b>		<b>\$86,947</b>	
Program FTE	0.40	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50027 Adult Court Appearance Notification System

This program offer reflects a reduction of a .40 FTE Program Coordinator Position.

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The rate of mental illness among those incarcerated is two to three times higher than in the general population (Roskes and Feldman 1999). These offenders eventually leave prison or jail and are then supervised in the community, bringing with them a variety of mental health and chronic medical issues. Research indicates that these offenders are likely to have continued contact with the correctional system and that interventions may assist in lowering their recidivism rate. The Department of Community Justice (DCJ) provides funding for services that assist Parole/Probation Officers (PPO) in their work with over 270 adult mentally ill offenders annually. This work is essential for stabilizing and decreasing recidivism rates for this specific population and is always coordinated in collaboration with other community based treatment.

**Program Description**

Mental Health Services (MHS) help PPOs access necessary services for severe and persistent mentally ill adult offenders. Special limited services that benefit this target population are not available without DCJ assistance. MHS provides:

- 1) Mental Health Evaluations (in order to determine the best way to achieve offender compliance with court orders for offenders who pose a serious risk to the community and to identify mental illness and determine severity);
- 2) Three contracted staff to work with 60 offenders, preparing them for community treatment (crisis stabilization, accessing emergency mental health care, accessing emergency medical care, food, shelter and clothing);
- 3) One psychiatric nurse practitioner to provide prescribing services; and
- 4) Fifteen residential beds of Dual Diagnosis treatment for offenders who have not been successful in alternate treatment modalities or whose mental health symptoms are too severe for less specialized treatment providers.

This program supports public safety by providing treatment to high and medium risk offenders who require assistance in accessing services. MHS collaborates and coordinates a continuum of social services in a manner that conserves community resources while reducing mentally ill offenders' risk to reoffend. Without these services, many of these offenders would not be stabilized and would likely return to jail on supervision violations and/or new criminal charges.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of mentally ill offenders that received treatment	136	0	100	100
Outcome	Percent of offenders not recidivating one year post exit	75.0%	80.0%	71.0%	80.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is a measure of new felony arrests one year post treatment using a recidivism rate.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$1,123,637	\$0	\$1,124,596	\$0
Total GF/non-GF:	<b>\$1,123,637</b>	<b>\$0</b>	<b>\$1,124,596</b>	<b>\$0</b>
Program Total:	<b>\$1,123,637</b>		<b>\$1,124,596</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

**Last year this program was:**

50034 Adult Offender Mental Health Services



**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Outpatient treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. At any time, 170 offenders attend these community-based, outpatient treatment programs 1 to 3 times a week. All participants are classified as high-risk and would likely commit a new crime without intervention.

**Program Description**

Services are provided through contracts with 9 non-profit providers that are dually licensed to provide drug and alcohol treatment and mental health services.

Outpatient treatment is an option for qualified offenders. Programs are equipped to respond to culturally-specific needs, provide comprehensive mental health counseling, assist with job related issues and support housing transitions. All contracted treatment programs use research-based approaches that motivate offenders to learn new skills that support a lifestyle free of crime and addiction.

Without treatment, offenders are more likely to reoffend and/or end up occupying expensive jail beds. A study published by the Oregon Legislature Public Safety Strategies Task Force (2008) found that drug treatment programs in the community have been shown to reduce criminal re-offense rates by 9%.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	512	0	600	600
Outcome	Percent of high-risk offenders who do not recidivate one year post-treatment exit.	87.0%	87.0%	75.0%	87.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new.

Recidivism is a measure of new felony arrests one year post treatment using a recidivism rate.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$344,294	\$130,553	\$399,011	\$128,181
Internal Services	\$0	\$11,085	\$0	\$13,457
<b>Total GF/non-GF:</b>	<b>\$344,294</b>	<b>\$141,638</b>	<b>\$399,011</b>	<b>\$141,638</b>
<b>Program Total:</b>	<b>\$485,932</b>		<b>\$540,649</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$8,865	\$0	\$10,228	\$0
Intergovernmental	\$0	\$60,138	\$0	\$60,138
Other / Miscellaneous	\$0	\$81,500	\$0	\$81,500
<b>Total Revenue:</b>	<b>\$8,865</b>	<b>\$141,638</b>	<b>\$10,228</b>	<b>\$141,638</b>

## Explanation of Revenues

County General Fund plus State Alternative Incarceration Program (AIP) \$60,138. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time; Civil Forfeitures \$81,500. Funds are received from Mult Co. Circuit Court or City of Portland for civil forfeitures seized from clients and turned over to DCJ per ORS 131A.360. Amount based on FY11 current year estimates and two years of history.

## Significant Program Changes

### Last year this program was:

50036 Addiction Services-Adult Offender Outpatient

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Residential drug treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. In 2010, 536 clients exited from residential treatment. This offer provides 90 beds of residential drug and alcohol treatment for high risk adult offenders and allows courts and Parole/Probation Officers (PPO) an alternative sanction to jail use. Past evaluations have shown that these county services effectively reduce re-arrest rates.

**Program Description**

Fifty-two beds serve high risk offenders in a facility specialized in treating males involved with the criminal justice system. The remaining beds are located in three residential facilities within the community. While the length of treatment varies for each individual, the average length of stay for successful completion in residential treatment is 160 days, but may last up to six months. When appropriate, offenders are transported directly from jail to residential treatment, ensuring a drug-free transition.

Providing residential treatment for drug addicted/abusive offenders reduces community criminal activity and is therefore an effective public safety investment for the County. According to the National Institute on Drug Abuse (NIDA), "Most studies suggest that outcomes for those who are legally pressured to enter treatment are as good as or better than outcomes for those who entered treatment without legal pressure." In 2006, NIDA reported that drug abuse treatment is cost effective in reducing drug use and bringing about cost savings associated with health care, crime and incarceration.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of male clients participating in treatment	206	0	233	235
Outcome	Percent of offenders who do not recidivate one year post treatment exit	84.0%	83.0%	82.0%	83.0%

**Performance Measure - Description**

✔ **Measure Changed**

Output is new.

Recidivism is a measure of new felony arrests one year post treatment exit using a recidivism rate.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$3,560,176	\$0	\$3,564,437	\$0
Total GF/non-GF:	<b>\$3,560,176</b>	<b>\$0</b>	<b>\$3,564,437</b>	<b>\$0</b>
Program Total:	<b>\$3,560,176</b>		<b>\$3,564,437</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50037 Addiction Services-Adult Offender Residential

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Residential drug treatment is an essential part of the alcohol and drug treatment continuum that impacts public safety. When residential treatment is successful for women offenders, the long-term collateral costs of re-arrest, re-incarceration and inadvertent consequences for the children of female offenders significantly decline.

This program serves 40 residential alcohol and drug treatment beds for high risk female offenders in two facilities. This offer also funds 9 beds for dependent children. The current community treatment providers have been in existence for over 15 years and work collaboratively with the Department of Community Justice (DCJ) to treat women with addictions and criminality.

**Program Description**

This program uses evidence-based practices to address addiction, mental health issues, parenting, healthy relationships, criminality, employment resources and relapse prevention counseling. Regular communication and coordination with a Parole/Probation Officer (PPO) is maintained to develop and implement treatment and supervision plans.

Programs that provide family therapy, childcare and child-rearing services have improved outcomes with regard to treatment completion and reduction of recidivism (National Institute on Drug Abuse 2006; National Institute of Corrections 2005). The National Institute on Drug Abuse (NIDA) reports that drug abuse treatment is cost effective in reducing drug use and bringing about cost savings associated with health care, crime and incarceration. NIDA also reports that gender-specific programs may be more effective for female offenders, especially those with trauma and abuse in their background (2006).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders participating in treatment	165	0	185	185
Outcome	Percent of offenders who do not recidivate one year post treatment exit	82.0%	81.0%	88.0%	88.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new.

Recidivism is a measure of new felony arrests one year post treatment exit using a recidivism rate.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$1,686,546	\$0	\$1,691,151	\$0
Total GF/non-GF:	<b>\$1,686,546</b>	<b>\$0</b>	<b>\$1,691,151</b>	<b>\$0</b>
Program Total:	<b>\$1,686,546</b>		<b>\$1,691,151</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50038 Addiction Services-Adult Women Residential

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Drug Diversion Drug Court (STOP) contributes to public safety by providing outpatient treatment and supervision to approximately 675 adult offenders each year, with a daily capacity of 251 individuals. STOP holds adults charged with drug offenses accountable while providing them an opportunity for treatment. Those who successfully complete treatment and court requirements have their charges dismissed.

**Program Description**

STOP serves adults charged with various drug-related offenses. Multnomah County's Drug Court is one of the oldest of its kind that collaborates with criminal justice partners to expedite the court process and offer drug treatment. The treatment component is operated through a contracted service provider who works closely with the court to provide mental health and drug treatment, employment resources, housing referrals, mentoring, residential treatment referrals and long-term follow-up services. Offenders may attend STOP as frequently as once a week during the first phases of their recovery and as little as one time per month as they stabilize with treatment.

There is a well-researched link between substance abuse and criminal behavior. A recent report from the National Institute of Corrections (NIC) states that half of offenders were under the influence of alcohol or drugs when they committed their current offense (Przybylski 2008). The NIC says, "It is unlikely that recidivism rates can be appreciably reduced without breaking the cycle of substance abuse and crime." This program has proven its effectiveness through independent studies that measured the County's cost savings of nearly \$1,400 per offender (NPC Research 2003). A ten-year analysis of STOP Drug Court (from 1991 to 2001) published by NPC Research in 2007, showed that STOP reduced re-arrests by 30% compared with eligible defendants who did not go through STOP.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of participants served annually	582	650	675	650
Outcome	Percent of participants who exit successfully	84.0%	90.0%	89.0%	90.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$856,575	\$273,270	\$724,628	\$224,172
Internal Services	\$0	\$22,775	\$0	\$21,917
<b>Total GF/non-GF:</b>	<b>\$856,575</b>	<b>\$296,045</b>	<b>\$724,628</b>	<b>\$246,089</b>
<b>Program Total:</b>	<b>\$1,152,620</b>		<b>\$970,717</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$18,215	\$0	\$16,394	\$0
Fees, Permits & Charges	\$0	\$5,000	\$0	\$5,000
Intergovernmental	\$0	\$291,045	\$0	\$241,089
<b>Total Revenue:</b>	<b>\$18,215</b>	<b>\$296,045</b>	<b>\$16,394</b>	<b>\$246,089</b>

## Explanation of Revenues

County General Fund plus State CJC Drug Court Enhancement grant \$241,089. Award ends 6/30/2011. Anticipating funding to be renewed in FY12 at same service level which enhances the Drug Court program; Drug Diversion fees from clients \$5,000. All fees collected by DCJ are passed-through to contractor that runs Drug Diversion Program. The majority of these fees are paid directly to the contractor by the client.

## Significant Program Changes

### Last year this program was:

50054 Addiction Services-Adult Drug Court Program

Grant funding from the US Department of Justice ends 6/30/2011. This was a pass-through grant funding a mentor program at Volunteers of America



**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

As a response to community concerns about the increase in criminal activity, Multnomah County has collaborated with the City of Portland, the District Attorney's Office and Lifeworks Northwest to address specific issues related to prostitution. The goal of the Prostitution Alternatives Program is to reduce offender risks and promote long-term behavioral and attitudinal change.

**Program Description**

The Prostitution Alternatives Program is a collaborative program with Portland Police, the Department of Community Justice (DCJ), the District Attorney's Office and Lifeworks Northwest. DCJ acts a pass-through and program developer for the treatment component of the program. Although the target population remains focused on individuals who have "worked" Northeast 82nd Avenue and Sandy Boulevard, if there is room available, women from all quadrants of the city may access services.

Up to 90 girls and women will receive services through a contract with Lifeworks Northwest for the New Options for Women program. If a person is accepted into the Prostitution Alternatives Program, they can receive alcohol and drug treatment, mental health services, mentoring, housing, and employment search assistance. The police are actively involved and upon evaluating the woman's circumstances, will either detain the woman or bring her to one of the service outlets.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average number of girls and women served annually	0	60	90	100
Outcome	Number of case management hours delivered annually	0	0	1,260	1,500

**Performance Measure - Description**

✔ **Measure Changed**

DCJ serves as a "pass through" for this program.  
Outcome measure is new.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$0	\$250,000	\$0	\$250,000
Total GF/non-GF:	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>
Program Total:	<b>\$250,000</b>		<b>\$250,000</b>	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$0	\$250,000	\$0	\$250,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$250,000</b>

## Explanation of Revenues

IGA with City of Portland \$250,000. IGA through 2/28/2013 to pass-through funding to Lifeworks NW to provide outpatient services for girls and women who have histories of prostitution.

## Significant Program Changes

**Last year this program was:**  
50055 Adult Prostitution Alternatives Program

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The City of Portland has collaborated with Multnomah County and others to address specific issues of chronic offenders within the Portland area. The goal of the coordination team is to reduce offender risk and promote long-term behavioral and attitudinal change.

The Services Coordination Team (SCT) is a system-wide response to chronic and repeat offenders, most of whom are homeless and residing in downtown Portland. The County's Department of Community Justice (DCJ) acts as a pass-through for the treatment component of SCT (currently at the Volunteers of America) and employs one Parole/ Probation Officer (PPO) and one District Attorney specifically assigned to SCT clients.

**Program Description**

On average, 48 offenders each month receive services (housing assistance, substance abuse treatment, etc.) to decrease their addiction(s) and criminal behavior. Individuals eligible for SCT are identified pre- and post-adjudication. The PPO assigned to this caseload facilitates an individualized intervention plan and coordinates with community partners to address the needs of the offenders. The services available to this population include 12 case managed housing units and 20 alcohol and drug day treatment slots.

The Chronic Offenders Program supports public safety by targeting the most chronic offenders and working to improve livability and safety within the community.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average number of offenders supervised monthly	47	48	46	48
Outcome	Percent of offenders that did not recidivate while in the program	93.0%	0.0%	95.0%	95.0%

**Performance Measure - Description**

DCJ serves as a "pass through" for this program.  
Outcome is new.

Recidivism is a measure of new felony arrests while in the program based on data for the first six months of the program.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$103,507	\$0	\$0
Contracts	\$0	\$741,000	\$0	\$611,000
Total GF/non-GF:	<b>\$0</b>	<b>\$844,507</b>	<b>\$0</b>	<b>\$611,000</b>
Program Total:	<b>\$844,507</b>		<b>\$611,000</b>	
Program FTE	0.00	1.00	0.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$844,507	\$0	\$611,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$844,507</b>	<b>\$0</b>	<b>\$611,000</b>

## Explanation of Revenues

IGA with City of Portland for Chronic Offender funding \$611,000. Provides outpatient treatment and housing for 20 male clients identified by the Service Coordination Team. Current IGA through 6/30/2011 and expecting to be renewed at same funding level for FY12.

## Significant Program Changes

### Last year this program was:

50056 Adult Chronic Offender Program - City Funding

Funding from the City of Portland funding 1 FTE Probation/Parole Officer ended in FY11.

**Lead Agency:** Community Justice

**Program Contact:** Dave Koch

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Department of Community Justice's (DCJ) Juvenile Division supervises the highest percentage of high-risk youth on probation in the entire state. Juvenile Services Management (JSM) leads, supports and monitors Delinquency Intervention, Probation, Accountability, Treatment and Detention services to delinquent youth 12-18 years of age. Within these services, managers oversee a variety of programs designed to reduce recidivism as well as the overrepresentation of youth of color in detention. JSD's recidivism rate remains at its lowest rate in many years although recidivism is higher than the statewide average.

**Program Description**

JSM ensures that the juvenile system protects public safety, provides fair and equitable accountability and delivers cost effective, evidence-based services to delinquent youth and their families. This program is responsible for collaborating with partners such as the judiciary and law enforcement to enhance the coordination and effectiveness of the overall juvenile system. Specific oversight responsibilities include:

- 1) COUNSELING - Coordinates and monitors units devoted to intake/assessment, prevention/intervention, adjudication, probation, sanctioning and connectivity to resources.
- 2) CUSTODY - Responsible for the operations and security of the Donald E. Long Home (DELH), a regional juvenile detention facility. DELH operates 24 hours a day, 7 days a week and serves tri-county youth awaiting subsequent court hearings (including Measure 11 youth), or serving a sanction. Additionally, Custody Services oversees Community Service and Project Payback (a juvenile restitution program) as well as the Community Detention/Electronic Monitoring programs.
- 3) TREATMENT & Specialized Services - Provides clinical oversight of in-house mental health services, alcohol and drug services and specialized services for delinquent youth. Elements include: a) assessments; b) case planning and care coordination; c) individual/family therapy for clients identified as high risk for re-offense; d) secure residential substance abuse treatment; e) cognitive skills programming; f) educational reconnection and support; and g) vocational/employment opportunities.
- 4) DETENTION ALTERNATIVES INITIATIVE - Reduces reliance on detention while holding youth accountable and protecting public safety through development and oversight of shelter care and residential placement options.
- 5) FAMILY COURT SERVICES - Provides mediation, parent education and child custody evaluations, as well as support to the court in dependency matters and system initiatives.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of youth in county not referred to DCJ on delinquency matters	96.0%	95.0%	96.0%	96.0%
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Outcome measure is new.

The outcome measure is based on the felony adjudication/conviction for the probation youth.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$923,469	\$167,178	\$940,809	\$170,788
Contracts	\$34,695	\$32,000	\$169,101	\$0
Materials & Supplies	\$241,635	\$42,066	\$173,592	\$54,886
Internal Services	\$111,207	\$12,906	\$31,855	\$12,073
<b>Total GF/non-GF:</b>	<b>\$1,311,006</b>	<b>\$254,150</b>	<b>\$1,315,357</b>	<b>\$237,747</b>
<b>Program Total:</b>	<b>\$1,565,156</b>		<b>\$1,553,104</b>	
Program FTE	7.40	1.40	7.39	1.41
<b>Program Revenues</b>				
Indirect for dep't Admin	\$10,322	\$0	\$6,386	\$0
Other / Miscellaneous	\$10,000	\$254,150	\$10,000	\$237,747
<b>Total Revenue:</b>	<b>\$20,322</b>	<b>\$254,150</b>	<b>\$16,386</b>	<b>\$237,747</b>

## Explanation of Revenues

County General Fund plus Juvenile Informal Restitution \$10,000 which is deposited into the general fund. Revenue is collected from the youth and passed-through to the victim for restitution. Assuming same budget amount as FY11; Annie E. Casey Foundation \$237,747. Amount includes annual grant award of \$150,000 plus projected unspent balance that can be carried forward.

## Significant Program Changes

**Last year this program was:**  
50007 Juvenile Services Management

**Lead Agency:** Community Justice

**Program Contact:** Dave Koch

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Juvenile Support Services unit supports all aspects of the Juvenile Services Division's (JSD) Administration, Probation, Accountability, Treatment and Custody Services departments. The staff maintains accurate records internally and in various statewide data systems. Support staff performs the following functions: a) provide information and referrals to the public and community partners; b) provide administrative and clerical support to division personnel; c) coordinate payroll, property management and purchasing; and d) provide reception coverage.

**Program Description**

Departments covered by Support Services:

- 1) DATA SERVICES - Provides specialized entry and records maintenance in the statewide Juvenile Justice Information System (JJIS) and the Law Enforcement Data System (LEDS). This team enters warrants into LEDS and provides law enforcement with field access to juvenile Electronic Probation Records (EPR). Data Services also assists the Division with meeting legal obligations regarding the supervision and extradition of out-of-state youth.
- 2) DOCUMENT AND SUPPORT SERVICES - Works with the District Attorney's Office, State Clerk's Office and other jurisdictions to process adoption records and expunge juvenile records that meet statutory criteria (ORS 419A.262). The team maintains all closed juvenile files and processes documents and forms for JSD, District Attorney, Department of Human Services and the judiciary.
- 3) The CHILD ABUSE UNIT - Partners with the judiciary, the District Attorney's Office, the Department of Human Services and other agencies to ensure legal compliance regarding service of legal documents affecting the outcome of dependency cases and termination of parental rights cases. They adhere to strict legal deadlines, providing precise records which are vital to the outcome of individual cases. They also provide direct client services to parents involved in the Child Welfare System.
- 4) GENERAL ADMINISTRATIVE SUPPORT - Entails maintaining juvenile sex offender registration information; performing record checks; providing office support to Counseling, Treatment and Custody units; processing subpoenas; archiving requests; processing payroll; entering data; purchasing equipment; and providing public assistance with general inquiries.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of referrals processed annually	5,900	5,500	5,400	5,400
Outcome	Number of court orders and dispositions processed	2,200	2,200	2,100	2,100

**Performance Measure - Description**

Output includes all types of referrals, including dependency.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$835,395	\$0	\$853,229	\$0
Contracts	\$0	\$0	\$12,400	\$0
Materials & Supplies	\$11,210	\$0	\$93,562	\$0
Internal Services	\$17,809	\$0	\$873,291	\$0
Total GF/non-GF:	<b>\$864,414</b>	<b>\$0</b>	<b>\$1,832,482</b>	<b>\$0</b>
Program Total:	<b>\$864,414</b>		<b>\$1,832,482</b>	
Program FTE	11.00	0.00	11.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

Last year this program was:  
50008 Juvenile Services Support



**Lead Agency:** Community Justice

**Program Contact:** Janice Garceau

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Exposure to parental conflict and the potential loss of a parent through divorce and separation places children at risk for delinquency, teen pregnancy and poor school performance, all of which can lead to a cycle of dysfunction and offending behavior. Family Court Services (FCS) helps keep children safe, parents healthy, families stable and promotes public safety through services to approximately 1,200 at risk families as they go through separation and divorce. Through parent education, mediation, evaluation, information and referral services, and support to the dependency court, FCS stabilizes families involved with the Family Court and plays a critical role in preventing family dysfunction and juvenile delinquency.

**Program Description**

The Parent Education Program (under FCS) provides divorce and parenting information to over 2,200 Multnomah County parents experiencing major life crisis of separation or divorce. Over 1,000 child custody mediations and approximately 150 child custody evaluations are performed each year to assist families experiencing high levels of conflict. Reducing parental conflict during separation decreases risks for delinquency and teen pregnancy, decreases subsequent litigation and increases children’s meaningful contact with both parents (Wallerstein 1998; Emery 2001; Sarkadi et al. 2008).

FCS supports the Governor's statewide efforts to reduce the overall foster care population and to eliminate disproportionate overrepresentation of African American and Native American youth in foster care. In addition, FCS manages a position that serves as a liaison to the family court judiciary for community-based programs and agencies, coordinates the efforts of the model court program, advocates and implements best practices, staffs judicial meetings, and partners with the Chief Family Law Judge as a point of contact for foster care reform.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of clients satisfied with parent education classes	90.0%	92.0%	90.0%	92.0%
Outcome	Percent of custody/parenting time evaluations resulting in settlement.	81.0%	80.0%	81.0%	81.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$104,134	\$873,675	\$109,677	\$843,373
Contracts	\$10,000	\$54,710	\$0	\$51,845
Materials & Supplies	\$1,860	\$47,994	\$1,860	\$39,601
Internal Services	\$0	\$163,741	\$0	\$171,963
<b>Total GF/non-GF:</b>	<b>\$115,994</b>	<b>\$1,140,120</b>	<b>\$111,537</b>	<b>\$1,106,782</b>
<b>Program Total:</b>	<b>\$1,256,114</b>		<b>\$1,218,319</b>	
Program FTE	1.00	8.60	1.00	8.70
<b>Program Revenues</b>				
Indirect for dep't Admin	\$71,355	\$0	\$79,929	\$0
Fees, Permits & Charges	\$0	\$1,079,795	\$0	\$1,066,800
Intergovernmental	\$0	\$37,645	\$0	\$39,982
Other / Miscellaneous	\$0	\$22,680	\$0	\$0
<b>Total Revenue:</b>	<b>\$71,355</b>	<b>\$1,140,120</b>	<b>\$79,929</b>	<b>\$1,106,782</b>

## Explanation of Revenues

County General Fund plus Domestic Relation Filing fees \$80,000 (fees vary and are collected by the Multnomah County Circuit Court), Conciliation Fees \$800,000 (\$10 fee collected by Assessment & Taxation), Evaluation Fees \$76,800 (\$1,200 fee), Parent Education Fees \$110,000 (\$55 or \$70 fee). Fees are collected per ORS 205.320 and 107.510 to 107.610, and are set by Board Resolution. Fee revenue is based on history of collections; OR Dept of Justice Grant \$39,982. Grant ends 9/30/2012.

## Significant Program Changes

**Last year this program was:**  
50009 Family Court Services

**Lead Agency:** Community Justice

**Program Contact:** Craig Bachman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Juvenile Detention, also known as the Donald E. Long Home (DELH), protects the community by holding youth in custody when they have been determined to be a serious risk to public safety and/or are high risk to not appear for court. In FY 2010, over 1,300 youth were brought to DELH for intake screening. This offer will fund 48 of the 64 beds required to meet the County's daily detention needs. This program also provides a 16 bed secure unit funded by Morrison Child and Family Services for youth under the jurisdiction of the Division of Unaccompanied Minor Children Services, Office of Refugee Resettlement(ORR).

**Program Description**

The DELH facility has a capacity of 191 beds. Of the 64 beds necessary to meet the County's detention bed needs, 28 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 36 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. A unit of 16 beds must be kept available for female clients.

This offer, which funds 48 beds, will fund services for the Intake and Admissions unit, youth awaiting trial in juvenile court, parole violators, high risk youth with serious probation violations and out-of-state youth awaiting arrangements to be safely returned to their jurisdiction.

The ability to safely detain delinquent youth is mandated by Oregon law. It is essential to community protection. DELH holds only the most serious offenders and/or youth who are unlikely to appear for court. Decisions to hold youth are based on the results of a validated detention policy system developed over the past 15 years. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community alternatives.

The ability to house tri-county youth in one facility maximizes the use of space and provides the flexibility needed to structure units according to age and gender. Over the years, the Department of Community Justice (DCJ) has implemented "conditions of confinement" innovations that have been endorsed by the National Association of Counties, the Office of Juvenile Justice and Delinquency Prevention, as well as various law enforcement and youth advocacy groups.

The additional 16 bed unit relates to a grant Morrison Child and Family Services received to provide secure shelter for youth under supervision of ORR. The majority of these youth are from Mexico and Latin American countries who find themselves without parents or guardians in the United States. Only previously adjudicated (delinquent) youth will qualify for placement in the secure unit. This is a revenue agreement in which DCJ serves as a subcontractor of Morrison.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Annual number of inmate/staff assaults	38	40	35	35
Outcome	Use of isolation and room confinement per 100 person days of detention	0.9%	1.1%	1.0%	1.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$5,698,042	\$0	\$5,671,562	\$529,666
Contracts	\$4,625	\$1,844	\$4,933	\$1,810
Materials & Supplies	\$270,710	\$138,262	\$324,048	\$272,083
Internal Services	\$1,297,071	\$11,894	\$790,394	\$83,758
Capital Outlay	\$11,000	\$0	\$11,000	\$0
<b>Total GF/non-GF:</b>	<b>\$7,281,448</b>	<b>\$152,000</b>	<b>\$6,801,937</b>	<b>\$887,317</b>
<b>Program Total:</b>	<b>\$7,433,448</b>		<b>\$7,689,254</b>	
Program FTE	58.00	0.00	58.00	5.50
<b>Program Revenues</b>				
Indirect for dep't Admin	\$9,513	\$0	\$63,634	\$0
Fees, Permits & Charges	\$180,050	\$0	\$178,000	\$0
Intergovernmental	\$2,890,535	\$150,000	\$2,975,709	\$885,317
Other / Miscellaneous	\$0	\$2,000	\$0	\$2,000
<b>Total Revenue:</b>	<b>\$3,080,098</b>	<b>\$152,000</b>	<b>\$3,217,343</b>	<b>\$887,317</b>

## Explanation of Revenues

County General Fund offset by Cafeteria/Catering Sales to the public \$178,000. FY12 amount based on three year average; Detention sub-lease to Washington County \$153,609. Annual amount per current lease agreement thru 2016; Detention Bed IGA with Clackamas and Washington County for 14+ beds each \$2,822,100. Negotiations for FY12 beginning in February 2011. Assuming 3% increase to daily rate @ \$285.46 = \$1,458,723.60 plus estimated 12 Beds over minimum @ 285.46 = \$3,425.57 total \$1,462,149.17 less \$51,099 allocated to Corrections Health = \$1,411,050 for each County. All deposited into the general fund; Food commodities from the USDA ODE school lunch program for youth in Juvenile detention \$5,000. The value of food supplement is estimated based on the average received in the lower of three prior fiscal years. Funding from the USDA ODE school lunch program for youth in Juvenile detention \$152,779. Rates through 6/30/2011 are \$1.76 per breakfast served, \$2.74 per lunch served, and \$.74 per snack served. Anticipating meal count at same level as FY10; Detention pay phone revenue \$2,000. DCJ receives 10% commission on pay phone usage. Amount based on declining revenues due to decreased phone usage. Contract with Morrison Child & Family Service to provide a 16-Bed secure custody unit for placement of youth referred by the Division of Unaccompanied Children's Services (DUCS), Office of Refugee Resettlement (ORR) \$727,538.

## Significant Program Changes

### Last year this program was:

50011A Juvenile Detention Services 48 Beds

**Lead Agency:** Community Justice

**Program Contact:** Craig Bachman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Juvenile Detention, also known as the Donald E. Long Home (DELH), protects the community by holding youth in custody when they have been determined to be a serious risk to public safety and/or are high risk to not appear for court. This offer will fund 16 of the 64 beds required to meet the County's daily detention needs.

**Program Description**

Of the 64 beds necessary to meet the County's daily detention needs, 28 beds are contracted and reserved for Clackamas and Washington Counties. The remaining 36 beds hold high risk Multnomah County youth who are NOT appropriate for community placement. A unit of 16 beds must be kept available for female clients.

This offer, which funds 16 beds, will house youth who are awaiting trial in juvenile court, are parole violators, high risk youth with serious probation violations and out-of-state youth awaiting arrangements to be safely returned to their jurisdiction. The ability to safely detain delinquent youth is mandated by Oregon law. It is essential to community protection. DELH holds only the most serious offenders and/or youth who are unlikely to appear for court.

In FY 2010 over 1,300 youth were brought to DELH for intake screening. Decisions to hold youth are based on the results of a validated detention policy system developed over the past 15 years. This system has saved Multnomah County millions of dollars by safely diverting lower risk youth into less costly community alternatives. The ability to house tri-county youth in one facility maximizes the use of space and provides the flexibility needed to structure units according to age and gender. Over the years, the Department of Community Justice (DCJ) has implemented "conditions of confinement" innovations that have been endorsed by the National Association of Counties, the Office of Juvenile Justice and Delinquency Prevention, as well as various law enforcement and youth advocacy groups.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Annual number of inmate/staff assaults	38	40	35	35
Outcome	Use of isolation and room confinement per 100 person days of detention	0.9%	1.1%	1.0%	1.0%

**Performance Measure - Description**

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$638,999	\$0	\$641,649	\$0
Materials & Supplies	\$62,580	\$0	\$73,599	\$0
Internal Services	\$5,841	\$0	\$8,321	\$0
Total GF/non-GF:	<b>\$707,420</b>	<b>\$0</b>	<b>\$723,569</b>	<b>\$0</b>
Program Total:	<b>\$707,420</b>		<b>\$723,569</b>	
Program FTE	6.00	0.00	6.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50011B Juvenile Detention Services 16 Beds

**Lead Agency:** Community Justice  
**Program Offer Type:** Innovative/New Program  
**Related Programs:**

**Program Contact:** Craig Bachman

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

The monitoring of and access to all internal areas (custody units, sleeping rooms, holding cells, hallways) and external areas (police gates, public entrance, sally ports) is currently operated by a manual input-output switch system located in Main Control, Intake, Visiting Control and in each custody unit. Any time one of these system areas breaks down, extreme security and safety hazards are created. DCJ, working with Facilities and Property Management and Electronic Services, proposes to replace the existing control systems with modern, detention-grade control systems that allow for the County's Electronic Services group to provide cost effective servicing.

This project will be performed on behalf of DCJ by Facilities. \$1,400,000 will be transferred from the General Fund-1000 to the Capital Improvement Fund-2507, accounted for in program offer 78008A, for this project.

**Program Description**

The monitoring of and access to all internal areas (Custody Units, sleeping rooms, holding cells, hallways) and external areas (police gates, public entrance, sally ports) is currently operated by manual input/output switch systems located in main Control, Intake and Admissions, Visitation Control and in each Custody Pod (Units A1-F2). System malfunctions create potential security hazards such as being unable to open holding cells or sleeping room doors, staff being locked in sally ports, hallway access denied, etc. These situations seriously compromise the ability to back up or reach jeopardized staff or youth.

The existing detention portion of the facility was built in two phases, with each phase employing a different level of technology in its installation and operation. The first phase used proprietary circuit boards. The parts are becoming difficult to obtain, the technology is obsolete, and the equipment has exceeded its lifespan. The second phase utilized discrete components, typically described as relay logic, and, while not proprietary, has also reached the end of its useful lifespan.

Additionally, the control boards in the various control rooms use switches and indicator lamps that have become difficult to maintain due to lack of available parts. This program will upgrade the detention electronics system at the Juvenile Justice Center with a modern, detention grade control system consisting of a network of Programmable Logic Controllers (PLC's). The replacement of all the outdated security equipment is expected to take approximately 15 months to complete at an estimated cost of \$1,400,000.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of technician repair visits required annually	124	0	150	12
Outcome	Number of service hours required annually	748	0	800	100
Outcome	Percent of existing system hardware replaced	0.0%	0.0%	0.0%	100.0%

**Performance Measure - Description**

 **Measure Changed**

New measures.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$0</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

\$1,400,000 of funding for this project is included in program offer 78008A.

**Significant Program Changes**

Last year this program was:  
New Program Offer



**Lead Agency:** Community Justice

**Program Contact:** Craig Bachman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

One of the key components for supervision of pre-adjudicated, at risk youth is to allow for qualified youth to remain at home or in community placements while awaiting the court process. The Community Detention / Electronic Monitoring (CD/EM) program provides supervision and support to assure public safety and the youth's presence for court hearings while reserving the use of costly detention bed spaces for higher risk youth. The research published by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) shows that detaining low risk offending youth makes it more likely they will re-offend after they return to the community.

**Program Description**

This program serves as an immediate sanction for youth who have gone to court and need additional support to assure compliance with probation. The program may supervise up to 40 clients daily and serves approximately 230 youth annually. CD/EM is comprised of four levels of supervision. All youth start out being placed on the highest level and are reduced in their level of supervision based on their performance. DCJ is in the process of upgrading equipment in our FY12 procurement process and plans to move almost exclusively with GPS devices with juveniles.

While on CD/EM, each youth must make several daily phone calls to the CD/EM office for required check-ins. CD/EM staff conduct face to face visits at home, school and place of employment (referred to as field visits) to assure program compliance and that conditions of release are being followed. Field visits are random and are conducted 7 days a week, 365 days a year. Each youth is reviewed weekly by the team to measure client compliance. The goal of the program is for each youth to comply with the court ordered release conditions and successfully complete the program.

Multnomah County Juvenile Services Division (JSD) is a national model site for Juvenile Detention Alternatives Initiative (JDAI). JDAI's success is dependent on having detention alternative programs which use the least restrictive means for youth who are involved in the court process. Without alternatives to detention, Multnomah County JSD would detain nearly 300 additional youth per year.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	238	0	230	230
Outcome	Percent of youth who attend their court appearance	90.0%	80.0%	90.0%	90.0%

**Performance Measure - Description**

✔ **Measure Changed**

The output measure was changed to the 'Number of youth served'. Therefore, 'current Year Purchased' was not available or applicable.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$201,600	\$189,175	\$208,242	\$204,638
Contracts	\$33,150	\$0	\$33,150	\$0
Materials & Supplies	\$520	\$520	\$2,991	\$520
Internal Services	\$16,500	\$16,105	\$15,730	\$21,542
<b>Total GF/non-GF:</b>	<b>\$251,770</b>	<b>\$205,800</b>	<b>\$260,113</b>	<b>\$226,700</b>
<b>Program Total:</b>	<b>\$457,570</b>		<b>\$486,813</b>	
Program FTE	2.00	2.00	2.00	2.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$12,880	\$0	\$16,372	\$0
Intergovernmental	\$0	\$205,800	\$0	\$226,700
<b>Total Revenue:</b>	<b>\$12,880</b>	<b>\$205,800</b>	<b>\$16,372</b>	<b>\$226,700</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$226,700. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time.

## Significant Program Changes

### Last year this program was:

50012A Juvenile Community Detention/Electronic Monitoring

**Lead Agency:** Community Justice

**Program Contact:** Dave Koch

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Juvenile detention alternatives in the form of short-term shelter and residential placements protect the public by safely supervising identified high risk youth in the community. Many of these youth are Latino and African American juvenile offenders. By placing these youth in culturally appropriate placements (short-term shelter care or treatment foster care), the disproportionate confinement of minority youth drops significantly. Juvenile shelter and residential placements save the County significant funding each year while ensuring public protection.

**Program Description**

Oregon Revised Statute (ORS) 419C.145 defines the circumstances under which a juvenile offender may be placed in custody including but not limited to: a felony crime, history of warrants for failure to appear in court, violation of probation or conditions of release, possession of a firearm and certain person misdemeanors. This statute also mandates that these youth may be released to a parent, shelter or other responsible party unless their release endangers the welfare of the community or the youth, and/or there is no other way to ensure they will come to court other than to detain them. In FY 2010, shelter and residential placements served approximately 135 high risk youth 12-18 years old. While in care, these youth attend school, participate in treatment and work with an assigned juvenile probation officer.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	0	0	125	130
Outcome	Percent of youth who do not leave the shelter during their stay	64.0%	75.0%	73.0%	75.0%

**Performance Measure - Description**

✔ **Measure Changed**

The output measure is new.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$376,411	\$473,442	\$308,430	\$473,442
Internal Services	\$0	\$40,196	\$0	\$49,712
<b>Total GF/non-GF:</b>	<b>\$376,411</b>	<b>\$513,638</b>	<b>\$308,430</b>	<b>\$523,154</b>
<b>Program Total:</b>	<b>\$890,049</b>		<b>\$831,584</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$32,147	\$0	\$37,781	\$0
Intergovernmental	\$0	\$513,638	\$0	\$523,154
<b>Total Revenue:</b>	<b>\$32,147</b>	<b>\$513,638</b>	<b>\$37,781</b>	<b>\$523,154</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$523,154. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time.

## Significant Program Changes

**Last year this program was:**  
50013 Juvenile Shelter & Residential Placements

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Juvenile Delinquency Intake and Risk Assessment Center (JDIRAC) conducts daily intakes, facilitates daily court delinquency dockets and annually assesses 900 children (under 12 years of age) and youth (12-18 years of age) to identify those who are at imminent risk of becoming chronic juvenile offenders. JDIRAC provides comprehensive risk assessments and services to prevent children and youth from penetrating further into the juvenile justice system and allows for effective use of scarce, public resources. JDIRAC holds youth accountable for delinquent behaviors and funnels the highest risk youth to adjudication and probation services. Judges rely heavily on JDIRAC staff to provide critical information and technical support for daily court hearings. The District Attorney's Office relies on JDIRAC staff to provide probable cause reviews of divertible misdemeanors and felony cases.

**Program Description**

JDIRAC administers standardized, comprehensive risk assessments to identify the highest risk delinquent children and youth who need an intervention with their pattern of illegal and harmful behavior. Children age 11 and under who commit serious acts such as arson, felony assault, sexual offending and other dangerous behaviors are assessed and referred to specialized services. Juvenile offenders (12 years old and older) who meet established criteria are assessed and held accountable via contracts such as Formal Accountability Agreements (FAA). Juvenile offenders who demonstrate continued patterns of unsafe, illegal behavior are adjudicated to be placed on formal probation through the court process.

JDIRAC assists the Juvenile Court with dependency matters, provides valuable information and referral services, and facilitates victim services as mandated by Oregon Victims' Rights law. Staff continually monitor the daily court docket, coordinate Preliminary Hearings, and set in motion other court proceedings such as Emancipation, Hospital Holds and Transfer of Jurisdiction. JDIRAC staff also review law enforcement reports for probable cause and facilitate necessary documentation and communication with the District Attorney's Office for charging decisions.

JDIRAC is consistent with DCJ's strategy of aligning resources with the highest risk and highest need youth. By safely diverting identified children and youth from the formal justice system, public resources are maximized and public safety remains a priority.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth diverted from juvenile system	980	1,300	900	900
Outcome	Percent of youth not referred for new referral within 12 months	0.0%	75.0%	75.0%	75.0%

**Performance Measure - Description**

FY10 actual for the outcome measure was not available since it was a new program started in September 2009 (recidivism calculation needs a 12-month of lag time).

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$856,398	\$0	\$877,941	\$0
Materials & Supplies	\$6,959	\$0	\$12,836	\$0
Internal Services	\$9,342	\$0	\$7,884	\$0
Total GF/non-GF:	<b>\$872,699</b>	<b>\$0</b>	<b>\$898,661</b>	<b>\$0</b>
Program Total:	<b>\$872,699</b>		<b>\$898,661</b>	
Program FTE	9.00	0.00	9.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50014 Juvenile Delinquency Intake & Assessment

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Juvenile Probation Services (JPS) for Young Men promotes public safety by annually supervising approximately 350 youthful offenders, ages 12 to 18 years old. The use of evidence-based practices enables probation officers to hold youth accountable, reduce recidivism, repair harm to victims, prevent school drop-outs and improve public safety.

**Program Description**

The majority of Multnomah County youth on probation are medium to high risk delinquent youth. JPS also supervises youth referred through Interstate Compact. The youth are monitored in the community, ensuring that they abide by probation conditions (e.g. obey the law, attend school and treatment, pay restitution, perform community service). JPS refers delinquent youth to behavior change services that target each youth's unique risks and behaviors.

Each youth's case is directed by a range of comprehensive risk assessments that review drug abuse, violence and/or mental health issues. Juvenile probation officers meet with the youth and their families in the office, the client's home and sometimes at school. If a youth is not in compliance, the probation officer holds the youth accountable and imposes sanctions ranging from community service to time spent in detention. Any residential placement of a youth is based on the needs of the youth and is only temporary while the youth's home is stabilized.

JPS supervises male juveniles who are not assigned to specialized probation teams such as GRIT (gangs), FSU (Family Services Unit) and JSOPS (sex offenders) and youth who cannot be served by the Juvenile Delinquency Intake and Risk Assessment Center (JDIRAC) due to the gravity of offense, referral history and/or failure to comply with previous sanctions. Juvenile probation officers use evidence-based strategies such as motivational interviewing and pro-social behavioral skill development programming to change behavior and reduce the risk of a youth re-entering the justice system.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth supervised annually	0	0	350	350
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new this year. The 'Number of youth supervised annually' includes youth who are on formal probation, in the process of adjudication, on courtesy supervision, and etc. The outcome measure is based on the felony conviction for the probation youth.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$749,582	\$53,033	\$755,249	\$68,211
Contracts	\$74,992	\$75,825	\$44,306	\$75,825
Materials & Supplies	\$74,057	\$30,264	\$76,357	\$28,333
Internal Services	\$494,104	\$11,658	\$92,473	\$14,347
<b>Total GF/non-GF:</b>	<b>\$1,392,735</b>	<b>\$170,780</b>	<b>\$968,385</b>	<b>\$186,716</b>
<b>Program Total:</b>	<b>\$1,563,515</b>		<b>\$1,155,101</b>	
Program FTE	7.48	0.52	7.39	0.61
<b>Program Revenues</b>				
Indirect for dep't Admin	\$9,324	\$0	\$10,733	\$0
Intergovernmental	\$0	\$170,780	\$0	\$186,716
<b>Total Revenue:</b>	<b>\$9,324</b>	<b>\$170,780</b>	<b>\$10,733</b>	<b>\$186,716</b>

## Explanation of Revenues

County General Fund plus Federal Juvenile Accountability Block Grant \$71,621. The Grant funds \$143,242, of which 50% goes to the DA. DCJ meets the a required 10% CGF match of \$15,916 with personnel costs. The grant ends 6/30/2011, but anticipating grant will be renewed and funding will continue through FY12 at the same level; Oregon Youth Authority (OYA) Flex Fund Grant \$115,095. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time.

## Significant Program Changes

### Last year this program was:

50015 Juvenile Probation Services for Young Men



**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Juvenile Probation Services (JPS) for Young Women promotes public safety by annually supervising about 120 high and medium risk offenders, ages 12 to 18 years old. By using appropriate gender-specific approaches to hold youth accountable for their actions and prevent them from committing new crimes, JPS improves public safety.

**Program Description**

JPS works in partnership with the youth, family and the community in holding youth accountable while also supporting efforts to repair harm, assisting the youth in creating a healthy identity and reconnecting the youth to the community. Staff members believe that change is possible when youth form trusting relationships with skilled workers who follow best practices.

The mission of JPS is to provide effective gender-specific case management and programming to adjudicated females. This programming acknowledges differences between males and females as it relates to learning, socialization, relationship styles and life experiences. This approach incorporates evidence-based intervention techniques that are specific to the needs of this population.

Each female's case is directed by a range of comprehensive risk assessments that review drug abuse, violence, trauma and/or mental health issues. Juvenile probation officers meet with the youth and their families in the office, the client's home, school and residential placements. Compliance with probation conditions, progress in treatment, victim restoration, a client's living situation and school attendance/employment are regularly reviewed. If a youth is not in compliance, the probation officer holds the youth accountable and imposes sanctions ranging from community service to detention. Any residential placement of a youth is based on the needs of the youth and is only temporary while the youth's home environment stabilizes.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth supervised annually	0	0	120	120
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new this year. The 'Number of youth supervised annually' includes youth who are on formal probation, in the process of adjudication, on courtesy supervision, and etc. The outcome measure is based on the felony conviction for the probation youth.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$288,513	\$0	\$300,588	\$0
Materials & Supplies	\$7,206	\$0	\$10,255	\$0
Internal Services	\$4,843	\$0	\$2,628	\$0
<b>Total GF/non-GF:</b>	<b>\$300,562</b>	<b>\$0</b>	<b>\$313,471</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$300,562</b>		<b>\$313,471</b>	
Program FTE	3.00	0.00	3.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50016 Juvenile Probation Services for Young Women

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Juvenile Sex Offender Probation Supervision (JSOPS) protects public safety by holding approximately 100 adolescent sex offenders responsible for their actions. These youth are predominantly males 12-18 years of age. They have appeared before a judge or referee and received special court ordered conditions and sanctions pertaining to their sexual offending behavior.

The court may order these youth to be supervised either by JSOPS or by juvenile and adult probation officers simultaneously for a duration that extends into an offender's early 20s. The Department of Community Justice (DCJ) provides specialized services that enhance public safety and protect victims. Juvenile probation officers regularly communicate with schools and law enforcement about the status of these offenders.

**Program Description**

The Juvenile Sex Offender Probation staff supervise adolescent sex offenders with court ordered conditions. This program has three primary goals:

- 1) Youth will not commit new sexual offenses or any other crimes;
- 2) Youth will be in school/training or be employed; and
- 3) Youth will be actively engaged in appropriate sex offender treatment.

Juvenile probation officers monitor youth at home, in school, in treatment, and in the community. They collect DNA samples and ensure that youth are photographed and fingerprinted for the Oregon State Police Sex Offender Registry. Probation officers meet frequently with assigned youth and use polygraph exams to monitor compliance with safety plans, probation case plans and treatment. Services are adjusted and sanctions swiftly imposed when a youth fails to follow conditions of supervision. Because these young people are high risk, specialized caseloads (20 is optimum) allow for close collaboration with community partners.

Evidence-based practices show that juvenile sexual offending is most effectively addressed through supervision, treatment and accountability (Association for the Treatment of Sex Abusers 2002). JSOPS probation officers follow these practices and receive training on current research and best practices.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth supervised annually	0	0	100	100
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new this year. The 'Number of youth supervised annually' includes youth who are on formal probation, in the process of adjudication, on courtesy supervision, and etc. The outcome measure is based on the felony conviction for the probation youth.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$591,468	\$0	\$546,567	\$59,423
Contracts	\$100,000	\$0	\$100,000	\$0
Materials & Supplies	\$6,174	\$0	\$9,940	\$9,708
Internal Services	\$8,921	\$0	\$5,354	\$7,259
<b>Total GF/non-GF:</b>	<b>\$706,563</b>	<b>\$0</b>	<b>\$661,861</b>	<b>\$76,390</b>
<b>Program Total:</b>	<b>\$706,563</b>		<b>\$738,251</b>	
Program FTE	6.00	0.00	5.45	0.55
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$5,517	\$0
Intergovernmental	\$0	\$0	\$0	\$76,390
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,517</b>	<b>\$76,390</b>

## Explanation of Revenues

County General Fund plus US DOJ for the Comprehensive Approaches to Sex Offender Mgmt (CASOM) Grant \$76,390. Total grant award is \$150,000 for a two year period effective 10/1/2010 - 9/30/2012.

## Significant Program Changes

### Last year this program was:

50017 Juvenile Sex Offender Probation Supervision

In FY11 we received the US DOJ Comprehensive Approach Sex Offender Management Grant.

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Studies have shown that if young people can successfully leave a gang within a year or two of joining, they are likely to avoid a variety of negative life outcomes, including chronic reoffending (Greene and Pranis 2007). The Gang Resource Intervention Team (GRIT) supervises approximately 200 high risk gang affiliated youth offenders. GRIT's work promotes public safety by reducing juvenile crime, preventing disproportionate numbers of minority youth from entering a correctional facility and assisting high risk youth of color to change their lives.

**Program Description**

GRIT provides probation supervision to high risk, gang-involved offenders using strategies that are tailored to each youth's issues, strengths, needs, culture and environmental influences. Public safety requires diverse community collaboration. The Department collaborates with the Youth Gang Prevention Program (from the Department of County Human Services), to provide resources for families and intervene in the lives of gang-related youth. GRIT partners with the police, Adult Parole/Probation Officers (PPO) and the community to gather intelligence that helps dismantle gang activity. Juvenile Probation Officers develop individual probation case plans that establish enforceable expectations and address victim restitution.

Along with holding gang youth accountable through specialized supervision and sanctions, GRIT coordinates treatment (e.g. mental health and drug abuse) and interventions designed to address anti-social behavior. Skill building, mentoring, educational advocacy and the incorporation of positive age-appropriate activities are all used to counter gang involvement.

Gang activity continues to be a major concern in Multnomah County. GRIT focuses on the highest risk offenders, utilizing evidence-based interventions to hold youth accountable for their actions. These interventions include: intensive family-based counseling, specialized youth treatment, culturally appropriate services, employment training opportunities, positive peer influences and community support systems. As part of our effort to intervene early in gang violence and reduce the risk of youth becoming involved in gangs, the Department is providing resources to expand access to restorative justice interventions designed to reduce conflict in schools, increase problem solving skills, and ultimately prevent delinquent behavior.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth supervised annually	0	0	200	200
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new this year. The 'Number of youth supervised annually' includes youth who are on formal probation, in the process of adjudication, on courtesy supervision, and etc. The outcome measure is based on the felony conviction for the probation youth.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$25,000	\$751,726	\$107,438	\$681,605
Contracts	\$50,000	\$582,121	\$76,000	\$536,993
Materials & Supplies	\$11,461	\$11,492	\$19,006	\$1,820
Internal Services	\$106,583	\$74,694	\$98,953	\$85,291
<b>Total GF/non-GF:</b>	<b>\$193,044</b>	<b>\$1,420,033</b>	<b>\$301,397</b>	<b>\$1,305,709</b>
<b>Program Total:</b>	<b>\$1,613,077</b>		<b>\$1,607,106</b>	
Program FTE	0.22	7.78	1.21	6.79
<b>Program Revenues</b>				
Indirect for dep't Admin	\$51,823	\$0	\$54,537	\$0
Intergovernmental	\$0	\$1,420,033	\$0	\$1,305,709
<b>Total Revenue:</b>	<b>\$51,823</b>	<b>\$1,420,033</b>	<b>\$54,537</b>	<b>\$1,305,709</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$755,185. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time; Oregon Youth Authority East Metro Gang Enforcement Team (OYA EMGET) funds \$550,525. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time.

## Significant Program Changes

### Last year this program was:

50018 Juvenile Gang Resource Intervention Team (GRIT)

OCCF Disproportionate Grant funding 1 FTE Program Coordinator ends 6/30/2011. This program offer reflects funding that position with General Fund.

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** One-Time-Only Request

**Executive Summary**

Early intervention with youth at high-risk of gang involvement and delinquent behavior generally is best accomplished in the youth's social milieu, specifically while they are attending school. Learning problem solving skills, coping mechanisms and behaviors offering alternatives to violence have been shown to reduce gang affiliation and delinquency. This program offer builds upon the successful "Restorative Justice in School" programs, first piloted at Parkrose Middle School and expanded into Parkrose High School.

**Program Description**

One-time funding provides training and technical assistance to school staff, juvenile justice personnel, SUN school staff and school police/resource officers in identified SUN (middle and high) schools throughout Multnomah County. This is an effort to expand application of restorative justice principles in school discipline practices and is intended to reduce suspensions and expulsions, and decrease police and juvenile justice involvement. Restorative Justice principles emphasize healing over punishment, inclusion over exclusion, and individual accountability with a high level of community support. Over time it is expected that changes in youth behavior, the behavior of school system personnel, and school disciplinary practices will help reduce the incidence of over-representation of minority youth both in school disciplinary actions as well as juvenile justice system involvement.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of schools implementing the restorative justice model	0	0	0	20
Outcome	% reduction of youth suspended/expelled at each school using restorative justice	0.0%	0.0%	0.0%	30.0%

**Performance Measure - Description**

New program offers. New measures.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$0	\$60,000	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$60,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

General Fund

**Significant Program Changes**

Last year this program was:



**Lead Agency:** Community Justice

**Program Contact:** Craig Bachman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Community Service and Project Payback (CSPP) Program includes a number of components and services that together constitute an effective public safety investment that serves approximately 450 juveniles per year. The program's purpose is to hold juvenile offenders accountable and provide them with opportunities to repair harm to victims and the community. CSPP provides youth with opportunities to earn money to repay victims and give back to the community. In FY 2010, CSPP youth performed over 3500 hours of community services.

**Program Description**

CSPP provides youth with opportunities to complete court mandated community service and pay victims restitution. Youth in Project Payback can earn money for court ordered fiscal obligations and payments to the State Victims' Crime Fund. All youth who are performing community service or participate in Project Payback are required to do so as a condition of their probation or as a sole sanction.

By utilizing the National Restorative Justice Model, CSPP empowers youth to repair the harm they caused victims. The participants in the program include informally sanctioned, post-adjudicated and Measure 11 youth who are currently under the Department's supervision. Youth receive services based on court orders and an assessment of criminogenic risk factors. Community Service and Project Payback are the primary sanctioning options used by juvenile court judges. Without these options, at least 90% of DCJ youth would not be able to earn money for restitution and fines. This program is also the primary detention alternative for all DCJ youth, ensuring that costly detention beds are reserved for appropriate youth.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of hours of community service performed	3,500	5,500	3,500	3,500
Outcome	Number of dollars of restitution paid	64,836	92,500	90,000	90,000

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$549,656	\$0	\$562,774	\$0
Contracts	\$0	\$96,385	\$0	\$94,633
Materials & Supplies	\$30,450	\$0	\$34,289	\$0
Internal Services	\$70,595	\$8,183	\$72,514	\$9,935
<b>Total GF/non-GF:</b>	<b>\$650,701</b>	<b>\$104,568</b>	<b>\$669,577</b>	<b>\$104,568</b>
<b>Program Total:</b>	<b>\$755,269</b>		<b>\$774,145</b>	
Program FTE	6.00	0.00	6.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$6,545	\$0	\$7,551	\$0
Intergovernmental	\$0	\$104,568	\$0	\$104,568
<b>Total Revenue:</b>	<b>\$6,545</b>	<b>\$104,568</b>	<b>\$7,551</b>	<b>\$104,568</b>

## Explanation of Revenues

County General Fund plus IGA with City of Portland Water Bureau \$75,000. Youth work crews provide outdoor maintenance and landscape services at locations throughout the City. Current IGA through 6/30/2011 and expected to be renewed at same funding level for FY12. Proceeds used for victim restitution; IGA with Metro \$29,568. Youth work crews provide twice weekly litter pick-up. Current IGA through 6/30/2011 and expected to be renewed at same funding level for FY12. Proceeds used for victim restitution.

## Significant Program Changes

### Last year this program was:

50019 Juvenile Community Service and Project Payback Program

**Lead Agency:** Community Justice

**Program Contact:** Thuy Vanderlinde

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Residential Alcohol and Drug (RAD) Program is an important public safety program that serves the County's juvenile justice population. RAD is a secure treatment program for high risk probation youth with serious drug and alcohol abuse, chronic offending behaviors, and mental health issues. RAD is a "last chance" resource for youth who have been unsuccessful in community-based treatment and are facing commitment to a youth correctional facility. In FY 2010, 6 out of 10 youth did not recidivate one year after leaving the program.

**Program Description**

RAD is an 18-bed secure residential treatment unit located in the Department of Community Justice's (DCJ) detention facility. The locked facility environment prevents highly addicted and impulsive clients from using drugs, reoffending or running away. The average length of stay is 126 days. It is co-managed by DCJ and Morrison Child and Family Services and provides essential drug and alcohol services to high risk male and female juvenile probationers.

While in treatment, youth attend school, receive addiction treatment, mental health services, family therapy, life skills training and participate in pro-social activities that support sobriety. RAD differs from community-based alcohol and drug treatment programs by its ability to address delinquency and gang involvement as well as addiction and mental health issues. RAD also provides client-specific transition plans that support sobriety, school enrollment, healthy decision making and reconnection with the family and community.

National reports underscore the need to intervene with juvenile alcohol and drug abuse. Seventy-five percent of juvenile offenders have a history of substance abuse (Belenko, Sprott and Peterson 2004). Because of the developmental stage during adolescence, it is a time of heightened vulnerability to emotional, behavioral and substance use disorders (Rosser, Stevens and Ruiz 2005). The earlier a youth begins to use drugs, the more challenging it is to treat them. Therefore, adolescence is the most critical period for intervention efforts (Hse, Grella, Collins and Teruya 2003).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	71	0	75	75
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new.  
The outcome measure is based on the felony adjudication/conviction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$66,407	\$767,100	\$68,461	\$776,379
Contracts	\$249,584	\$564,701	\$225,528	\$492,279
Materials & Supplies	\$16,200	\$6,014	\$24,823	\$6,084
Internal Services	\$245,885	\$113,580	\$119,008	\$130,867
<b>Total GF/non-GF:</b>	<b>\$578,076</b>	<b>\$1,451,395</b>	<b>\$437,820</b>	<b>\$1,405,609</b>
<b>Program Total:</b>	<b>\$2,029,471</b>		<b>\$1,843,429</b>	
Program FTE	0.00	8.00	0.00	8.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$90,838	\$0	\$98,743	\$0
Intergovernmental	\$0	\$1,451,395	\$0	\$1,405,609
<b>Total Revenue:</b>	<b>\$90,838</b>	<b>\$1,451,395</b>	<b>\$98,743</b>	<b>\$1,405,609</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$655,852. Anticipating same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. Funding must be allocated to evidence-based programs; Behavioral Rehabilitation Services (BRS), a form of Medicaid \$749,757. Average daily population of 16 youth @135.14/day for 365 days = \$789,218 @ 95% collections rate = \$749,757

## Significant Program Changes

### Last year this program was:

50020 Juvenile Secure Residential A&D Treatment (RAD)

This program offer reflects a reduction in current service level due to state funding reductions in 09-11. The scale up 50027B allows the current service level to be maintained.

**Lead Agency:** Community Justice

**Program Contact:** Thuy Vanderlinde

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program offer utilizes state biennial allocations to continue operations at current service level. We anticipate system wide adjustments once the impact of state budget cuts are known.

The Residential Alcohol and Drug (RAD) Program is an important public safety program that serves the County's juvenile justice population. RAD is a secure treatment program for high risk probation youth with serious drug and alcohol abuse, chronic offending behaviors, and mental health issues. RAD is a "last chance" resource for youth who have been unsuccessful in community-based treatment and are facing program commitment to a youth correctional facility. In FY 2010, 6 out of 10 youth did not recidivate one year after leaving the program.

**Program Description**

RAD is an 18-bed secure residential treatment unit located in the Department of Community Justice's (DCJ) detention facility. The locked facility environment prevents highly addicted and impulsive clients from using drugs, reoffending or running away. The average length of stay is 126 days. It is co-managed by DCJ and Morrison Child and Family Services and provides essential drug and alcohol services to high risk male and female juvenile probationers.

While in treatment, youth attend school, receive addiction treatment, mental health services, family therapy, life skills training and participate in pro-social activities that support sobriety. RAD differs from community-based alcohol and drug treatment programs by its ability to address delinquency and gang involvement as well as addiction and mental health issues. RAD also provides client-specific transition plans that support sobriety, school enrollment, healthy decision making and reconnection with the family and community.

National reports underscore the need to intervene with juvenile alcohol and drug abuse. Seventy-five percent of juvenile offenders have a history of substance abuse (Belenko, Sprott and Peterson 2004). Because of the developmental stage during adolescence, it is a time of heightened vulnerability to emotional, behavioral and substance use disorders (Rosser, Stevens and Ruiz 2005). The earlier a youth begins to use drugs, the more challenging it is to treat them. Therefore, adolescence is the most critical period for intervention efforts (Hse, Grella, Collins and Teruya 2003).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	71	0	75	75
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new.  
The outcome measure is based on the felony adjudication/conviction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$0	\$0	\$72,478
Internal Services	\$0	\$0	\$0	\$7,247
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$79,725</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$79,725</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$5,421	\$0
Intergovernmental	\$0	\$0	\$0	\$79,725
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,421</b>	<b>\$79,725</b>

## Explanation of Revenues

Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$79,725. Funding must be allocated to evidence-based programs.

## Significant Program Changes

### Last year this program was:

A portion of 50020 Juvenile Secure Residential A&D Treatment (RAD)  
This program offers restores 50027A to current service level.

**Lead Agency:** Community Justice

**Program Contact:** Thuy Vanderlinde

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Youth Development Services (YDS) provides a continuum of services to connect probation youth with education and employment while developing pro-social skills. Evidence shows these connections and skills contribute to youth becoming successful, self-sufficient, crime-free adults. YDS provides educational assessments, credit recovery, GED preparation/referrals, educational advocacy and connections with local school districts and employment services. Programming includes school reconnection for 180 youth, behavioral and academic school reentry programming for 150 youth, employment readiness training and work experience for 75 youth and cognitive-behavioral skill building courses for 150 youth. All services are geared towards the highest risk youth in the juvenile justice system. As the youth have multiple needs, these service areas are not mutually exclusive.

**Program Description**

YDS provides structure, supervision, assessment, cognitive behavioral interventions, skill building, educational supports and other services for high risk probation youth who typically are not enrolled in an educational setting and are predominately youth of color. The School Reconnection program addresses evidence that a lack of education is a key factor in whether or not youth are able to leave the justice system successfully. YDS counselors will serve as school liaisons, collaborating with family and other stakeholders to facilitate educational services and appropriate educational placement. A partnership with Multnomah Education Service District provides academic programming to prepare youth for school reentry using regionally-accepted academic assessments, literacy programming and credit retrieval. Cognitive behavioral interventions combined with employment readiness training gives youth the skills necessary to be successful in the community. Day and evening sessions will typically accommodate up to 12 youth for two months.

Budgetary constraints continue to challenge our ability to provide consistent, positive interventions for our highest risk youth. These added components of YDS provide an alternative for addressing over-representation of youth of color in the juvenile system while reducing recidivism. Approximately 55% of our highest risk youth are youth of color. Most of these youth are not enrolled in an educational program. The YDS program provides a structured environment that addresses conflict resolution, cultural awareness, educational advocacy, job readiness training and internship placement.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served by School Reconnection Program	185	0	180	180
Outcome	Percent of youth reconnected to school	89.0%	85.0%	88.0%	88.0%

**Performance Measure - Description**

 **Measure Changed**

The output measure was changed to the 'Number of youth served by School Reconnection Program' this year. Therefore the 'current Year Purchased' was not available or applicable.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$756,189	\$427,769	\$769,418	\$435,373
Contracts	\$42,136	\$0	\$51,000	\$0
Materials & Supplies	\$20,068	\$884	\$25,603	\$702
Internal Services	\$15,886	\$36,390	\$15,102	\$44,370
<b>Total GF/non-GF:</b>	<b>\$834,279</b>	<b>\$465,043</b>	<b>\$861,123</b>	<b>\$480,445</b>
<b>Program Total:</b>	<b>\$1,299,322</b>		<b>\$1,341,568</b>	
Program FTE	7.60	4.20	7.60	4.20
<b>Program Revenues</b>				
Indirect for dep't Admin	\$29,104	\$0	\$33,380	\$0
Intergovernmental	\$0	\$465,043	\$0	\$480,445
<b>Total Revenue:</b>	<b>\$29,104</b>	<b>\$465,043</b>	<b>\$33,380</b>	<b>\$480,445</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$284,080. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. Funding must be allocated to evidence-based programs; OCCF Juvenile Crime Prevention (OCCF JCP) funds \$27,755. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. Funding must be allocated to evidence-based programs; Portland Public Schools Grant \$168,610. Agreement ends 6/30/2011 and covers 75% of the personnel costs each for two full-time positions, plus indirect. CGF provides the match for the remaining 25% of the two positions. Anticipating funding to continue under the same terms in FY12.

## Significant Program Changes

### Last year this program was:

50021 Juvenile Youth Development Services



**Lead Agency:** Community Justice

**Program Contact:** Thuy Vanderlinde

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Assessment and Treatment for Youth and Families (ATYF) is a unique public safety program serving medium and high risk probation youth with substance abuse, mental health and/or behavioral problems who cannot be effectively treated in community-based programs because of severe delinquency. ATYF provides clinical assessments and outpatient treatment to 140 probationers per year. In conjunction with these services, this program also provides mental health care coordination and intervention to over 300 detained youth each year. In FY 2009, approximately 80% of youth did not recidivate one year after ATYF program involvement--closely matching the overall recidivism rate for juveniles, despite serving a more challenging population.

**Program Description**

ATYF therapists administer an evidence-based clinical assessment, the Global Appraisal of Individual Needs (GAIN) which provides a comprehensive analysis of the youth's risks and needs, including specialized assessment and screening for youth brought in with firearms and fire setting charges. The therapists also develop and provide clinical recommendations to help the courts with dispositional planning. This increases the likelihood that youth will receive appropriate treatment without compromising community safety.

ATYF therapists provide outpatient individual and family treatment using an evidence-based model, Multidimensional Family Therapy (MDFT). Services are provided in the youth's home, school and other community settings and focus on changing anti-social behaviors.

Additionally, ATYF also provides two Mental Health Consultants (MHC) for youth held in detention. Many of the youth served by these MHCs exhibit an array of mental health issues that require specialized care.

Research shows that youth with untreated substance abuse issues are nearly ten times more likely to become chronic reoffenders. Delinquent youth who receive substance abuse treatment have fewer re-arrests, convictions and detention visits (Cuellar, Markowitz and Libby 2004). ATYF keeps at-risk youth from reoffending and penetrating deeper into the justice system by linking them to treatment services that change their delinquent thinking and behaviors. The program also completes assessments for the Juvenile Division's Residential Alcohol & Drug (RAD) program and provides the critical service of ongoing in-home and in-school treatment for youth unable to be served in the community because of delinquent and runaway behaviors.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	138	0	140	140
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new.  
The outcome measure is based on the felony adjudication/conviction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$194,053	\$1,040,184	\$199,756	\$900,210
Contracts	\$10,000	\$63,750	\$0	\$56,000
Materials & Supplies	\$21,603	\$8,305	\$27,331	\$9,754
Internal Services	\$10,031	\$94,428	\$20,073	\$97,569
<b>Total GF/non-GF:</b>	<b>\$235,687</b>	<b>\$1,206,667</b>	<b>\$247,160</b>	<b>\$1,063,533</b>
<b>Program Total:</b>	<b>\$1,442,354</b>		<b>\$1,310,693</b>	
Program FTE	2.23	9.77	2.23	8.15
<b>Program Revenues</b>				
Indirect for dep't Admin	\$75,521	\$0	\$77,753	\$0
Intergovernmental	\$0	\$1,206,667	\$0	\$1,063,533
<b>Total Revenue:</b>	<b>\$75,521</b>	<b>\$1,206,667</b>	<b>\$77,753</b>	<b>\$1,063,533</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$413,902. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. Funding must be allocated to evidence-based programs; Oregon Commission on Children & Families Juvenile Crime Prevention (OCCF JCP) funds \$434,631. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. Funding must be allocated to evidence-based programs; Medicaid insurance reimbursement for FQHC eligible services from Verity, Care Oregon, and DMAP \$215,000. Revenue based on FY11 year-to-date current-year-estimates.

## Significant Program Changes

### Last year this program was:

50022 Juvenile Assessment & Treatment for Youth and Families (ATYF)

This program offer reflects a reduction in current service level due to state funding reductions in 09-11. The scale up 50029B allows the current service level to be maintained.

**Lead Agency:** Community Justice

**Program Contact:** Thuy Vanderlinde

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program offer utilizes state biennial allocations to continue operations at current service level. We anticipate system wide adjustments once the impact of state budget cuts are known.

Assessment and Treatment for Youth and Families (ATYF) is a unique public safety program serving medium and high risk probation youth with substance abuse, mental health and/or behavioral problems who cannot be effectively treated in community-based programs because of severe delinquency. ATYF provides clinical assessments and outpatient treatment to 100 probationers per year. In conjunction with these services, this program also provides mental health care coordination and intervention to over 300 detained youth each year. In FY 2009, approximately 80% of youth did not recidivate one year after ATYF program involvement--closely matching the overall recidivism rate for juveniles, despite serving a more challenging population.

**Program Description**

ATYF therapists administer an evidence-based clinical assessment, the Global Appraisal of Individual Needs (GAIN) which provides a comprehensive analysis of the youth's risks and needs, including specialized assessment and screening for youth brought in with firearms and fire setting charges. The therapists also develop and provide clinical recommendations to help the courts with dispositional planning. This increases the likelihood that youth will receive appropriate treatment without compromising community safety.

ATYF therapists provide outpatient individual and family treatment using an evidence-based model, Multidimensional Family Therapy (MDFT). Services are provided in the youth's home, school and other community settings and focus on changing anti-social behaviors.

Additionally, ATYF also provides two Mental Health Consultants (MHC) for youth held in detention. Many of the youth served by these MHCs exhibit an array of mental health issues that require specialized care.

Research shows that youth with untreated substance abuse issues are nearly ten times more likely to become chronic reoffenders. Delinquent youth who receive substance abuse treatment have fewer re-arrests, convictions and detention visits (Cuellar, Markowitz and Libby 2004). ATYF keeps at-risk youth from reoffending and penetrating deeper into the justice system by linking them to treatment services that change their delinquent thinking and behaviors. The program also completes assessments for the Juvenile Division's Residential Alcohol & Drug (RAD) program and provides the critical service of ongoing in-home and in-school treatment for youth unable to be served in the community because of delinquent and runaway behaviors.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	138	0	140	140
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

Both output and outcome measures are new. The outcome measure is based on the felony adjudication/conviction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$168,876
Internal Services	\$0	\$0	\$0	\$16,888
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$185,764</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$185,764</b>	
Program FTE	0.00	0.00	0.00	1.62
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$8,106	\$0
Intergovernmental	\$0	\$0	\$0	\$185,764
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,106</b>	<b>\$185,764</b>

## Explanation of Revenues

Oregon Youth Authority Juvenile Crime Prevention (OYA JCP) funds \$100,376; Oregon Commission on Children & Families Juvenile Crime Prevention (OCCF JCP) funds \$85,388. All JCP funds must be allocated to evidence-based programs.

## Significant Program Changes

### Last year this program was:

Last Year this program was: A portion of 50022 Juvenile Assessment & Treatment for Youth and Families (ATYF) This program offers restores 50029A to current service level.

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Research suggests that providing culturally competent juvenile services and supervision to young people of color makes it more likely that interventions will reduce reoffending (Cabaniss 2007). Culturally Specific Intervention Services (CSIS) improve public safety by providing integrated services to medium and high risk juvenile probationers 12-18 years old whose ethnic/cultural backgrounds are disproportionately represented in the juvenile justice system. CSIS provides culturally specific services to higher risk youth of color to help reduce reoffending. This program serves 140 youth annually. Since 1997, commitments of Multnomah County minority youth to state youth correctional facilities are down 78% (Annie E. Casey 2007).

**Program Description**

CSIS provides culturally specific services to African American and Latino youth who are medium and high risk offenders. Each youth receives a comprehensive assessment and individualized case plan. Community partners provide a wide range of case management and treatment options. Mental Health Consultants and Probation Officers from the Juvenile Division also participate in efforts to identify and interrupt the cycle of crisis and criminality. Educational and vocational services, individual/family mental health counseling, addiction treatment, mentoring, advocacy, pro-social activities and other services are provided in culturally appropriate settings designed to strengthen a youth's connections to the community and maximize his or her positive support systems.

CSIS coordinates a network of community and county programs, enhances treatment engagement and reduces duplicated use of public funding. The goals of CSIS are to prevent high risk youth of color from committing new crimes and penetrating further into the justice system. Culturally competent, strength-based programs that are delivered in homes, schools and the community are shown to be most effective with disenfranchised youth. All the work conducted through CSIS prevents unnecessary and expensive detainment in correctional facilities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served.	137	0	140	140
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new.  
The outcome measure is based on the felony adjudication/conviction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$75,931	\$339,083	\$75,931	\$107,782
Internal Services	\$0	\$28,788	\$0	\$11,317
<b>Total GF/non-GF:</b>	<b>\$75,931</b>	<b>\$367,871</b>	<b>\$75,931</b>	<b>\$119,099</b>
<b>Program Total:</b>	<b>\$443,802</b>		<b>\$195,030</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$23,024	\$0	\$8,601	\$0
Intergovernmental	\$0	\$367,871	\$0	\$119,099
<b>Total Revenue:</b>	<b>\$23,024</b>	<b>\$367,871</b>	<b>\$8,601</b>	<b>\$119,099</b>

## Explanation of Revenues

County General Fund plus Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$119,099. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time.

## Significant Program Changes

### Last year this program was:

50023 Juvenile Culturally Specific Intervention Services

This program offer reflects a reduction in current service level due to state funding reductions in 09-11. The scale up 50030B allows the current service level to be maintained.

**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program offer utilizes state biennial allocations to continue operations at current service level. We anticipate system wide adjustments once the impact of state budget cuts are known.

Research suggests that providing culturally competent juvenile services and supervision to young people of color makes it more likely that interventions will reduce reoffending (Cabaniss 2007). Culturally Specific Intervention Services (CSIS) improve public safety by providing integrated services to medium and high risk juvenile probationers 12-18 years old whose ethnic/cultural backgrounds are disproportionately represented in the juvenile justice system. CSIS provides culturally specific services to higher risk youth of color to help reduce reoffending. This program serves 80 youth annually. Since 1997, commitments of Multnomah County minority youth to state youth correctional facilities are down 78% (Annie E. Casey 2007).

**Program Description**

CSIS provides culturally specific services to African American and Latino youth who are medium and high risk offenders. Each youth receives a comprehensive assessment and individualized case plan. Community partners provide a wide range of case management and treatment options. Mental Health Consultants and Probation Officers from the Juvenile Division also participate in efforts to identify and interrupt the cycle of crisis and criminality. Educational and vocational services, individual/family mental health counseling, addiction treatment, mentoring, advocacy, pro-social activities and other services are provided in culturally appropriate settings designed to strengthen a youth's connections to the community and maximize his or her positive support systems.

CSIS coordinates a network of community and county programs, enhances treatment engagement and reduces duplicated use of public funding. The goals of CSIS are to prevent high risk youth of color from committing new crimes and penetrating further into the justice system. Culturally competent, strength-based programs that are delivered in homes, schools and the community are shown to be most effective with disenfranchised youth. All the work conducted through CSIS prevents unnecessary and expensive detainment in correctional facilities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of youth served	137	0	140	140
Outcome	Percent of youth not re-adjudicated/convicted within three years of probation start	0.0%	0.0%	69.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Both output and outcome measures are new.  
The outcome measure is based on the felony adjudication/conviction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$0	\$0	\$231,301
Internal Services	\$0	\$0	\$0	\$24,287
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$255,588</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$255,588</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$18,458	\$0
Intergovernmental	\$0	\$0	\$0	\$255,588
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$18,458</b>	<b>\$255,588</b>

## Explanation of Revenues

Oregon Youth Authority Gang Transition Services (OYA GTS) funds \$255,588.

## Significant Program Changes

### Last year this program was:

A portion of 50023 Juvenile Culturally Specific Intervention Services  
This program offers restores 50030A to current service level.



**Lead Agency:** Community Justice

**Program Contact:** Thach Nguyen

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Juvenile Delinquency Intervention and Sanctions (JDIS) unit holds specifically targeted juvenile offenders (those identified to be high risk to re-offend) accountable by providing supervision services designed to reduce recidivism, repair harm to victims, prevent school drop-outs and maximize public resources for better public safety outcomes. Targeted populations have access to restorative justice interventions designed to reduce conflict in schools, increase problem solving skills, and ultimately prevent delinquent behavior. This program offer provides supervision and services to 300 juvenile offenders annually. In the first six months of FY 2010, 80% of JDIS youth did not reoffend. Judges rely on JDIS staff to provide services to youth who are placed on Alternative Disposition by the court.

**Program Description**

JDIS provides cost-effective sanctions and case management to medium and high risk juvenile offenders who would otherwise be adjudicated in court. Due to their age, nature of the charge and/or the absence of a significant criminal history, these juvenile offenders are inappropriate for formal probation. Instead, they are held responsible for their behavior through contracts such as Formal Accountability Agreements (FAA), which require them to do community service, repay and apologize to victims, attend skill building groups, participate in mediation and cooperate with treatment as necessary.

JDIS manages the Felony Drug Diversion Program (FDDP). FDDP provides consequences and substance abuse treatment for drug involved youth. JDIS youth who do not comply with agreements or who continue to demonstrate unsafe, illegal behavior can be taken to court and placed on formal probation.

JDIS services align with the Department's mission and operating principles by offering alternatives to more costly adjudication and formal probation services while holding youth accountable.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of hours of community service performed	1,042	1,500	1,000	1,000
Outcome	Percent of youth not re-adjudicated/convicted within three years of supervision start	0.0%	0.0%	82.0%	83.0%

**Performance Measure - Description**

 **Measure Changed**

The outcome measure changed this year. The new outcome measure is based on the felony conviction for the FAA and informal supervision youth.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$201,600	\$0	\$206,736	\$0
Contracts	\$32,000	\$152,390	\$32,000	\$153,221
Materials & Supplies	\$3,424	\$0	\$4,870	\$0
Internal Services	\$0	\$0	\$1,752	\$0
<b>Total GF/non-GF:</b>	<b>\$237,024</b>	<b>\$152,390</b>	<b>\$245,358</b>	<b>\$153,221</b>
<b>Program Total:</b>	<b>\$389,414</b>		<b>\$398,579</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$152,390	\$0	\$153,221
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$152,390</b>	<b>\$0</b>	<b>\$153,221</b>

## Explanation of Revenues

County General Fund plus State funding through the Commission on Children, Families and Communities which are passed-through to Court Appointed Special Advocates (CASA) \$153,221. Contract ends 6/30/2013 with \$153,221 being passed-through annually.

## Significant Program Changes

### Last year this program was:

50024 Juvenile Informal Intervention and Prevention

**Lead Agency:** Community Justice

**Program Contact:** Carl Goodman

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** Climate Action Plan

**Executive Summary**

Adult Services Management (ASM) provides leadership and direction for the supervision of approximately 8300 adult offenders in the community. It is responsible for implementing evidence-based practices, managing risk, creating service standards, coordinating with public safety partners and ensuring the safety of department staff who supervise adult offenders. This program offer supports critical oversight and leadership for our adult staff, as significant reductions in recidivism have been achieved.

**Program Description**

Adult Services Division managers are responsible for regulating policy, maintaining quality services and implementing evidence-based practices that reduce crime. They ensure integration with other public safety partners through the Local Public Safety Coordinating Council, Criminal Justice Advisory Council, Oregon Association of Community Corrections Directors, and Oregon Department of Corrections (DOC).

The Survival Skills Manager is responsible for the development, implementation and oversight of a training program that enables sworn and armed Parole/Probation Officers (PPO) to meet departmental and legal mandates.

A sustainability liaison dedicates 10 hours per month to educate and facilitate implementation of recycling, waste reduction and other sustainability efforts within the Department. These efforts align with the Climate Action Plan Objective 18-8; Stop the growth of waste generation and recover 75% of all waste generated in city and county operations.

As budget reductions necessitate that we focus our resources on the highest risk and highest need offenders, the Department is utilizing the latest and most effective tools to help develop case plans that reduce reoffending. This year, we will continue to train our PPOs on the use of the Level of Service Case Management Inventory (LS/CMI) assessment tool in order to develop more proficient supervision plans that will reduce recidivism rates associated with high risk offenders.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served annually	0	0	8,300	8,300
Outcome	Percent of offenders not recidivating one year post exit	89.0%	90.0%	91.0%	91.0%

**Performance Measure - Description**

✔ **Measure Changed**

Output is new.

Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,212,235	\$298,014	\$1,372,984	\$161,857
Contracts	\$98,003	\$0	\$47,713	\$0
Materials & Supplies	\$245,368	\$0	\$287,831	\$0
Internal Services	\$40,941	\$0	\$35,787	\$0
<b>Total GF/non-GF:</b>	<b>\$1,596,547</b>	<b>\$298,014</b>	<b>\$1,744,315</b>	<b>\$161,857</b>
<b>Program Total:</b>	<b>\$1,894,561</b>		<b>\$1,906,172</b>	
Program FTE	8.00	2.00	9.00	1.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$298,014	\$0	\$161,857
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$298,014</b>	<b>\$0</b>	<b>\$161,857</b>

## Explanation of Revenues

County General Fund plus National Institute of Corrections (NIC) \$161,857 for DCJ employee on loan to agency in Washington DC. Personnel costs fully reimbursed by partner agency.

## Significant Program Changes

### Last year this program was:

50006 Adult Services Management

The IGA with the Oregon Parole Board funding 1.00 FTE Community Justice Manager on loan to the Parole Board ends 6/30/11. This program offer adds funding for 1 FTE to the General Fund.

**Lead Agency:** Community Justice

**Program Contact:** Bill Penny

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

By assessing a defendant's potential to appear for court hearings and/or reoffend if released from custody, the Adult Recognizance (Recog) unit performs functions critical to the effective operation of the local justice system. If a defendant is determined to most likely appear for court hearings and is a low risk to reoffend, he/she is released. This process allows for scarce jail beds to be reserved for higher risk defendants.

Data from FY 2010 has shown that eight out of 10 defendants released by Recog returned for their scheduled court appearance. A recent study designed to measure the success of Recog's risk assessment tool found, "The Recog instrument currently provides sound guidance about which defendants can be safely released on their own recognizance. Any recommended modifications to the instrument are designed to improve upon these already encouraging results" (Dedel, 2008).

**Program Description**

The Recog unit is a 24-hour, 7-day-a-week program housed in the County jail. Recog staff interview all defendants with a pending Multnomah County charge. Defendants charged with felonies and/or person-to-person misdemeanor crimes are subject to a full criminal history and warrant check in addition to a risk screening. This process takes approximately one hour per defendant and provides a comprehensive, objective and valid system for release decisions which prioritizes victim and community safety in addition to the defendant's flight risk. The screening tool used to guide Recog staff to a release decision has been validated by an independent research group. The results of that study have been approved by the Community Justice Advisory Council. By administering this process, the Recog program allows lower risk defendants the ability to maintain established living arrangements such as employment and housing.

Recog serves as a 24-hour link between local law enforcement agencies and Parole/Probation Officers (PPO) by coordinating the process of holding parole and probation violators in jail and providing after-hours information on high risk individuals who are on electronic monitoring.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of cases processed annually	20,211	18,000	19,536	20,000
Outcome	Percent of interviewed defendants who return to court	88.0%	84.0%	88.0%	88.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,407,580	\$0	\$1,314,345	\$0
Contracts	\$378	\$0	\$378	\$0
Materials & Supplies	\$13,411	\$0	\$22,587	\$0
Internal Services	\$6,672	\$0	\$12,979	\$0
Total GF/non-GF:	<b>\$1,428,041</b>	<b>\$0</b>	<b>\$1,350,289</b>	<b>\$0</b>
Program Total:	<b>\$1,428,041</b>		<b>\$1,350,289</b>	
Program FTE	15.80	0.00	14.80	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50025 Adult Recog Program

This program offer reflects a decrease of 1 FTE transferred during FY11 to another program.

**Lead Agency:** Community Justice

**Program Contact:** Bill Penny

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Pre-Trial Supervision Program (PSP) performs functions necessary for public safety and the effective operation of the local justice system. PSP uses Oregon Revised Statute (ORS) release criteria to assess safety risks of defendants to determine their potential to attend court once out of custody. During FY 2010, 3305 defendants were supervised in the community by PSP who otherwise would have occupied scarce and expensive jail beds. In FY 2010, less than 1% of felony defendants were arrested for another felony offense while under PSP supervision, and 84% of felony defendants appeared for their court dates. During the first 6 months of FY 2011, 87% of felony defendants appeared for their court dates.

**Program Description**

The primary mission of PSP is to evaluate the risk of releasing defendants prior to trial, supervise defendants in the community and ensure that defendants attend court hearings. When a defendant is referred by the Court to PSP for review, PSP staff use evidence-based criteria during their investigation to determine if a defendant is likely to pose a safety risk or is unlikely to attend subsequent court hearings. The results of the investigation are presented back to the Court. When a defendant is released under PSP supervision, the assigned case manager monitors the defendant's behavior and actions through regular home, community and office visits, telephone contacts and in some instances electronic and Global Positioning Software (GPS).

Defendants supervised by PSP are afforded the opportunity to maintain employment and/or school attendance, continue with health-related services (drug and alcohol counseling, mental health treatment) and reside in the community pending the resolution of their court matters. Based on data compiled by the Bureau of Justice Statistics, the re-offense and failure to appear (FTA) rates for PSP clients are substantially lower than similar programs in other cities (Cohen and Reaves 2007).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	3,305	0	3,396	3,400
Outcome	Percent of released defendants who do not FTA	84.0%	95.0%	87.0%	90.0%

**Performance Measure - Description**

✔ **Measure Changed**

Output is new. FTA is Failure to Appear.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,193,371	\$0	\$1,413,451	\$0
Contracts	\$378	\$0	\$378	\$0
Materials & Supplies	\$20,998	\$0	\$31,940	\$0
Internal Services	\$85,689	\$0	\$73,016	\$0
Total GF/non-GF:	<b>\$1,300,436</b>	<b>\$0</b>	<b>\$1,518,785</b>	<b>\$0</b>
Program Total:	<b>\$1,300,436</b>		<b>\$1,518,785</b>	
Program FTE	14.00	0.00	16.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50026 Adult Pretrial Supervision Program

This program offer reflects an increase of 2 FTE transferred during FY11 from other programs.



**Lead Agency:** Community Justice

**Program Contact:** Erika Preuitt

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

The Department of Community Justice (DCJ) computer forensics laboratory is a critical service unique within community justice agencies nationwide. Its purpose is to provide officers with essential information needed to support best practices in supervision planning for offenders. The anonymity provided by the Internet and the ability to effectively hide volumes of information on computers, cell phones and other electronic storage devices leaves officers at a disadvantage when this information cannot be discovered. Non-forensic methods of discovery are ineffective and can compromise cases in court. The lab provides scientifically sound forensic services for recovery of electronic evidence so supervising officers can more effectively determine an offender's activities thereby maximizing corrections resources, enhancing public safety and ensuring the highest rates of successful outcomes.

**Program Description**

DCJ maintains a secure digital evidence laboratory in which forensic examinations of electronic storage devices are analyzed using scientific procedures. Regional police agencies have limited resources for conducting similar examinations in new criminal cases and are rarely able to offer their services to parole and probation agencies that have different requirements for burden of proof and timely results. Officers apply a range of behavioral and demographic assessments to formulate effective supervision plans but are hampered in their work by the fact that criminal enterprise can be carried out virtually unseen and undetected through the use of computers and other digital devices. Oregon and Washington rank very high nationally in the frequency of identity theft. Drugs are bought and sold online. Gangs recruit and promote their activities anonymously. Sex offenders deal in pornography and solicit underage victims online. Fraud and theft are carried out in relative safety using computers and peer-to-peer networks. Email is used by domestic violence offenders to threaten and intimidate.

Offenders frequently travel to Multnomah County from surrounding areas to commit criminal acts. The DCJ forensics lab has been able to extend its services to all adult and juvenile officers in Multnomah County and to our adjacent county community justice partner agencies that lack access to these services, in the interest of public safety and best practices supervision. Lab personnel are highly trained and certified in the collection, preservation, analysis and reporting results of forensic examinations and provide Parole/Probation Officers (PPO) with the information they need to effectively supervise offenders and promote public safety. Without access to forensic services, officers have no means of assessing what an offender may be doing in the anonymous world of cyberspace.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of gigabytes examined.	12,219	0	24,000	30,000
Outcome	Number of supervision violations detected through forensics analysis.	0	0	50	75
Output	Number of devices examined.	0	0	275	350

**Performance Measure - Description**

 **Measure Changed**

New measures.  
For interpretation purposes: 1GB equals approximately 695 floppy disks.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$258,958	\$260,450	\$0
Materials & Supplies	\$4,800	\$32,828	\$7,551	\$0
Internal Services	\$0	\$1,000	\$19,894	\$0
<b>Total GF/non-GF:</b>	<b>\$4,800</b>	<b>\$292,786</b>	<b>\$287,895</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$297,586</b>		<b>\$287,895</b>	
Program FTE	0.00	2.00	2.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$292,786	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$292,786</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50028 Adult Forensics Unit

The US Department of Justice (ARRA) grant funding for 1.00 FTE Community Justice Manager position and 1.00 FTE Probation & Parole Officer position ends 6/30/2011. This program offer reflects funding those positions with General Fund.

**Lead Agency:** Community Justice

**Program Contact:** Bill Penny

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Department of Community Justice (DCJ) is statutorily and legislatively mandated to provide services to local control (LC) and parole offenders in order to carry out the Local Supervisory Authority (LSA) functions. The LC and Hearings unit are instrumental in providing all LSA functions including, but not limited to: investigations, issuance of warrants, release planning, parole hearings and active supervision. The cost of the operations of the Mead Building is also budgeted in this program offer.

**Program Description**

The LC unit supervises offenders who are sentenced to a prison term of 12 months or less in a local jail. Working with the Sheriff's Office, LC has the legal authority to issue arrest warrants and has jurisdiction over the supervision conditions for these offenders. LC staff develop release plans and monitor offenders with community-based sanctions (such as drug and alcohol treatment programs) upon the completion of their incarceration. LC also provides notification to known victims when an offender leaves jail. If during supervision, a Parole/Probation Officer (PPO) determines that an offender has violated parole conditions, the PPO submits required written documents and a violation hearing is arranged. Hearings Officers (HO) conduct local parole hearings and determine consequences for offenders found in violation of supervision. HOs are able to order jail releases, recommend revocations of offenders and/or make other recommendations that are consistent with evidence-based practices.

The LC and Hearings unit are instrumental in holding offenders accountable by providing fair and objective investigations and parole hearings, incarcerating offenders when appropriate and actively supervising offenders. Through collaboration with the Sheriff's Office, treatment providers, and the community, this unit provides effective interventions and helps ensure efficient operations of the local justice system. The combined efforts of timely hearings and alternative custody sanctions to jail, averts the use of 11,050 jail bed days each year.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of local control offenders served in the community	11.0%	8.0%	10.0%	10.0%
Outcome	Percent of offenders not recidivating one year post admit	80.0%	80.0%	86.0%	86.0%

**Performance Measure - Description**

Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$229,620	\$983,596	\$228,181	\$891,166
Contracts	\$105,750	\$2,000	\$108,721	\$2,000
Materials & Supplies	\$9,480	\$12,289	\$174,086	\$17,254
Internal Services	\$863,933	\$115,039	\$698,770	\$113,098
<b>Total GF/non-GF:</b>	<b>\$1,208,783</b>	<b>\$1,112,924</b>	<b>\$1,209,758</b>	<b>\$1,023,518</b>
<b>Program Total:</b>	<b>\$2,321,707</b>		<b>\$2,233,276</b>	
Program FTE	3.00	10.00	3.00	9.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$69,654	\$0	\$73,915	\$0
Intergovernmental	\$0	\$1,112,924	\$0	\$1,023,518
<b>Total Revenue:</b>	<b>\$69,654</b>	<b>\$1,112,924</b>	<b>\$73,915</b>	<b>\$1,023,518</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$978,277. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; State Board of Parole Hearings fund \$45,241. Anticipating same level of funding as FY11.

## Significant Program Changes

### Last year this program was:

50029 Adult Parole/Post Prison Violation Hearings and Local Control

This program offer reflects a decrease of 1 FTE transferred during FY11 to another program.

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

By providing reintegration and supportive services for 3000 offenders per year, 1,200 of which are deemed high risk and violent (including psychopaths, predatory sex offenders and persons with special needs), the Transition Services Unit (TSU) reduces the offender's risk to reoffend. Services provided include: housing, access to medical benefits, mental health services and substance abuse treatment. Meeting with the offenders prior to their release ("Reach In") reduces the abscond rate for post-prison releases in Multnomah County to less than 1%.

**Program Description**

In addition to providing stabilizing services after release, TSU also works with incarcerated offenders to provide re-entry planning up to 120 days prior to their release. This process is facilitated by in-custody interviews, known as "Reach Ins." Potential risks are identified during Reach Ins, allowing for the development of appropriate supervision plans and services which are in place by the time of the offender's release.

TSU supports community safety by initiating supervision planning prior to an offender's release from custody and working to ensure the offender has some measure of stability upon release. Research shows an offender is most likely to reoffend within the community at the time of release from prison (re-entry) due to the culture shock of transitioning from an extremely controlled environment to one that allows and requires people to make decisions for themselves (VERA Institute of Justice 2000). DCJ data shows:

- 1) Clients who receive TSU services have a lower recidivism rate than those without services;
- 2) TSU clients without transitional services are arrested more frequently than TSU clients;
- 3) The overall abscond rate of offenders receiving TSU services is only about 5%; and
- 4) 87% of high risk, high need offenders were able to move into stable housing, obtain employment, complete their GED and/or obtain entitlements if eligible.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of housing placements made	0	0	3,100	3,100
Outcome	Percent of offenders with reach in services who report within 14 days of release	99.0%	99.0%	99.0%	99.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$460,004	\$0	\$475,567	\$0
Contracts	\$20,462	\$0	\$20,462	\$150,831
Materials & Supplies	\$83,256	\$97,918	\$86,345	\$102,885
Internal Services	\$26,783	\$8,314	\$6,774	\$26,640
<b>Total GF/non-GF:</b>	<b>\$590,505</b>	<b>\$106,232</b>	<b>\$589,148</b>	<b>\$280,356</b>
<b>Program Total:</b>	<b>\$696,737</b>		<b>\$869,504</b>	
Program FTE	5.00	0.00	5.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$6,649	\$0	\$20,246	\$0
Fees, Permits & Charges	\$3,500	\$0	\$0	\$0
Intergovernmental	\$0	\$106,232	\$0	\$280,356
<b>Total Revenue:</b>	<b>\$10,149</b>	<b>\$106,232</b>	<b>\$20,246</b>	<b>\$280,356</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$113,688. Anticipating same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; US DOJ Family Support for Treatment & Re-entry Success Grant \$166,668. Pass-through to Center for Family Success. Award Period is 10/1/2010 - 9/30/2012.

## Significant Program Changes

### Last year this program was:

50030 Adult Transition and Re-Entry Services

During FY11 this program received a grant from US Department of Justice for Family Support for Treatment & ReEntry Success

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The period immediately following release from prison is a particularly high risk time for offenders. Not only is the risk of new crimes greatest during this period, but offenders often need substance abuse treatment, mental health treatment, housing and other services.

This program offer is funded through the Edward Byrne Memorial Justice Assistance Grant Program. This Re-entry Enhancement Coordination (REC) Program provides transition services through the oversight and coordination of the REC team in collaboration with prison staff. The REC team builds on the success of prison-based substance abuse and co-occurring disorder treatment by providing a continuum of care and services for successful offender re-entry.

The goals of the REC include: reducing offender recidivism, relapse and use of addictive substances; increasing offenders' engagement with treatment; and increasing offenders' ability to attain and maintain stable housing and employment.

**Program Description**

This offer provides transition services for up to 150 offenders transitioning from Oregon State prisons who have successfully completed substance abuse and/or co-occurring disorder treatment. The REC team members include Volunteers of America for substance abuse treatment and SE Works for employment readiness and job coaching. The Department of Community Justice (DCJ) is contracting with Bridges to Change for alcohol and drug free transitional housing and recovery peer mentors.

The REC team provides essential wraparound services in the first few months of release. Effective coordination and collaboration with the Department of Corrections, the community and the offender is a key strategy of the REC team to further reduce the risk of re-offense and relapse.

Activities include: institutional reach-ins; coordination and oversight of services; and collaborative offender case management and supervision with DOC and community service providers. Specifically, annual services include: 40 evidence-based outpatient substance abuse and co-occurring treatment slots; 23 alcohol and drug free transitional housing beds; 3 recovery peer mentors; and 1 employment and job development specialist. DCJ monitors compliance with the grant and collects statistical and tracking data as required.

DCJ is under serving the vast stream of offenders returning to the community from prison. With 8,300 offenders on supervision and an average of 400 offenders returning to the community each month from prison or jail, DCJ's resources are unable to effectively meet the essential needs for a successful transition. Offender success prevents criminal activity and ultimately enhances community safety.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of clients drug free during treatment	87.0%	87.0%	87.0%	87.0%
Outcome	Percent of clients free of re-arrest and violations while under REC supervision	86.0%	85.0%	86.0%	86.0%

**Performance Measure - Description**

Recidivism is a measure of new felony arrests and violations while in program using a recidivism rate.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$29,137
Contracts	\$0	\$832,168	\$0	\$585,711
Materials & Supplies	\$0	\$29,643	\$0	\$41,399
Internal Services	\$0	\$73,168	\$0	\$65,626
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$934,979</b>	<b>\$0</b>	<b>\$721,873</b>
<b>Program Total:</b>	<b>\$934,979</b>		<b>\$721,873</b>	
Program FTE	0.00	0.00	0.00	0.25
<b>Program Revenues</b>				
Indirect for dep't Admin	\$58,517	\$0	\$49,088	\$0
Intergovernmental	\$0	\$934,979	\$0	\$721,873
<b>Total Revenue:</b>	<b>\$58,517</b>	<b>\$934,979</b>	<b>\$49,088</b>	<b>\$721,873</b>

## Explanation of Revenues

Edward Byrne Memorial Justice Grant \$482,269. Award period through 7/31/2011 which includes a required 11% CGF match of \$67,904. Match is budgeted in program offer 50042-High Risk Drug Unit. Anticipating grant will be renewed and funding will continue through FY12 at the same level; CJC Re-entry Resource Center Grant \$239,604. Award ends 12/31/2011. Amount based on grant budget for six months of year two.

## Significant Program Changes

### Last year this program was:

50031 Adult Re-Entry Enhancement Coordination



**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Innovative/New Program

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Access to Recovery (ATR) program is an alcohol and drug client service model that provides assessment, treatment, and supportive community services to individuals who have access to limited public funds. The Department of Community Justice (DCJ) is funded on a fee for service agreement through the Oregon Mental Health and Addictions Division.

This is a five-county pilot project for the State of Oregon which is funded by a four year grant sponsored by the Substance Abuse and Mental Health Administration. One component of the ATR is a community assessment and referral center called a Resource Management Center (RMC). DCJ has been selected as one of the two RMCs for Multnomah County. This program will allow DCJ to assist low and medium risk offenders who were previously ineligible for DCJ services.

**Program Description**

ATR is designed to assist three targeted populations: 1) Offenders returning to the community from incarceration; 2) Parents who are involved in the welfare system; and 3) Armed forces personnel (either active service or veterans). Eligible participants will receive a complete assessment through local Resource Management Center (RMC). The evaluation will not only assess the severity of the individual's alcohol and drug problems, but will identify any other barriers that may interfere with long term recovery.

In addition to utilizing licensed outpatient providers, ATR will access faith-based programs, mentoring services, child care services and other beneficial resources within the community. When fully staffed, this program will serve approximately 1,564 participants.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Annual number of clients served in program	0	0	0	1,564
Outcome	Annual number of service referrals made	0	0	0	3,326

**Performance Measure - Description**

New program.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$537,461
Materials & Supplies	\$0	\$0	\$0	\$1,690
Internal Services	\$0	\$0	\$0	\$56,611
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$595,762</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$595,762</b>	
Program FTE	0.00	0.00	0.00	6.50
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$43,024	\$0
Intergovernmental	\$0	\$0	\$0	\$595,762
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$43,024</b>	<b>\$595,762</b>

## Explanation of Revenues

State of Oregon DHS \$595,762. 1564 client per year @ approximately \$381 in services provided. (assessments, care coordination, recovery plans, etc.) Based on fee schedule established by the State.

## Significant Program Changes

### Last year this program was:

New Program

This is new program funded by an IGA with Oregon Department of Human Services. This will fund 6.50 FTE.

**Lead Agency:** Community Justice

**Program Contact:** Carl Goodman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Multnomah County's High Risk Generic Supervision unit has been nationally recognized for the use of evidence-based strategies, including the development of a system used to identify criminogenic risk factors and potentially violent offenders. Multnomah County receives a greater number of high risk offenders than any other Oregon county and is still able to produce lower recidivism rates for both probation and parole cases.

**Program Description**

High Risk Generic Supervision uses research-based strategies to supervise high risk offenders on probation and parole. The Department of Community Justice (DCJ) utilizes the Level of Service/Case Management Inventory (LS/CMI) assessment tool to measure the risks and needs of adult offenders. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the offender's criminogenic and noncriminogenic factors, as well as special responsivity considerations to be targeted during supervision.

Parole/Probation Officers (PPO) enforce law-abiding behavior and link offenders to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) coordination with law enforcement agencies. These methods of supervision help address the offender's daily challenges of drug addiction, mental illness, anti-social attitudes and lifestyle instability.

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these offenders committing new crimes is reduced when evidence-based supervision is in place and monitored.

Concurrent with the implementation of evidence-based supervision practices, Multnomah County has experienced a steady decline of recidivism rates over the past ten years.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	2,719	0	2,412	2,415
Outcome	Percent of offenders not recidivating one year post admit	85.0%	82.0%	89.0%	89.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new.

Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$838,130	\$7,222,700	\$928,249	\$5,946,710
Contracts	\$0	\$64,347	\$0	\$233,584
Materials & Supplies	\$6,310	\$139,466	\$68,575	\$159,620
Internal Services	\$982,969	\$670,459	\$877,364	\$699,464
Total GF/non-GF:	<b>\$1,827,409</b>	<b>\$8,096,972</b>	<b>\$1,874,188</b>	<b>\$7,039,378</b>
Program Total:	<b>\$9,924,381</b>		<b>\$8,913,566</b>	
Program FTE	8.64	72.11	9.39	56.83
<b>Program Revenues</b>				
Indirect for dep't Admin	\$506,758	\$0	\$508,364	\$0
Fees, Permits & Charges	\$0	\$247,000	\$0	\$228,271
Intergovernmental	\$0	\$7,849,972	\$0	\$6,811,107
Other / Miscellaneous	\$145,971	\$0	\$156,204	\$0
<b>Total Revenue:</b>	<b>\$652,729</b>	<b>\$8,096,972</b>	<b>\$664,568</b>	<b>\$7,039,378</b>

## Explanation of Revenues

County General Fund plus Circuit Court Jail Assessments \$156,204 which are deposited into the general fund. Revenue is collected by the Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005; State Department of Corrections (DOC) \$6,625,538. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; US DOJ BJA Congressionally Selected Award Program Grant \$185,569. Award Period is 10/1/2010 - 9/30/2012; Laboratory Drug Testing fees from clients \$2,000. Fee is set at \$9.50 per Board Resolution; Interstate Compact fees from clients \$5,780. Fee is charged per ORS 423.570 and set at \$50 per Board Resolution for clients applying to be supervised in another state; Probation Supervision fees from clients \$220,491. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50032A Adult Field Services-High Risk Generic Supervision

During FY11 this program was awarded a new grant from the US Dept of Justice - with pass-through funding to the Volunteers of America Community Partnership Response program.

This program offer reflects a reduction in current service level due to state funding reductions in 09-11. The scale up 50040B allows the current service level to be maintained.

**Lead Agency:** Community Justice

**Program Contact:** Carl Goodman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program offer utilizes state biennial allocations to continue operations at current service level. We anticipate system wide adjustments once the impact of state budget cuts are known.

Multnomah County's High Risk Generic Supervision unit has been nationally recognized for the use of evidence-based strategies, including the development of a system used to identify criminogenic risk factors and potentially violent offenders. Multnomah County receives a greater number of high risk offenders than any other Oregon county and is still able to produce lower recidivism rates for both probation and parole cases.

**Program Description**

High Risk Generic Supervision uses research-based strategies to supervise high risk offenders on probation and parole. The Department of Community Justice (DCJ) utilizes the Level of Service/Case Management Inventory (LS/CMI) assessment tool to measure the risks and needs of adult offenders. The LS/CMI is also a fully functioning case management tool. The LS/CMI provides a summary of the offender's criminogenic and noncriminogenic factors, as well as special responsibility considerations to be targeted during supervision.

Parole/Probation Officers (PPO) enforce law-abiding behavior and link offenders to treatment, employment and other services. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members and treatment providers; and d) coordination with law enforcement agencies. These methods of supervision help address the offender's daily challenges of drug addiction, mental illness, anti-social attitudes and lifestyle instability.

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these offenders committing new crimes is reduced when evidence-based supervision is in place and monitored.

Concurrent with the implementation of evidence-based supervision practices, Multnomah County has experienced a steady decline of recidivism rates over the past ten years.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	2,719	0	2,412	2,415
Outcome	Percent of offenders not recidivating one year post admit	85.0%	82.0%	89.0%	89.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new.

Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$1,180,586
Internal Services	\$0	\$0	\$0	\$123,962
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,304,548</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,304,548</b>	
Program FTE	0.00	0.00	0.00	12.91
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$94,211	\$0
Intergovernmental	\$0	\$0	\$0	\$1,304,548
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$94,211</b>	<b>\$1,304,548</b>

## Explanation of Revenues

State Department of Corrections (DOC) \$1,304,548.

## Significant Program Changes

### Last year this program was:

A portion of 50032A Adult Field Services-High Risk Generic Supervision.  
This program offers restores 50040A to current service level.

**Lead Agency:** Community Justice

**Program Contact:** Carl Goodman

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

High risk, gang involved African American males have traditionally had difficulty accessing and remaining in standardized community programs. These offenders often re-enter the community without the necessary skills to gain employment. The Employment Transition Services for Gang Members (ETS), a local program, provides job readiness training, job retention assistance, cognitive-based programs, and other services designed to help gang-affiliated men become pro-social, positive members of society. If approved, a non-profit agency will continue providing the contractor services. This contractor provides an array of social services to youth and adults, primarily serving Portland's inner-city African American and Latino citizens.

**Program Description**

This program currently provides skill building and employment services to high risk African American males ranging in age from 17 to 30 who are either in prison and within 120 days of release or who are being supervised in the community by Department of Community Justice (DCJ) Parole/Probation Officers (PPO). Clients targeted for services are those who are in need of workforce preparation, training, and development of skills necessary to address barriers to employment. Inmates selected and referred will be those designated as Security Threat Group (STG), have gang involvement or affiliation, and elect to participate in program services while in prison and continue in the community program upon release from prison. DCJ PPOs will refer offenders supervised in the community to program services. This target population can range from Measure 11 youth to adult males who are high risk, gang involved or affected and have significant barriers to employment. Moral Reconciliation Therapy (MRT), a cognitive-based curriculum, would continue to be offered in prison and in the community, along with job preparation training to address the workforce needs of the participants.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of clients served annually	0	35	35	35
Outcome	Percent of offenders not recidivating one year post admit	0.0%	0.0%	0.0%	80.0%

**Performance Measure - Description**

 **Measure Changed**

Outcome is new.

Recidivism is measured by 12 months new felony conviction following current admit date.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$50,000	\$0	\$50,000	\$0
Total GF/non-GF:	<b>\$50,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>
Program Total:	<b>\$50,000</b>		<b>\$50,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50032B Employment Transition Services for Gang Members  
One time only funding from the general funds ends 6/30/11.



**Lead Agency:** Community Justice

**Program Contact:** Carl Goodman

**Program Offer Type:** Innovative/New Program

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

High risk African American males on supervision and high risk African American males returning to the work force after incarceration have traditionally experienced difficulty accessing and securing employment in Multnomah County. Historically, during times of high unemployment rates across Oregon, African American males are twice as likely to be unemployed compared to all other males.

**Program Description**

This program will address the work force needs of African American offenders who are 24-45 years of age and who are under supervision with Multnomah County Department of Community Justice. The provider who will be selected to run this program will be expected to use a specific curriculum designed to change the way people think. By changing negative thought patterns regarding attitudes, values and their peers, offenders will have a better chance of finding and retaining employment. Offenders assigned to this program will be selected by Parole and Probation Officers who have identified individuals as high risk to re-offend and individuals in need of work force preparation, training and skill development necessary to address employment barriers.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	0	0	0	40
Outcome	% of individuals retaining employment for 6 months post placement	0.0%	0.0%	0.0%	50.0%

**Performance Measure - Description**

New program offer. New measures.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$0	\$0	\$50,000	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$50,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

Last year this program was:

**Lead Agency:** Community Justice

**Program Contact:** Erika Preuitt

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Mentally Ill Offender (MIO) unit provides supervision services for probation, parole and post-prison offenders who have been diagnosed with a severe and persistent mental illness. The MIO unit works in collaboration with a variety of community partners including but not limited to the Sheriff's Office, the courts, the Department of County Human Services (DCHS), the Local Public Safety Coordinating Committee (LPSCC), treatment providers and most community groups that work with this population. The goal of the MIO unit is to reduce recidivism, enhance community safety and to support the mentally ill offender in achieving stabilization and improved functioning.

**Program Description**

The MIO unit works to divert offenders with severe mental illness from incarceration and hospitalizations by treating them in the community. By providing these offenders with community-based treatment and with supervision from specially trained Parole/Probation Officers (PPOs) the MIO unit preserves community safety and minimizes offender contact with the criminal justice system.

The MIO unit seeks to:

- 1) Improve access to appropriate services for people with severe mental illness who are at high risk of criminal justice involvement;
- 2) Reduce jail and hospital admissions;
- 3) Assist offenders in achieving a decent quality of life outside of jails, prisons and hospitals;
- 4) Provide ongoing monitoring and surveillance; and
- 5) Reduce substance abuse and illicit drug use.

Research shows that mentally ill offenders are well-served through special programs with officers who are trained in mental health issues (Lurigio 2001). A specialized mental health unit provides smaller caseloads, allowing PPOs the ability to work closely with offenders and with community treatment providers.

This program, along with program offer 50008, Adult Offender Mental Health Services, supports public safety by providing supervision and treatment to high and medium risk offenders who require assistance in accessing resources to help them achieve a higher quality of life.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	225	0	200	215
Outcome	Percent of offenders not recidivating one year post admit	95.0%	90.0%	95.0%	95.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 month new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$338,336	\$368,199	\$341,179	\$377,766
Materials & Supplies	\$2,280	\$780	\$5,987	\$780
Internal Services	\$13	\$31,327	\$5,269	\$39,747
<b>Total GF/non-GF:</b>	<b>\$340,629</b>	<b>\$400,306</b>	<b>\$352,435</b>	<b>\$418,293</b>
<b>Program Total:</b>	<b>\$740,935</b>		<b>\$770,728</b>	
Program FTE	3.00	3.00	3.00	3.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$25,054	\$0	\$30,208	\$0
Intergovernmental	\$0	\$400,306	\$0	\$418,293
<b>Total Revenue:</b>	<b>\$25,054</b>	<b>\$400,306</b>	<b>\$30,208</b>	<b>\$418,293</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$418,293. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated.

## Significant Program Changes

### Last year this program was:

50033 Adult Mentally Ill Offender Supervision

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The High Risk Drug Unit (HRDU) is an important public safety program designed to reduce drug use, increase treatment success and prevent further arrests for drug-related activities for more than 480 high risk drug addicted adult offenders each year. HRDU involves offenders in substance abuse treatment while actively supervising and managing the offender's criminal behavior through collaboration with law enforcement, community partners and treatment providers. About 7 out of 10 offenders supervised by this unit did not recidivate in a three year period following their convictions.

**Program Description**

This program works closely with community partners to engage offenders in substance abuse treatment. HRDU realizes that in addition to holding offenders accountable for their actions, service coordination and collaboration among community agencies and law enforcement are necessary to help the offender change addictive criminal behaviors.

HRDU supervises offenders released from state prisons, specifically those released from the SUMMIT Boot Camp program, and ensures the offenders receive aftercare and related services in the community to maintain their abstinence. Parole/Probations Officers from this unit also work with chronic offenders in the downtown area and those offenders transitioning from prison-based residential treatment to community-based outpatient treatment.

Research shows punishment alone is unlikely to change behavior, but consequences combined with alcohol and drug abuse treatment reduce the number of new crimes committed (Andrews 1994). HRDU supports public safety by targeting high risk drug offenders and holding them accountable through active community supervision and the use of evidence-based services designed to change behavior.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	487	0	479	490
Outcome	Percent of offenders not recidivating one year post admit	87.0%	80.0%	75.0%	80.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$345,549	\$870,893	\$324,807	\$1,016,603
Contracts	\$0	\$960	\$0	\$1,806
Materials & Supplies	\$9,654	\$15,726	\$17,965	\$16,110
Internal Services	\$8,387	\$75,847	\$10,959	\$109,008
<b>Total GF/non-GF:</b>	<b>\$363,590</b>	<b>\$963,426</b>	<b>\$353,731</b>	<b>\$1,143,527</b>
<b>Program Total:</b>	<b>\$1,327,016</b>		<b>\$1,497,258</b>	
Program FTE	3.18	8.32	2.91	9.34
<b>Program Revenues</b>				
Indirect for dep't Admin	\$60,297	\$0	\$82,582	\$0
Fees, Permits & Charges	\$0	\$40,000	\$0	\$45,715
Intergovernmental	\$0	\$923,426	\$0	\$1,097,812
<b>Total Revenue:</b>	<b>\$60,297</b>	<b>\$963,426</b>	<b>\$82,582</b>	<b>\$1,143,527</b>

## Explanation of Revenues

County General Fund including a match in the amount of \$67,904 for program offer 50038; State Department of Corrections (DOC) \$1,097,812. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; Probation Supervision fees from clients \$45,715. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

**Last year this program was:**  
50035 Adult High Risk Drug Unit

**Lead Agency:** Community Justice

**Program Contact:** Patrick Schreiner

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Sex Offender Supervision and Treatment program is a critical public safety function that provides oversight for the comprehensive supervision, treatment and management of approximately 800 sex offenders living in Multnomah County. The priorities of this unit are to increase community safety, decrease sexual victimization and reduce recidivism. This program achieves these goals through evidence-based supervision strategies combined with sexual offense specific treatment practices.

**Program Description**

This program is managed by the Adult Sex Offender Supervision Program Community Justice Manager. Clinical consultation and support is provided by the Sex Offender Clinical Coordinator. Supervision of approximately 800 sex offenders is conducted by certified Sex Offender Specialist Parole/Probation Officers (PPO). High and medium risk offenders are supervised in one of three field offices. In accordance with evidence-based practices, only high and medium risk indigent offenders are eligible for subsidy treatment funds. Sex offenders identified as lower risk to sexually reoffend are assigned to the Sex Offender Reduced Supervision Caseload (program offer 50057) after a period of documented compliance.

This program requires offenders to participate in comprehensive evaluation, sexual offense specific treatment and ongoing evaluation of risk to include sexual arousal/interest assessment provided by 32 approved community treatment providers. Polygraph examinations are required for monitoring compliance with treatment expectations and supervision conditions.

This program has a direct impact on community safety and maintains high standards for offender accountability. Research has shown offenders who successfully participate in sexual offense specific treatment are less likely to reoffend than those who fail to participate in treatment (Craig et al., 2003; Hanson et al., 2009; Lovins et al., 2009; McGrath et al., 2003). Sexual and general recidivism rates of treated sex offenders has also been shown to be lower than recidivism rates of untreated sex offenders (Looman et al 2000; Hanson et al 2002).

Research has demonstrated that the use of polygraph examinations is invaluable in the management and treatment of sex offenders due to the information gained through the examination process. The use of polygraph examinations is also associated with a reduction in recidivism rates (Cole, 2006; Edson et al., 2007; English et al., 2000; Krueger, 2009).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	768	0	804	804
Outcome	Percent of clients who do not sexually recidivate one year post treatment	99.0%	98.0%	100.0%	100.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new.

Recidivism is a measure of new felony arrests one year post treatment exit using a recidivism rate.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$1,903,038	\$0	\$1,980,607
Contracts	\$448,799	\$20,965	\$448,799	\$18,222
Materials & Supplies	\$10,000	\$4,420	\$17,414	\$4,420
Internal Services	\$20	\$163,723	\$10,531	\$210,341
<b>Total GF/non-GF:</b>	<b>\$458,819</b>	<b>\$2,092,146</b>	<b>\$476,744</b>	<b>\$2,213,590</b>
<b>Program Total:</b>	<b>\$2,550,965</b>		<b>\$2,690,334</b>	
Program FTE	0.00	17.00	0.00	17.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$130,940	\$0	\$159,859	\$0
Fees, Permits & Charges	\$0	\$190,000	\$0	\$161,082
Intergovernmental	\$0	\$1,902,146	\$0	\$2,052,508
<b>Total Revenue:</b>	<b>\$130,940</b>	<b>\$2,092,146</b>	<b>\$159,859</b>	<b>\$2,213,590</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$2,035,008. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; DOC SVDO \$17,500. The FY12 Budget is based upon the average of FY10 and 2 years of history of supervision days at \$8.48 each; Probation Supervision fees from clients \$161,082. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50039 Adult Sex Offender Supervision & Treatment



**Lead Agency:** Community Justice

**Program Contact:** Patrick Schreiner

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Domestic Violence (DV) unit collaborates with police, courts and treatment agencies to hold offenders accountable and promote offender change. This program supervises approximately 730 offenders convicted of misdemeanor and felony level offenses. In addition, the DV unit works closely with victims to empower them to make changes that improve their lives as well as the lives of their families. Over the last three years, about eight out of ten offenders supervised by the DV unit have not reoffended. The Domestic Violence Deferred Sentencing Program (DSP) and batterer intervention services appear in program offer 50056.

**Program Description**

The DV unit strives to end the cycle of violence by holding offenders accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with offenders to address behavior change, Parole/Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence. DV PPOs regularly attend court to ensure a systematic approach is being utilized in victim safety and offender accountability.

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk offenders accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming that is proven to reduce intimate partner violence. Case management strategies provide offenders the opportunity to change by addressing factors which research has shown to reduce criminal behavior (Andrews 1994).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	738	0	736	737
Outcome	Percent of offenders not recidivating one year post admit	96.0%	83.0%	99.0%	99.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony or misdemeanor conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,058,841	\$824,362	\$1,098,316	\$820,081
Contracts	\$138,574	\$56,109	\$139,670	\$55,574
Materials & Supplies	\$2,600	\$18,057	\$16,156	\$20,363
Internal Services	\$133,711	\$76,284	\$129,865	\$94,082
<b>Total GF/non-GF:</b>	<b>\$1,333,726</b>	<b>\$974,812</b>	<b>\$1,384,007</b>	<b>\$990,100</b>
<b>Program Total:</b>	<b>\$2,308,538</b>		<b>\$2,374,107</b>	
Program FTE	10.00	8.00	10.00	8.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$61,010	\$0	\$71,502	\$0
Fees, Permits & Charges	\$0	\$107,500	\$0	\$114,564
Intergovernmental	\$0	\$867,312	\$0	\$875,536
<b>Total Revenue:</b>	<b>\$61,010</b>	<b>\$974,812</b>	<b>\$71,502</b>	<b>\$990,100</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$875,536. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; Probation Supervision fees from clients \$114,564. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50040 Adult Domestic Violence Supervision

**Lead Agency:** Community Justice

**Program Contact:** Kevin Criswell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Family Services Unit (FSU) supervises approximately 425 offenders, of whom 50% have children age seven and under. Several offenders supervised by this unit have children involved in the juvenile system and/or are pregnant women. By collaborating with community partners, including the Juvenile Services Division (JSD), FSU protects children and works to break the cycle of cross-generational antisocial behavior and crime. Integrating supervision, child welfare, the Family Court, benefits assistance, housing, social and health services as well as addiction treatment allows FSU to efficiently address dynamics that place an entire family at risk.

**Program Description**

FSU is a unique program which supervises offenders within both the Adult and Juvenile Services Divisions. It is comprised of a multi-disciplinary team of staff from Child Welfare, Health Services, the Department of Corrections and mental health agencies. FSU emphasizes collaboration with other agencies for case planning, resource allocation and efficient service delivery.

The Family Support project (a community-based component of FSU) reduces recidivism of women through accountability, education and training, prioritizing self sufficiency and child welfare, and facilitating access to necessary treatment or counseling. FSU supports the County's innovative 'one family/one judge' model, wherein one judge oversees all cases associated with a particular family (everything from adult felony probation to child dependency and juvenile cases). FSU works closely with the Courts and coordinates interventions for the entire family.

By having whole families under one unit, the FSU approach strengthens the family's resistance to future involvement in the criminal justice system. The program successfully defrays long-term child welfare and criminal justice costs associated with intergenerational criminal activity. FSU's strategies are consistent with the results of a RAND Corporation study which indicates parent training, graduation incentives and supervision of delinquents reduces inter-generational crime.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	441	0	426	430
Outcome	Percent of offenders not recidivating one year post admit	92.0%	92.0%	98.0%	98.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,198,761	\$277,405	\$1,239,205	\$286,688
Contracts	\$2,766	\$499	\$2,766	\$1,502
Materials & Supplies	\$45,192	\$780	\$55,371	\$780
Internal Services	\$39,523	\$23,661	\$34,798	\$30,342
<b>Total GF/non-GF:</b>	<b>\$1,286,242</b>	<b>\$302,345</b>	<b>\$1,332,140</b>	<b>\$319,312</b>
<b>Program Total:</b>	<b>\$1,588,587</b>		<b>\$1,651,452</b>	
Program FTE	11.50	3.00	11.50	3.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$18,923	\$0	\$23,060	\$0
Fees, Permits & Charges	\$0	\$20,800	\$0	\$31,790
Intergovernmental	\$0	\$281,545	\$0	\$287,522
<b>Total Revenue:</b>	<b>\$18,923</b>	<b>\$302,345</b>	<b>\$23,060</b>	<b>\$319,312</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$287,522. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; Probation Supervision fees from clients \$31,790. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

**Last year this program was:**  
50041 Adult Family Services Unit

**Lead Agency:** Community Justice

**Program Contact:** Kevin Criswell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Day Reporting Center (DRC) is a cost-effective public safety program that holds high risk, violent, mentally ill and drug addicted adult probation and parole violators accountable for their actions. DRC provides intensive case management and counseling, educational and cognitive behavioral skill-based programming through individual sessions and group processes, plus a motivational enhancement group (otherwise known as FOR curriculum - Focus on Re-entry) and employment services. DRC is an alternative consequence to jail or other custody sanctions used to address supervision violations. The existence of this program allows jail beds to be available for more serious offenders.

**Program Description**

DRC is a nonresidential sanction and skill building program for adult offenders. The program works with high and medium risk offenders who have been released from incarceration or who have been sanctioned to the program by their Parole/Probation Officer (PPO) due to supervision violations. Offenders in this program receive services designed to address challenging life circumstances - addiction and mental issues, criminal thinking and attitudes, inadequate work skills and lack of stability and/or pro-social support.

DRC promotes public safety by implementing evidence-based programs which research shows reduces offender arrests, decreases drug use and increases employment (Rhyne and Hamblin 2010). In FY 2010, DRC served 2,436 clients. PPOs rely on DRC as a non-jail sanction option. When compared to the cost of jail beds, DRC is significantly more cost effective. The daily cost per client in DRC is \$26.75, as compared \$178 per client per day in jail.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	2,436	0	2,700	2,700
Outcome	Percent of offenders not recidivating one year post admit	90.0%	90.0%	88.0%	90.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,678,242	\$0	\$1,702,252	\$0
Materials & Supplies	\$80,124	\$0	\$100,606	\$0
Internal Services	\$33,833	\$0	\$29,248	\$0
<b>Total GF/non-GF:</b>	<b>\$1,792,199</b>	<b>\$0</b>	<b>\$1,832,106</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,792,199</b>		<b>\$1,832,106</b>	
Program FTE	18.00	0.00	18.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$491,212	\$0	\$441,922	\$0
<b>Total Revenue:</b>	<b>\$491,212</b>	<b>\$0</b>	<b>\$441,922</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund plus Circuit Court Jail Assessments \$441,922 which are deposited into the general fund. Revenue is collected by the Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005.

## Significant Program Changes

**Last year this program was:**  
50042 Adult Day Reporting Center

**Lead Agency:** Community Justice

**Program Contact:** Bill Penny

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Electronic Monitoring (EM) allows staff to monitor the activities of pre- and post-adjudicated individuals in the community through house arrest, curfew monitoring, alcohol consumption monitoring or the monitoring of an offender's movement in the community. Utilizing EM and Global Positioning Software (GPS) technology to minimize the movements of offenders within the community has proven to be a reliable, cost-effective way to sanction offenders and reinforce public safety. Current data indicates that most defendants and offenders on EM complete their obligation successfully. On average, 66 individuals are supervised per day on EM, which translates to over 21,000 expensive jail bed days saved annually.

**Program Description**

EM enables the County to utilize a restriction other than jail during pre-adjudication and post-conviction. EM allows Parole/Probation Officers (PPO) to know where high risk offenders are located at any given time. This alternative sanction expands supervision sentencing options for judges and creates cost-effective offender management by having the offender pay a portion of the equipment costs (as determined by a fee scale). This sanction further allows the offender the ability to maintain employment and continued participation in treatment groups.

The EM program is a collaborative, systems-oriented project that works closely with PPOs who in turn work with the Courts, the Oregon Board of Parole and the District Attorney's Office to enhance the success of individuals placed on EM.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	418	0	558	560
Outcome	Number of jail beds saved	22,428	22,000	21,778	22,000

**Performance Measure - Description**

✔ **Measure Changed**

Output is new.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$171,726	\$0	\$109,470
Contracts	\$27,564	\$50,619	\$47,224	\$50,619
Materials & Supplies	\$0	\$3,937	\$0	\$4,610
Internal Services	\$0	\$23,169	\$0	\$18,455
<b>Total GF/non-GF:</b>	<b>\$27,564</b>	<b>\$249,451</b>	<b>\$47,224</b>	<b>\$183,154</b>
<b>Program Total:</b>	<b>\$277,015</b>		<b>\$230,378</b>	
Program FTE	0.00	2.20	0.00	1.20
<b>Program Revenues</b>				
Indirect for dep't Admin	\$15,612	\$0	\$13,227	\$0
Intergovernmental	\$0	\$249,451	\$0	\$183,154
<b>Total Revenue:</b>	<b>\$15,612</b>	<b>\$249,451</b>	<b>\$13,227</b>	<b>\$183,154</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$183,154. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated.

## Significant Program Changes

### Last year this program was:

50043 Adult Electronic Monitoring

This program offer reflects a decrease of 1 FTE transferred during FY11 to another program.



**Lead Agency:** Community Justice

**Program Contact:** Bill Penny

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Research has shown offender behavior change requires a balance of supervision, services and sanctions. Sanctions are a part of sound correctional practice. A recent Vera Institute study dated December 2007 shows alternative sanctions have a greater impact on offender behavior than jail beds alone. Other studies demonstrate Day Reporting Centers, Community Service and other program-based sanctions result in a decrease in recidivism. This program provides Parole/Probation Officers (PPO) an array of less expensive, more effective sanctioning options than incarceration alone.

**Program Description**

Sanctions are imposed by PPOs to address supervision violations. Typically, these violations are not new crimes. Sanctions are used to hold offenders accountable and promote offender behavior change. To be effective, a continuum of sanctioning incorporates options ranging from least restrictive to incarceration. A range of options allows the PPO to impose a sanction equal to the severity of the violation.

This program offer will enable DCJ to provide immediate access to the Day Reporting Center (DRC), Community Service (CS) and Electronic Monitoring (EM) for offenders who would otherwise be sanctioned to jail.

Jail beds are the most expensive sanctioning option available for PPOs and have been shown to be the least effective option for changing offender behavior. Because of the high cost, jail beds should remain available for the highest risk offenders who cannot be managed successfully in the community.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of alternative sanctions used monthly	230	0	246	250
Outcome	Percent of offenders not recidivating one year post sanction	82.0%	82.0%	80.0%	82.0%

**Performance Measure - Description**

✔ **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$851,859	\$0	\$875,279	\$0
Contracts	\$108,782	\$0	\$108,782	\$0
Materials & Supplies	\$102,350	\$0	\$104,310	\$0
Total GF/non-GF:	<b>\$1,062,991</b>	<b>\$0</b>	<b>\$1,088,371</b>	<b>\$0</b>
Program Total:	<b>\$1,062,991</b>		<b>\$1,088,371</b>	
Program FTE	10.50	0.00	10.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

**Last year this program was:**

50044 Effective Sanctioning Practices

**Lead Agency:** Community Justice

**Program Contact:** Kathleen Treb

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Many individuals who commit property crimes are also addicted to alcohol or drugs. In an attempt to decrease additional felony convictions and hold people accountable both the State Department of Corrections and the Oregon Criminal Justice Commission invested monies into comprehensive programming for this population DCJ submitted and received funding for the Recidivism Addiction Intervention Network (RAIN) and the Support Through Accountability, Restitution and Treatment (START) court. Both of these programs are multi-disciplined in nature and the monies were divided amongst a variety of stakeholders.

These programs were funded through the passage of Measure 57 during 2008 which had limited monies dedicated to alcohol and drug treatment.

**Program Description**

Both the RAIN and START programs require stringent drug testing, supervision and case management services through a parole/probation officer, funding for jail beds or jail transition services, and alcohol and drug treatment. Additionally, the START Drug Court supports staff services at the Court, District Attorney's Office and Metropolitan Public Defenders.

There are specific criteria for selection to each program. The funding agencies are doing the evaluations of each program and expected to report back to the legislature on the results.

The RAIN program has a staff member from a drug treatment program housed at the DCJ Office and there is treatment on demand. Parole/probation officers work closely with jail counselors so that expectations are reinforced for offenders, if they are sanctioned to jail. DCJ and treatment staff members co-facilitate aftercare groups and individual "check-ups" at the office, even after formal treatment ends. Capacity is 100 offenders per year.

The START Drug Court integrates outpatient treatment with frequent judicial interaction. START imposes swift and sure consequences for program violations, and uses incentives for positive changes. Capacity is 200 offenders per year.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of clients served	89	0	283	300
Outcome	Percent of offenders who do not recidivate one year post admit	94.0%	60.0%	94.0%	94.0%

**Performance Measure - Description**

 **Measure Changed**

Outcome is new.

Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$595,690	\$222,030	\$606,187
Contracts	\$0	\$1,041,083	\$0	\$975,417
Materials & Supplies	\$0	\$5,000	\$1,430	\$51,640
Internal Services	\$0	\$79,366	\$0	\$106,385
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,721,139</b>	<b>\$223,460</b>	<b>\$1,739,629</b>
<b>Program Total:</b>	<b>\$1,721,139</b>		<b>\$1,963,089</b>	
Program FTE	0.00	6.50	1.97	6.15
<b>Program Revenues</b>				
Indirect for dep't Admin	\$51,456	\$0	\$60,287	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$12,647
Intergovernmental	\$0	\$1,721,139	\$0	\$1,726,982
<b>Total Revenue:</b>	<b>\$51,456</b>	<b>\$1,721,139</b>	<b>\$60,287</b>	<b>\$1,739,629</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$822,155. Award ends 9/30/2011. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. Funding restricted to program that supports Measure 57; State Criminal Justice Commission \$904,827. Award ends 9/30/2011. Anticipating this grant will be renewed in FY12 at same level of funding; Probation Supervision fees from clients \$12,647. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50045 Adult Property Crimes Programs

This program offer reflects a net increase of 1.62 FTE transferred during FY11 from other programs.

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Adult Community Service Program (CS) promotes critical public safety goals. CS works with approximately 2600 formally supervised offenders each year to assist them with their court mandated obligations of community service work. Offenders work in parks and assist non-profit agencies in projects that clean up the community. In FY 2010, over 154,000 hours of unpaid community service and over \$1,300,000 of unpaid work was provided to Multnomah County. CS also represents a sanction option that monitors offenders, holds them accountable and reserves jail beds for the most violent offenders.

**Program Description**

Community Service provides the courts and Parole/Probation Officers (PPO) with a cost-effective method of holding offenders accountable while providing reparations for the community. Courts sentence offenders to community service as a condition of probation and PPOs can sanction offenders to complete community service as a consequence of a supervision violation. Over 100 non-profit community organizations use offenders in this program for non-paid work. Under several circumstances, implementing CS is much more cost effective than using a jail bed, when a swift response to a supervision violation is necessary.

Along with being a low cost alternative to jail, CS also provides offenders the chance to give back by improving the livability of the community through the work that is accomplished in this program.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders participating in program activities	1,985	0	2,676	2,676
Outcome	Annual dollars of unpaid work provided to the community	1,300,000	900,000	1,300,000	1,300,000

**Performance Measure - Description**

✔ **Measure Changed**

Output is new. Outcome is measured by non jail custody units.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$337,936	\$377,876	\$335,999	\$386,111
Contracts	\$0	\$2,880	\$0	\$2,880
Materials & Supplies	\$2,491	\$17,888	\$10,658	\$17,236
Internal Services	\$80,229	\$33,844	\$81,133	\$42,654
<b>Total GF/non-GF:</b>	<b>\$420,656</b>	<b>\$432,488</b>	<b>\$427,790</b>	<b>\$448,881</b>
<b>Program Total:</b>	<b>\$853,144</b>		<b>\$876,671</b>	
Program FTE	3.83	4.17	3.73	4.27
<b>Program Revenues</b>				
Indirect for dep't Admin	\$27,067	\$0	\$32,417	\$0
Fees, Permits & Charges	\$10,556	\$15,500	\$0	\$24,121
Intergovernmental	\$0	\$416,988	\$0	\$424,760
<b>Total Revenue:</b>	<b>\$37,623</b>	<b>\$432,488</b>	<b>\$32,417</b>	<b>\$448,881</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$236,216. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; IGA with City of Portland (COP) Water Bureau at \$40,000 per year. Work crews provide scheduled general heavy brushing work on right of ways, roadsides, trails, and COP properties. Current IGA through 6/30/2014. IGA with City of Portland Parks & Recreation \$148,544. Work crews provide scheduled maintenance of Portland Parks, golf courses and other sites. FY12 rate is \$422/day; Fees from clients \$24,121. Fee charged per ORS 423.570. This is a one-time-only fee set at \$35 per Board Resolution for clients sentenced to community service of 40 hours or more.

## Significant Program Changes

### Last year this program was:

50046 Adult Community Service - Formal Supervision

**Lead Agency:** Community Justice

**Program Contact:** Kevin Criswell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Londer Learning Center (LLC) promotes public safety by addressing low employability, lack of education and poor behavioral skills of offenders. These prime risk factors which, if unaddressed, lead to increased crime, re-incarceration and unpaid restitution to victims. LLC's program outcomes and collaboration with Parole/Probation Officers (PPO), courts, judges, treatment providers, community colleges and employment agencies earned recognition as a national program model by the US Office of Vocational and Adult Education.

**Program Description**

PPOs, courts, and treatment providers annually refer 1000 medium and high risk offenders for instruction in employment skills, GED, reading, math, college transitional and bilingual courses. Enhanced programming enabled LLC to serve 239 more offenders last year compared to the previous year. More than 70% of offenders accessing LLC read below 9th grade levels; 90% perform math below 5th grade levels; 42% have suspected learning disabilities; and 70% suffer from substance abuse and attention deficits. Instruction focuses on academics, pro-social skills, addressing learning challenges and behavioral issues that inhibit an offender's ability to find and maintain employment. Employment courses teach offenders job search techniques and how to overcome criminal history barriers.

LLC facilitates transitional courses for vocations and apprenticeships through close collaboration with Portland Community College, construction trades training and links with Worksource Centers.

Despite serving this high risk population, LLC continues to meet or exceed performance standards set by Oregon's Department of Community Colleges and Workforce Development. Flexible scheduling allows offenders to meet other probation requirements including employment and treatment. Instructors at LLC use cognitive behavioral and motivational interviewing techniques to elicit change in offenders.

A large percentage of inmates within Oregon prisons and jails are school dropouts. Criminal behavior is more likely in adults with low levels of education and vocational training. Offenders who receive basic literacy instruction during or after incarceration are less likely to return to prison (Greenberg et al. 2007).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served annually	899	660	900	900
Outcome	Percent of offenders who did not recidivate during program	92.0%	89.0%	91.0%	91.0%

**Performance Measure - Description**

Recidivism is measured by new felony arrests during program using a recidivism rate.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$475,778	\$33,060	\$636,552	\$30,723
Contracts	\$172,979	\$0	\$14,200	\$0
Materials & Supplies	\$50,256	\$0	\$58,884	\$0
Internal Services	\$8,547	\$0	\$9,048	\$0
<b>Total GF/non-GF:</b>	<b>\$707,560</b>	<b>\$33,060</b>	<b>\$718,684</b>	<b>\$30,723</b>
<b>Program Total:</b>	<b>\$740,620</b>		<b>\$749,407</b>	
Program FTE	4.90	0.40	7.43	0.37
<b>Program Revenues</b>				
Intergovernmental	\$0	\$33,060	\$0	\$30,723
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$33,060</b>	<b>\$0</b>	<b>\$30,723</b>

## Explanation of Revenues

County General Fund plus DOE PCC Londer \$30,723. Agreement ends 6/30/2011. Anticipating agreement will be extended at the same level of funding for FY12

## Significant Program Changes

### Last year this program was:

50047 Adult Londer Learning Center

This program offer reflects an increase of 2.5 FTE These are positions that were previously contracted out and moved to County employees during FY11.



**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Transition Services Unit (TSU) housing program provides offenders returning to the community from prison with stable housing and associated services. In doing so, TSU increases an offender's potential for successful re-entry into the community and reduces the likelihood of reoffending. For the last two years, seven out of ten offenders who utilized this service exited to safe and stable housing.

**Program Description**

TSU housing provides short- and long-term housing to high risk and disabled offenders newly released from prison who are homeless or have inadequate housing arrangements. This program considers the availability of support services (such as drug and alcohol relapse prevention and group counseling) when determining a housing placement.

TSU housing provides shelter to an average of 252 offenders a day using several community contracted agencies. The staff affiliated with the program develops a long-term housing plan for each offender and works closely with community partners to ensure housing placements are appropriate.

Providing housing to offenders is cost-effective. It costs approximately \$36.50 per day to house an offender in transitional housing, as compared to \$178.00 per day to keep an offender in jail.

Research has shown that stable housing reduces the risk of a person committing new crimes (Petersilia 2003). Without this program people returning to the community from prison run the risk of being homeless, jobless and more likely to return to criminal behavior.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders receiving contracted transitional housing services	1,364	0	1,390	1,400
Outcome	Percent of high-risk offenders that are moving toward self-sufficiency	75.0%	0.0%	68.0%	70.0%

**Performance Measure - Description**

 **Measure Changed**

Outcome is new.

Self-sufficiency is defined as meeting any one of these three criteria: employed, engaged in a pre-employment apprenticeship, or receiving entitlement benefits.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$733,700	\$0	\$737,721	\$0
Contracts	\$1,518,907	\$309,063	\$1,274,149	\$597,821
Materials & Supplies	\$24,814	\$85,834	\$30,921	\$88,590
Internal Services	\$94,254	\$33,527	\$88,360	\$34,844
Total GF/non-GF:	<b>\$2,371,675</b>	<b>\$428,424</b>	<b>\$2,131,151</b>	<b>\$721,255</b>
Program Total:	<b>\$2,800,099</b>		<b>\$2,852,406</b>	
Program FTE	7.00	0.00	7.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$26,814	\$0	\$26,481	\$0
Intergovernmental	\$0	\$428,424	\$0	\$721,255
<b>Total Revenue:</b>	<b>\$26,814</b>	<b>\$428,424</b>	<b>\$26,481</b>	<b>\$721,255</b>

## Explanation of Revenues

County General Fund plus State Department of Corrections (DOC) \$243,962. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; State Alternative Incarceration Program (AIP) \$57,780. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time; State Department of Corrections Subsidy funds \$64,945. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time; State Second Chance Act Grant \$354,568. This grant also includes a general fund match equal to the grant award amount.

## Significant Program Changes

### Last year this program was:

50048 Adult Offender Housing

During FY11 this program received an Oregon State - Bureau of Justice Administration Second Chance Act grant for Housing and Treatment services.

**Lead Agency:** Community Justice

**Program Contact:** Patrick Schreiner

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Multnomah County's Medium Risk Generic Supervision unit is a program created due to research which shows that over-supervising offenders may increase their likelihood to recidivate. Medium Risk Supervision is designed to supervise offenders at a level that is appropriate to their risk. The primary focus is to construct appropriate supervision strategies by addressing the offenders' dynamic criminogenic risks, needs, and responsivity factors in order to decrease the risk for recidivism. The Medium Risk Generic Supervision unit supervises approximately 600 offenders annually.

**Program Description**

Parole/Probation Officers (PPO) tailor supervision methods based upon the unique needs of each offender. Supervision is conducted through: a) home and office visits; b) contacts with family; c) correspondence with community members; d) incentives when offenders have demonstrated compliance; and e) coordination with law enforcement agencies.

This type of supervision helps address an offender's array of daily challenges including drug addiction, mental illness, anti-social attitudes and lifestyle instability. PPOs work with local law enforcement agencies to prevent new criminal activity and improve community livability and public safety.

Adult supervision is an essential component of public safety. Nearly all prison inmates return to their county of sentencing upon release, where they must complete post-prison supervision. The risk of these offenders committing new crimes is reduced when evidence-based supervision is in place and monitored.

Concurrent with the implementation of evidence-based supervision practices, Multnomah County has experienced a steady decline of recidivism rates over the past ten years.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	529	0	569	600
Outcome	Percent of offenders not recidivating one year post admit	100.0%	86.0%	100.0%	95.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$624,783	\$0	\$626,484
Contracts	\$0	\$1,000	\$0	\$78
Materials & Supplies	\$0	\$1,690	\$0	\$1,690
Internal Services	\$0	\$53,273	\$0	\$65,966
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$680,746</b>	<b>\$0</b>	<b>\$694,218</b>
<b>Program Total:</b>	<b>\$680,746</b>		<b>\$694,218</b>	
Program FTE	0.00	6.50	0.00	6.50
<b>Program Revenues</b>				
Indirect for dep't Admin	\$42,606	\$0	\$50,134	\$0
Fees, Permits & Charges	\$0	\$42,000	\$0	\$60,778
Intergovernmental	\$0	\$638,746	\$0	\$633,440
<b>Total Revenue:</b>	<b>\$42,606</b>	<b>\$680,746</b>	<b>\$50,134</b>	<b>\$694,218</b>

## Explanation of Revenues

State Department of Corrections (DOC) \$633,440. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; Probation Supervision fees from clients \$60,778. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50049 Adult Field Services-Medium Risk Generic Supervision

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Adult Community Service program (CS) assists the courts in promoting public safety by helping offenders who are on bench probation (supervised directly by a judge). In addition to monitoring the work hours of bench probation clients, CS works with individuals participating in Project Clean Slate (PCS). PCS converts outstanding financial obligations for minor criminal and/or civil matters to community service work. The CS office interviews PCS participants, assigns them to a community service project, supervises the work, maintains a file for each case and reports back to the Court regarding each participant's compliance.

**Program Description**

CS for Bench Probation provides direct visibility of offenders as they restore the damage done to the community as a result of criminal actions. These offenders do not have a Parole/Probation Officer (PPO) but report directly to the sentencing judge. CS is responsible for coordinating community service work sites at public and non-profit agency locations, supervising each offender's community service and providing offender status reports to the Courts. Data reports show community sanctions reduce recidivism and enhance public safety (Oregon Department of Corrections 2002).

The collaboration of CS and PCS helps clear outstanding warrants and court obligations that often impede an individual's ability to find stable housing, employment and/or financial assistance.

CS exemplifies cost-efficient cooperation and collaboration between the criminal justice system and public/private agencies by providing a cost savings equivalent to 4,800 jail bed days. Court ordered CS results in over 43,000 hours of unpaid work benefiting the community each year. These numbers reflect FY 2010 year estimates.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Annual dollars of unpaid work provided to the community	295,462	400,000	117,508	250,000
Outcome	Number of jail beds saved	4,800	4,800	4,500	4,500

**Performance Measure - Description**

Output is measured by imposed non jail custody units.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$222,562	\$0	\$228,710	\$0
Materials & Supplies	\$780	\$0	\$2,634	\$0
Internal Services	\$0	\$0	\$2,628	\$0
<b>Total GF/non-GF:</b>	<b>\$223,342</b>	<b>\$0</b>	<b>\$233,972</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$223,342</b>		<b>\$233,972</b>	
Program FTE	3.00	0.00	3.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

County General Fund

## Significant Program Changes

### Last year this program was:

50050A Adult Community Service - Bench Probation

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Community Court is sponsored by the Multnomah County District Attorney's Office. Police officers cite people accused of misdemeanors and violations directly to the Community Court. Most non-violent, non person-to-person misdemeanors and violations are eligible to remain in Community Court for final resolution, which includes social service referrals, a community service sentence, and dismissal of most charges on the first case. These offenders do not have a Parole/Probation Officer (PPO) but report directly to the sentencing judge. The Department of Community Justice provides one Corrections Technician (CT) to support Community Court.

**Program Description**

Community Court is a collaborative program staffed by the District Attorney's Office, the Circuit Court, Multnomah County Human Services, DCJ, Portland Business Alliance, Oregon Indigent Defense Services, Sheriff's Office, Portland State University and Portland Community College. Offenders sentenced to Community Court are typically cited on non person-to-person misdemeanors and violations. A typical Community Court sanction includes 1 to 5 days of community service and may include a social service mandate as well. The community services sanctions are overseen by DCJ's Adult Community Service program. Most first-time cases sent through Community Court are dismissed if the defendant successfully completes the Community Court sanction.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of participants referred annually	3,072	3,500	2,225	3,500
Outcome	Annual hours of community service	11,700	29,000	12,000	29,000

**Performance Measure - Description**

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$78,495	\$0	\$81,147	\$0
Materials & Supplies	\$1,820	\$0	\$2,438	\$0
Internal Services	\$0	\$0	\$876	\$0
Total GF/non-GF:	<b>\$80,315</b>	<b>\$0</b>	<b>\$84,461</b>	<b>\$0</b>
Program Total:	<b>\$80,315</b>		<b>\$84,461</b>	
Program FTE	1.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50050B Adult Community Service - Community Court



**Lead Agency:** Community Justice

**Program Contact:** Patrick Schreiner

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Related to program offer 50044, this program offer provides two critical service components to the Domestic Violence unit:  
 1) Those who are first-time domestic violence offenders (approximately 170) are placed in the Deferred Sentencing Program (DSP). DSP provides offenders access to services that help address their violent behavior patterns. If an offender successfully completes all requirements of DSP, he/she is not convicted of the initial offense and the case is dismissed.  
 2) DSP provides intervention services for batterers that help prevent their behavior from escalating into further contacts with law enforcement and subsequent stays in costly jails.

**Program Description**

The DV unit strives to end the cycle of violence by holding offenders accountable for their actions and giving them the opportunity to make long-term positive changes by engaging in appropriate counseling groups (batterer intervention, mental health, etc.). In addition to working with offenders to address behavior change, Parole/Probation Officers (PPO) in the DV unit work closely with victims to develop safety plans that help empower them to break the cycle of domestic violence. DV PPOs regularly attend court to ensure a systematic approach is being utilized in victim safety and offender accountability.

Reducing domestic violence is a priority for Multnomah County. This program increases public safety by holding high risk offenders accountable, promoting victim safety and building strong collaborative efforts with community partners. This program utilizes evidence-based practices including specialized assessment tools and cognitive behavioral intervention programming that is proven to reduce intimate partner violence. Case management strategies provide offenders the opportunity to change by addressing factors which research has shown to reduce criminal behavior (Andrews 1994).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	191	0	173	175
Outcome	Percent of clients not recidivating one year post admit	100.0%	0.0%	99.0%	99.0%

**Performance Measure - Description**

 **Measure Changed**

New measures. Recidivism is measured by 12 months new felony conviction following current admit cycle.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$150,618	\$0	\$160,231	\$0
Materials & Supplies	\$520	\$0	\$520	\$0
Total GF/non-GF:	<b>\$151,138</b>	<b>\$0</b>	<b>\$160,751</b>	<b>\$0</b>
Program Total:	<b>\$151,138</b>		<b>\$160,751</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

50051 Adult Domestic Violence Deferred Supervision

**Lead Agency:** Community Justice

**Program Contact:** Patrick Schreiner

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Sex Offender Reduced Supervision (SORS) caseload provides supervision for sex offenders identified by validated risk assessment tools as low risk for sexual reoffense. A reduced level of supervision is provided to qualifying offenders in order to monitor compliance with sexual offense specific treatment, sex offender registration and special conditions of supervision. This caseload assists with community safety by reducing risk through continued monitoring of the offender's behavior while on supervision.

**Program Description**

The SORS caseload is for sex offenders who have been identified as low risk for sexual reoffense. These offenders generally have been in compliance with:

- 1) Supervision and treatment for a minimum of one year;
- 2) Passing a full disclosure polygraph if medically able and no extenuating reasons exist;
- 3) Passing a maintenance polygraph within six months prior to their transfer to the SORS caseload; and
- 4) Having a limited sexual and criminal history.

Criteria excluding an offender from supervision on the SORS caseload include:

- 1) Having any Axis II diagnosis;
- 2) Having a score of 4+ on the Static-99 assessment tool;
- 3) Having a primary sexual preference for children or sexual arousal to violence;
- 4) Having emotional identification with children;
- 5) Diagnosis of mental illness (e.g. schizophrenia, bipolar); or
- 6) Having any predatory designation (which can be waived by the manager).

In accordance with the Risk/Need/Responsivity model, the SORS program allows for minimal resources to be invested in offenders who have been identified as low risk for sexual reoffense and consequently allows for the allocation of the majority of resources to high and medium risk sex offenders. One Sex Offender Specialist Parole/Probation Officer (PPO) supervises approximately 140 offenders on the SORS caseload and is required to complete a home visit every six months. The offender is required to: submit monthly reports, report in person once every six months, successfully complete a maintenance polygraph every six months, continue participation in sexual offense specific treatment until discharged, and pay supervision fees or other court ordered financial obligations as ordered. Offenders are returned to a high risk caseload if there are any indications of risk factors suggesting unstable status and/or there are reported or verified behaviors that present an increased risk to the community or victim.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of clients served	129	0	143	143
Outcome	Percent of offenders not recidivating one year post admit	100.0%	100.0%	100.0%	100.0%

**Performance Measure - Description**

 **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$115,967	\$0	\$116,546
Materials & Supplies	\$0	\$260	\$0	\$260
Internal Services	\$0	\$9,868	\$0	\$12,265
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$126,095</b>	<b>\$0</b>	<b>\$129,071</b>
<b>Program Total:</b>	<b>\$126,095</b>		<b>\$129,071</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$7,892	\$0	\$9,321	\$0
Intergovernmental	\$0	\$126,095	\$0	\$129,071
<b>Total Revenue:</b>	<b>\$7,892</b>	<b>\$126,095</b>	<b>\$9,321</b>	<b>\$129,071</b>

## Explanation of Revenues

State Department of Corrections (DOC) \$129,071. Assuming same level of funding as FY11 Revised Budget as State has not finalized 11-13 biennial budget at this time. There's some flexibility on how funding is allocated

## Significant Program Changes

### Last year this program was:

50052 Adult Sex Offender Reduced Supervision

**Lead Agency:** Community Justice

**Program Contact:** Bill Penny

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Reduced Supervision Team (RST) is the foundation for evidence-based practices implementation in the Department of Community Justice (DCJ) Adult Services Division (ASD). The RST model provides minimal intrusion into the offender's life, takes care not to bring the offender deeper into the criminal justice system and encourages increased self-sufficiency of the offender. The model allows more effective case management and appropriate use of resources for higher risk offenders. Approximately 2020 offenders are supervised by RST annually.

**Program Description**

Offenders are assessed utilizing risk tools. Those that have the lowest risk to re-offend are supervised at RST by referral from Intake or through a transfer from higher risk caseloads. Research shows that engaging lower risk offenders in more intrusive supervision in the criminal justice system is detrimental and causes more harm (Andrews, Bonta and Hoge 1990).

RST is a formal probation/parole/post-prison office that tracks the offender's supervision to completion. The offender is not required to see a Parole/Probation Officer (PPO) but must report any changes in address or employment, any arrest, or release from jail, and must call for all out of state travel permits. The offender must complete probation/parole/post-prison conditions. RST monitors new criminal activity and responds with an array of sanctions or redirection, which can include transfer to the field for more intensive supervision, jail/revocation, electronic monitoring and/or community service. Offenders must rely on their own ability to cease criminal activities and complete supervision.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of offenders served	2,399	0	2,019	2,020
Outcome	Percent of offenders not recidivating one year post admit	96.0%	94.0%	95.0%	95.0%

**Performance Measure - Description**

✔ **Measure Changed**

Output is new. Recidivism is measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$418,643	\$849,765	\$304,640	\$937,131
Contracts	\$2,750	\$12,336	\$2,750	\$16,157
Materials & Supplies	\$21,711	\$2,080	\$30,741	\$1,300
Internal Services	\$21,242	\$73,368	\$20,171	\$100,232
Total GF/non-GF:	<b>\$464,346</b>	<b>\$937,549</b>	<b>\$358,302</b>	<b>\$1,054,820</b>
Program Total:	<b>\$1,401,895</b>		<b>\$1,413,122</b>	
Program FTE	4.70	9.30	3.35	9.65
<b>Program Revenues</b>				
Indirect for dep't Admin	\$58,677	\$0	\$76,176	\$0
Fees, Permits & Charges	\$0	\$514,000	\$0	\$484,625
Intergovernmental	\$0	\$423,549	\$0	\$570,195
Other / Miscellaneous	\$187,817	\$0	\$101,874	\$0
<b>Total Revenue:</b>	<b>\$246,494</b>	<b>\$937,549</b>	<b>\$178,050</b>	<b>\$1,054,820</b>

## Explanation of Revenues

County General Fund plus Circuit Court Jail Assessments \$101,874 which are deposited into the general fund. Revenue is collected by the Mult Co. Circuit Court per ORS 137.309. DCJ receives 60% of the monies collected per ORS 137.308. Revenue is trending down since 2005; State Department of Corrections (DOC) \$570,195. Assuming same level of funding as FY11 Revised Budget as State has not finalized FY11-13 biennial budget at this time. There's some flexibility on how funding is allocated; Probation Supervision fees from clients \$484,625. Fee charged per ORS 423.570 and set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50053 Adult Generic Reduced Supervision (Casebank)

This program offer reflects a reduction of a 1.00 FTE Clerical Unit Supervisor.

**Lead Agency:** Community Justice

**Program Contact:** Truls Neal

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Enhanced Bench Probation Program (EB) promotes public safety by monitoring over 3,200 adult offenders on bench probation who have 1 or more convictions for Driving Under the Influence of Intoxicants (DUII). EB staff monitor these cases by tracking each case for police contacts and reporting these contacts to the judge supervising the case.

**Program Description**

EB currently monitors 3,200 offenders who have failed to successfully complete the DUII Diversion program or are ineligible for diversion. Fifteen percent of these offenders are high risk multiple DUII offenders participating in the DUII Intensive Supervision Program. Defendants monitored by EB are entered into the statewide computer system known as the Law Enforcement Data System (LEDS) following their conviction. If the EB offender has any type of police contact, an electronic notification is sent to EB staff directly from the street officer. An EB staff member researches the nature of the contact and sends a report to the supervising judge.

During FY 2010, this unit generated over 950 reports and collected \$270,280 in monthly monitoring fees. The ability of the EB unit to monitor the activities of offenders allows the courts to effectively supervise these cases and address violations in a timely manner. EB is instrumental in holding bench probation clients accountable by serving as a beneficial connection between law enforcement and the courts.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of clients participating in program activities	3,200	0	3,300	3,300
Outcome	Percent of offenders not recidivating one year post admit	100.0%	95.0%	92.0%	95.0%

**Performance Measure - Description**

✔ **Measure Changed**

Output is new. Recidivism measured by 12 months new felony conviction following current admit date.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$105,324	\$249,361	\$111,311	\$233,450
Contracts	\$0	\$2,005	\$0	\$2,523
Materials & Supplies	\$935	\$1,963	\$1,553	\$3,817
Internal Services	\$3,905	\$40,039	\$876	\$43,408
<b>Total GF/non-GF:</b>	<b>\$110,164</b>	<b>\$293,368</b>	<b>\$113,740</b>	<b>\$283,198</b>
<b>Program Total:</b>	<b>\$403,532</b>		<b>\$396,938</b>	
Program FTE	0.93	3.07	0.96	3.04
<b>Program Revenues</b>				
Indirect for dep't Admin	\$18,361	\$0	\$20,451	\$0
Fees, Permits & Charges	\$0	\$293,368	\$0	\$283,198
<b>Total Revenue:</b>	<b>\$18,361</b>	<b>\$293,368</b>	<b>\$20,451</b>	<b>\$283,198</b>

## Explanation of Revenues

County General Fund plus Enhanced Bench Probation fees \$277,336. Fees are set by and ordered by the Circuit Court as a condition of Enhanced Bench Probation and payable to DCJ for the monitoring of clients. Probation Supervision fees from clients \$5,862. Fees charged per ORS 423.570 and are set at \$35/month per Board Resolution to offset costs of supervising the probation, parole, post-prison supervision or other supervised status.

## Significant Program Changes

### Last year this program was:

50057 Addiction Services-DUII Supervision and Enhanced Bench



**Lead Agency:** Community Justice

**Program Contact:** Janice Garceau

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Family Court Services (FCS) helps keep children safe and families stable by providing services to approximately 1,200 high-risk families as they go through separation and divorce and/or dependency proceedings. Family Court Services will implement a new service for this population: the Safe Havens Supervised Parenting Time and Safe Exchange Program. The Office of Violence against Women (OVW) provides funds to support direct supervision and staff training.

**Program Description**

FCS will provide supervised visitation and safe exchange services to at least 1200 families a year in the tri-county area. The Safe Havens Program will accept community and court referrals; recruit, train and supervise parenting time monitors; and provide free and/or low cost monitored parenting time and safe exchanges for children and families experiencing domestic violence.

Research identifies the period in which a victim leaves a violent relationship as the highest risk period for increased violence or homicide. Recently, Multnomah and neighboring counties have experienced a significant increase in domestic violence homicides involving both victims and children.

Research shows that witnessing domestic violence contributes to children demonstrating depression, aggression, anxiety and school problems. Older children are more apt to tolerate violence and be involved in violent relationships. In addition, child abuse and domestic violence co-occur at an overall rate of at least 40%, making children in these families doubly at risk.

The absence of a safe visitation and exchange program in the tri-county area, the significant increase in local domestic violence homicides involving children, as well as the need to interrupt children's exposure to violence underscores the necessity of developing this vital service.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of families served annually	0	0	0	1,200
Outcome	Number of security incidents during supervised parenting time or exchange	0	0	0	4

**Performance Measure - Description**  **Measure Changed**

New measures.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$45,528
Contracts	\$0	\$0	\$0	\$76,024
Materials & Supplies	\$0	\$0	\$0	\$3,766
Internal Services	\$0	\$0	\$0	\$13,158
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$138,476</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$138,476</b>	
Program FTE	0.00	0.00	0.00	0.45
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$10,000	\$0
Intergovernmental	\$0	\$0	\$0	\$138,476
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$138,476</b>

**Explanation of Revenues**

US DOJ OVW Supervised Parenting Grant \$138,476. Award Period is 10/1/2010 - 9/30/2012.

**Significant Program Changes****Last year this program was:**

New Program

This program is funded by a Office of Violence Against Women grant for Supervised Parenting.

**Lead Agency:** Community Justice

**Program Contact:** Janice Garceau

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program offer provides staffing coverage necessary for the intake and assessment process of establishing level of risk and appropriate service for each family member.

Family Court Services (FCS) helps keep children safe and families stable by providing services to approximately 1,200 high-risk families as they go through separation and divorce and/or dependency proceedings. Family Court Services will implement a new service for this population: the Safe Havens Supervised Parenting Time and Safe Exchange Program. The Office of Violence against Women (OVW) provides funds to support direct supervision and staff training.

**Program Description**

FCS will provide supervised visitation and safe exchange services to at least 1200 families a year in the tri-county area. The Safe Havens Program will accept community and court referrals; recruit, train and supervise parenting time monitors; and provide free and/or low cost monitored parenting time and safe exchanges for children and families experiencing domestic violence. The Safe Havens Program anticipates serving 120 families annually.

Research identifies the period in which a victim leaves a violent relationship as the highest risk period for increased violence or homicide. Recently, Multnomah and neighboring counties have experienced a significant increase in domestic violence homicides involving both victims and children.

Research shows that witnessing domestic violence contributes to children demonstrating depression, aggression, anxiety and school problems. Older children are more apt to tolerate violence and be involved in violent relationships. In addition, child abuse and domestic violence co-occur at an overall rate of at least 40%, making children in these families doubly at risk.

The absence of a safe visitation and exchange program in the tri-county area, the significant increase in local domestic violence homicides involving children, as well as the need to interrupt children's exposure to violence underscores the necessity of developing this vital service.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of families served annually by the Safe Havens Project	0	0	0	120
Outcome	Number of security incidents during supervised parenting time or exchange	0	0	0	0

**Performance Measure - Description**

The Safe Havens Project is a new program and has not yet started.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$34,591	\$0
Materials & Supplies	\$0	\$0	\$99	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$34,690</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$34,690</b>	
Program FTE	0.00	0.00	0.38	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

County General Fund

**Significant Program Changes****Last year this program was:**

New Program -

Scale up to add .38 FTE in support of grant funded program.

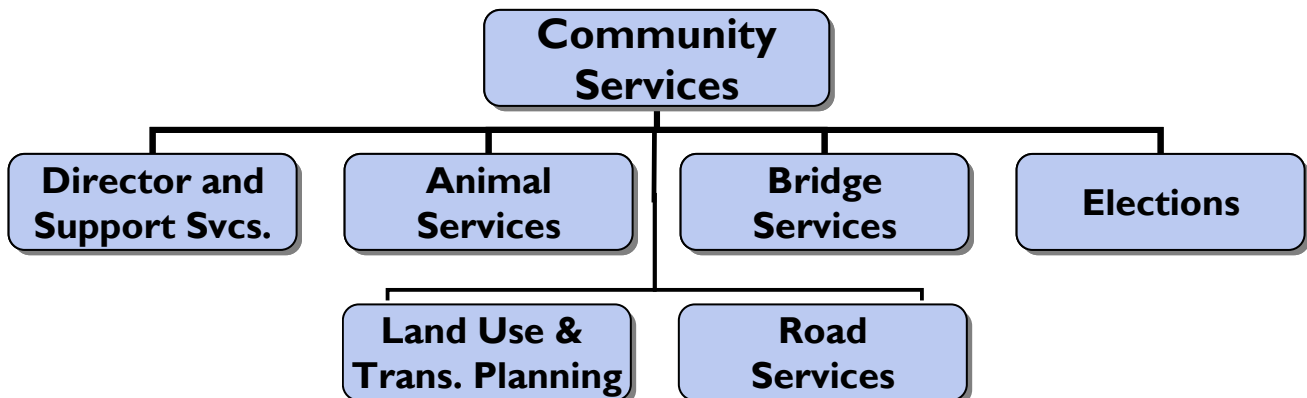
### Department Overview

Multnomah County Department of Community Services (DCS) is comprised of a number of unique and essential government services. DCS includes the divisions of Animal Services; Elections; Land Use and Transportation Planning; Bridge Services; Road Services; and, Budget and Operations Support.

The common mission of these diverse lines of business is articulated in this very simple Statement of Purpose: "Our mission is making Multnomah County a great place to live and work" by providing the services identified above.

While the goals and desired outcomes of these programs vary in accordance with their unique missions and legal mandates, the DCS Leadership team has articulated a common set of values which we have applied to what we do and how we do it. It is this common understanding and communication of how we behaviorally apply these values to our day to day work that has contributed to the success within each service delivery area. Those values are: Accountability, Customer Focus, Diversity and Cultural Competence, Excellence, Integrity, Respect and Appreciation, Safety, Sustainability and Teamwork.

Certainly, it is the common vision we share in the Department, "DCS: Ahead of the curve...for the services you rely on", that has been the foundation of our success during this difficult decade of continuous fiscal constraint. The 200 plus employees of DCS, know public service requires us to stay in tune and abreast of the varied industry, professional and organization changes to which we must adapt. We SEIZE opportunities to implement continued process improvements and innovation and we STRIVE to demonstrate our commitment to provide our residents, partners and stakeholders the very best value for their tax dollars.



### Budget Overview

The Department of Community Services' budget is approximately \$136 million. General Fund support decreases slightly to \$11.4 million. Other funds have increased by \$16.8 million to \$124 million

The overall budget increases by \$16.8 million (14%). Most of this increase is in capital outlay which is up by \$10.8 million (26%). It increases by \$740,000 in the Road and by about \$10 million in the Bridge and Sellwood Bridge Replacement funds.

A new capital projects fund has been established to segregate accounting for the Sellwood Bridge replacement project. Budgeted expenditures is \$63 million. In addition, \$25.1 million is budgeted as a loan payment to the Risk Fund.

<b>Budget Trends*</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>	<b>FY 2012</b>	
	<b>FY 2010</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	<b>Difference</b>
Staffing FTE	205.00	204.00	204.00	202.00	(2.00)
Personal Services	\$17,583,691	\$18,656,799	\$19,343,161	\$19,595,670	\$252,509
Contractual Services	24,548,574	34,334,740	39,348,865	41,672,061	2,323,196
Materials & Supplies	8,028,816	11,329,635	17,993,410	21,413,657	3,420,247
Debt Service	182,928	0	0	0	0
Capital Outlay	2,755,408	24,796,221	42,293,215	53,082,500	10,789,285
<b>Total Costs</b>	<b>\$53,099,417</b>	<b>\$89,117,395</b>	<b>\$118,978,651</b>	<b>\$135,763,888</b>	<b>\$16,785,237</b>

\*Does **not** include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

DCS is proud to have experienced several notable successes during FY 2011. Here we focus on accomplishments achieved with the use of General Fund dollars and Transportation-related and State and Federal Highway-funds

The positions added to the FY 2011 Animal Services budget are allowing pet registration fee revenue to be collected at unprecedented levels. Also, we have hired a person to stimulate and channel public interest in donating funds to the work and capital needs of Multnomah County Animal Services. These are the beginning steps in the plan for a new animal service facility in Portland to better serve the County's population center.

With dollars and equipment provided through partnerships with State and Federal election agencies, our Elections Office is making facility improvements to allow better accessibility for people with special needs and acquiring new mail sorting equipment to increase efficiency.

During FY 2011 one of the last provisions of the Job and Transportation Act was implemented. This act is providing increased funds for our Road and Bridge programs and temporarily reversing some of the effects of the structural deficit we have experience in the past several years. Another provision of this act allowed the County to begin collecting a vehicle registration fee in FY 2011 to be used to replace the Sellwood Bridge. The Sellwood Bridge Replacement project is proceeding according to schedule and is currently in the process of contracting with the firms that will design and construct the new bridge.

The DCS leadership team continues to be successful in its organization development efforts. The concentrated effort during 2009 to better train and equip supervisors and managers for their roles is being used as a foundation for more advanced trainings. Strategic plans are being developed in FY 2011 for the two largest division within DCS; Road Services and Animal Services.

### Diversity and Equity

DCS leadership has led efforts to diversify it's workforce and assure equity in the delivery and access to it's services for sometime. Strategies that have been employed include:

Targeted recruitment of women and people of color for vacancies which have been historically difficult to fill with diverse candidates;

The application of statistically sound "random selection" processes to the applicant pools for positions where candidates have met minimum qualifications in order to overcome the challenges presented by a market saturated with overqualified unemployed applicants. This process has resulted in a increase of minority candidates who make it into the interview and hiring process.

The DCS Leadership team continues it's strong commitment to the participation and encouragement of DCS staff to engage in the varied employee affinity network groups within the County.

A firm department practice of including both males and females, a person of color and a person having a different than heterosexual orientation on each and every interview/hiring panel to assure that all candidate feel welcomed and have the experience of being visibly represented in DCS.

These efforts have resulted in the successful employment of more women in non-traditional classifications; the increased representation of people of color in the client services unit at animal services; the addition of a female to our animal control field staff; and a younger and more racially and ethnically diverse temporary elections staff.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
DCS Administration	\$1,333,326	\$698,168	\$2,031,494	15.25
Animal Services	5,336,194	2,692,050	8,028,244	49.00
Elections	3,477,220	0	3,477,220	11.00
Land Use and Transportation Planning	1,297,908	11,445,855	12,743,763	11.60
Bridge Services	0	179,683,530	179,683,530	43.15
Road Services	0	40,795,191	40,795,191	72.00
<b>Total Community Services</b>	<b>\$11,444,648</b>	<b>\$235,314,794</b>	<b>\$246,759,442</b>	<b>202.00</b>

\*Does include cash transfers, contingencies or unappropriated balances.



### Director and Support Services

The Department of Community Services (DCS) exists to ensure the safety of citizens and animals, preserve the infrastructure and environment of Multnomah County and to enhance the quality of life. The Director's Office leads, manages and oversees both the mandated and non-mandated services of the department.

The Division is comprised of three groups; the Director's Office, Human Resources and Business Services. The Director's Office represents the Chair and the Board in the administration of the departments services. The Director's Office provides leadership, management and executive direction to the programs and services within the department. The Director's Office is responsible for leading the department in providing cost efficient, quality services that offer good value to County residents while providing a safe work environment for staff and the public.

The Human Resources Team provides direct support to department managers, and to all current and prospective employees including recruitment and selection services, performance management, and consultative services regarding a wide range of management and employee/labor relations issues. Business Services manages the financial and administrative functions of the operating programs within DCS. This unit performs the essential administrative support operations of the various DCS programs while providing common interpretations of county policy and procedure.

### Significant Changes

There are no significant changes to this Division in the FY 2012 Budget.

### Animal Services Division

The mission of the Animal Services Division is protecting the health, safety and welfare of pets and people in all of Multnomah County. To accomplish this mission, the Division is divided into three service areas:

The Client Services program provides customer phone and counter service support for the Shelter and Field Services programs of Animal Services during regular business hours. The program processes approximately \$1.8 million annually in revenue, including all pet licensing, donations, and customer transactions.

The Field Services program provides 24 hour/7 days a week public safety emergency response to animals attacking and injuring people and animals; 24 hour emergency animal rescue for injured, sick, and abused animals; Investigation services for animal bite cases, and animal abuse and neglect cases; enforces city, county, and state laws; and, provides community education and assistance in resolving neighborhood animal nuisances. This program serves all cities and unincorporated areas in Multnomah County.

The Animal Services' Shelter Operations program provides humane shelter and health care 365 days/year for lost, homeless and stray animals that are injured, sick, abandoned, abused and neglected. The program reunites animals with their owners, adopts animals into new homes, and provides shelter medical services.

### Significant Changes

The following describes the significant budget changes that impacted the division. More information can be found in the program offers.

Funding for the Veterinarian position was moved from Program offer 91007 to the Animal Care Fund (Restricted Account 903401). The Animal Care Fund, named "Dolly's Fund" received and expends private donations for the direct veterinary health care of animals in the shelter.

### Elections

The mission of the Elections Division is to uphold a reputation for transparent, accurate, accessible and accountable elections in Multnomah County and maintain the public's confidence and trust in the elections process by running a smooth election.

The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. It conducts many types of elections; from Water District Commissioner to President of the United States. Local elections include elected boards of directors for schools and special districts as well as local measures. City elections include elected city offices and city measures. County elections are for elected county offices and county measures. State elections include Governor, all statewide offices and state senate and house seats in Multnomah County. Federal elections include Presidential, US Senate and Congressional races.

Conducting elections involves: registering voters; maintaining the statewide voter registration and election management data base (OCVR); maintaining address and district data; checking signatures on city, local and state candidate/initiative petitions; accepting candidate/measure filings; producing voters' pamphlets; issuing and mailing ballots; managing drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities; counting ballots; and releasing results. For major elections, Elections employs as many as 250 temporary election workers.

### Significant Changes

There are no significant budget changes to the primary Elections program offer (91008) for FY 2012.

### Land Use and Transportation Planning

The Land Use and Transportation Planning Division is comprised of three service areas: Land Use Planning, Transportation Planning and Code Compliance.

Land Use Planning implements federal, state, and local policies and laws that preserve the rural farm and timber economy, protect the environment and maintain the quality of life in our unincorporated communities. This is accomplished through both long range planning and current planning functions. Long Range Planning updates codes to incorporate changes to federal and state land use laws. Current Planning implements adopted land use policies and laws in reviewing land use and building applications.

Transportation Planning supports the County's health and social services mission and economic and livability goals by advocating and delivering choices for transportation accessibility and mobility throughout the County. Transportation Planning develops multi-modal plans and projects, advocates for sound regional transportation policies, prepares the County's Capital Improvement Plan and Program (CIPP), and secures funding for the County's transportation system. Transportation planning staff provides subject matter expertise to elected officials for their roles in regional transportation matters.

The Code Compliance Program investigates and resolves land use code and public right-of-way violation complaints received by the County. The program addresses code violations primarily by working with property owners through voluntary compliance, reserving enforcement against code violators who do not comply as a secondary tool.

### Significant Changes

Land Use and Transportation Planning does not expect any significant changes in the FY 2012 Budget.

### Road Services

The Road Services Division manages and preserves the County road infrastructure to provide a safe and reliable transportation system that supports economic and community vitality. The Division has three service areas, under which a variety of services are performed: Road Services, County Surveyor's Office, and Distribution of Shared Road Fund Revenues. Within Road Services and the County Surveyor's Office are various sections performing a wide range of services to local municipalities, developers, land surveyors and the general public. Services include, but are not limited to: road maintenance, capital planning, capital design, and capital construction management and engineering, traffic services, right-of-way acquisitions and permitting, and mandated and non mandated surveying functions performed through the Survey Office.

Road Services fulfills its mandates through cooperative planning with state, local and regional jurisdictions to preserve and improve the transportation system through the preservation and building of roads and providing daily maintenance and traffic services that contribute to public safety, environmental protection, livability and water quality.

The County Surveyor's Office provides mandated service such as: review surveys submitted for filing by land surveyors, and filing and indexing surveys into the public survey records; maintenance of the public survey records and research tools to view and provide copies of these public records; review and approval of land divisions (partition, condominium and subdivision plats).

### Significant Changes

The Division continues to balance operational and system needs against dedicated funding sources. Dedicated revenues supporting these services remain at risk with the economic difficulties facing the nation, state and region. The risk is represented through reduced vehicle miles traveled, trucking and development activity, and a decline in gas tax revenues associated with high unemployment and the federal mandates directing car manufacturers to increase fuel economy. Fuel economy though positive for the environment, does negatively impact the gross revenues derived from the sale of gasoline (gasoline tax remains the largest component of the state highway fund).

As of the first of 2011, the passage of HB 2001 provided for a \$0.06 or 25% increase to the state gas tax. Road Services will target the new revenue at surface treatments and other important maintenance preservation work.

In previous years Road Services has reported a steady decline in the County's pavement condition. Through the work recently accomplished under the American Reinvestment and Recovery Act applying rock and oil (chip seal) to the County's roads has been successful in stopping this five-year decline.

The Division remains focused on balancing limited resources towards the road infrastructure, customer expectations and legal obligations. When the economy rebounds the Division will be well positioned to further mitigate pavement deterioration and be prepared to hold local funding for new road capital projects.

### Bridge Services

The Bridge Services Division is entrusted with operating, preserving, improving the safety and prolonging the life of the County's long term investment in its six Willamette River Bridges and 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside, and Broadway) and two fixed structures (Sellwood and Sauvie Island).

The Division is comprised of three service areas; Engineering, Maintenance and Operations.

The Engineering group provides planning, engineering and construction project management for capital projects intended to preserve, rehabilitate or at times replace the structures and roadways of the County's bridges.

The Maintenance group is made up of those who perform the everyday maintenance and preventative maintenance on the bridges. It is their responsibility to ensure the operational reliability of the bridge mechanical, electrical, structural and corrosion protective (paint) systems.

The Operations group is stationed in the operator houses on each of the four drawbridges. Bridge Operators raise and lower the draw spans to allow ships to pass.

### Significant Changes

The following describes the significant budget changes that impacted the division.

The Sellwood Bridge Replacement project represents the largest project of its type ever initiated by Multnomah County. During FY 2012, a substantial effort will be made on completing 100% Design and purchasing all of the right-of-way necessary for the project. Multnomah County will also experience construction costs in preparation for beginning construction of the bridge in the summer of 2012. As the Sellwood Bridge Replacement project continues, more employees are required. As a result, an increase of 1.00 FTE will be realized in the Engineering budget.

# Community Services

fy2012 adopted budget

## Department of Community Services

The following table shows the programs that make up the departments total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>DCS Administration</b>					
91000	DCS Director's Office	\$546,595	\$0	\$546,595	2.25
91001	DCS Human Resources	247,375	0	247,375	2.00
91002	DCS Business Services	274,966	0	274,966	2.00
91011	Budget and Operations Support	264,390	698,168	962,558	9.00
<b>Animal Services</b>					
91005	Animal Services Client Support	1,734,092	2,472,050	4,206,142	18.50
91006	Animal Services Field Services	1,389,082	108,000	1,497,082	15.00
91007	Animal Services Shelter Services	2,213,020	112,000	2,325,020	15.50
<b>Elections</b>					
91008	Elections	3,477,220	0	3,477,220	11.00
<b>Land Use and Transportation Planning</b>					
91018	Transportation Capital	0	11,010,536	11,010,536	0.00
91020	Transportation Planning	0	427,226	427,226	3.40
91021	Land Use Planning	1,297,908	8,093	1,306,001	8.20
<b>Bridge Services</b>					
91015	Bridge Maintenance and Operations	0	2,965,419	2,965,419	23.50
91016	Bridge Engineering	0	6,050,576	6,050,576	19.65
91017	Sellwood Bridge Replacement	0	170,667,535	170,667,535	0.00
<b>Road Services</b>					
91012	County Surveyor's Office	0	1,719,000	1,719,000	10.00
91013	Road Services	0	10,288,059	10,288,059	62.00
91022	City Supplemental Payments	0	28,788,132	28,788,132	0.00
<b>Total Community Services</b>		<b>\$11,444,648</b>	<b>\$235,314,794</b>	<b>\$246,759,442</b>	<b>202.00</b>

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**Lead Agency:** Community Services

**Program Contact:** Cecilia Johnson

**Program Offer Type:** Administration

**Related Programs:** 91001, 91002, 91005, 91006, 91007, 91008, 91011, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021

**Program Characteristics:**

**Executive Summary**

The Department of Community Services exists to ensure the safety of citizens and animals, preserve the infrastructure and environment of Multnomah County and to enhance the quality of life. The Director's Office leads, manages and oversees both the mandated and non-mandated services of the department.

**Program Description**

The Director's Office represents the Chair and the Board in the administration of the Department of Community Services which includes land use and transportation services; animal service programs and facilities; water quality assurance and environmental compliance programs; survey of land within the County as prescribed by state and local code; and, County election duties as prescribed by state law. The Director's Office provides leadership, management and executive direction to the programs and services within the Department of Community Services. The Director's Office is responsible for leading the department in providing cost efficient, quality services that offer good value to County residents.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of leadership development training hours per supervisor	19	24	31	24
Outcome		0	0	0	0

**Performance Measure - Description**

Number of training hours DCS support per person to develop supervisory, management and leadership competencies.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$374,764	\$0	\$377,004	\$0
Contracts	\$21,000	\$0	\$34,750	\$0
Materials & Supplies	\$26,972	\$0	\$43,942	\$0
Internal Services	\$219,686	\$0	\$90,899	\$0
<b>Total GF/non-GF:</b>	<b>\$642,422</b>	<b>\$0</b>	<b>\$546,595</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$642,422</b>		<b>\$546,595</b>	
Program FTE	2.50	0.00	2.25	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$557,531	\$0	\$485,913	\$0
<b>Total Revenue:</b>	<b>\$557,531</b>	<b>\$0</b>	<b>\$485,913</b>	<b>\$0</b>

## Explanation of Revenues

The Director's Office is funded by the Road Fund and indirect charges made to department programs funded by the General Fund.

## Significant Program Changes

Last year this program was: #91000, DCS Director's Office

**Lead Agency:** Community Services

**Program Contact:** Jerry Petty

**Program Offer Type:** Administration

**Related Programs:** 91000, 91002, 91005, 91006, 91007, 91008, 91011, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021

**Program Characteristics:**

**Executive Summary**

The Department of Community Services (DCS) Human Resources provides direct support to department managers, to all current and prospective employees including but not limited to recruitment and selection services, performance management, employee training and organization development, succession planning, and consultative services regarding a wide range of management and employee/labor relations issues.

**Program Description**

The program provides a broad range of services for both department managers and employees regarding human resources, labor relations and organization development issues. The DCS Human Resources staff consults and advises management and employees on interpreting and applying the County's HR performance planning, personnel rules, policies and procedures, collective bargaining labor agreements, and other applicable laws and regulations governing public sector employment. The unit provides DCS managers with additional support in the form of recruitment and retention services; staff development and training; performance management consultation; discipline and grievance processing and dispute resolution. The team provides recruitment and selection services; administer the department's FMLA and OFLA record keeping; maintains its personnel records and provides for essential liaison relationship with Central HR/Labor Relations.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average days to fill recruitment	60	60	60	60
Outcome	Employee satisfaction in orientation to the dept as a whole in the first 30 days	0.0%	0.0%	0.0%	90.0%

**Performance Measure - Description**

Average days to fill recruitment from requisition receipt to job offer accepted from candidate. Goal is 60 days (industry standard is 81 days).

Outcome is a new performance measurement as it relates to the satisfaction with our orientation process for new hires to the department, division and work section within the first 30 days of hire.

### Legal/Contractual Obligation

Three collective bargaining agreements; federal, state, county and department regulations covering compensation, disciplinary action and work schedules.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$233,248	\$0	\$241,875	\$0
Contracts	\$3,200	\$0	\$5,000	\$0
Materials & Supplies	\$0	\$0	\$500	\$0
Total GF/non-GF:	<b>\$236,448</b>	<b>\$0</b>	<b>\$247,375</b>	<b>\$0</b>
Program Total:	<b>\$236,448</b>		<b>\$247,375</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

N/A

### Significant Program Changes

Last year this program was: #91001, DCS Human Resources

**Lead Agency:** Community Services

**Program Contact:** Gerald Elliott

**Program Offer Type:** Administration

**Related Programs:** 91000, 91001, 91005, 91006, 91007, 91008, 91011, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021

**Program Characteristics:**

**Executive Summary**

This work unit manages the business services function of DCS and provides direct support to the Department Director.

**Program Description**

This work unit manages the financial and administrative functions of the operating programs within the Department of Community Services. These operating areas include Animal Services, Elections, Survey, Transportation Engineering and Planning, Bridges and Land Use Planning. It directly supervises Budget and Operations Support which performs the following functions: Records Management, Contract Administration, Grant Accounting, Cost Accounting, Accounts Payable and Receivables for warehouse operations, payroll and personnel maintenance, preparation of legal records for litigation, in addition to the reception and clerical functions typically associated with these positions.

This unit performs the essential administrative support operations of the various DCS programs while providing common interpretations of County Policy and Procedure through its administrative and fiscal services. This allows other program areas to remain focused on delivering their core program services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total dollars spent by DCS	74,934,889	127,756,481	100,000,000	162,674,180
Outcome	Percent of invoices paid on time	87.0%	87.0%	88.0%	90.0%

**Performance Measure - Description**

 **Measure Changed**

New Measure - Total dollars spent by DCS provides a general measurement of activity level of Business Services. Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the effectiveness of the accounts payable process.

## Legal/Contractual Obligation

ORS 294 – County and Municipal Financial Administration rules and Regulations  
ORS 366.739-774 – State Highways and State Highway Fund Allocations to Counties and Cities  
ORS 368.051 – Accounting for County Road Work  
Government Accounting Standards Board (GASB)  
Generally Accepted Accounting Principles (US GAAP)  
Oregon OSHA Regulations – Rules for Worker Safety

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$272,848	\$0	\$274,966	\$0
Total GF/non-GF:	<b>\$272,848</b>	<b>\$0</b>	<b>\$274,966</b>	<b>\$0</b>
Program Total:	<b>\$272,848</b>		<b>\$274,966</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program supports all Department of Community Services programs and does not receive revenue directly. A portion of the expenses of this group are allocated to other Community Services programs through indirect rates.

## Significant Program Changes

Last year this program was: #91002, DCS Business Services

**Lead Agency:** Community Services

**Program Contact:** Mike Oswald

**Program Offer Type:** Support

**Related Programs:** 91006, 91007

**Program Characteristics:**

**Executive Summary**

The Client Support program provides customer service for shelter visitors, phone customers, e-business transactions and pet licensing. Program services include: staffing the Division's call center; managing the Countywide pet licensing program; supervision of over 250 active volunteers; producing community events; marketing and private donation development. The program processes approximately \$1.8 million annually in revenue, including all pet licensing, donations and customer transactions.

**Program Description**

The Client Support program delivers the following services: 1) Phone services provides information, assistance and referral for 50,000 annual phone customers. Regular business phone lines are staffed four days a week, providing 30 hours of service each week. 2) Visitor services assists the 90,000 walk-in customers that visit the shelter each year processing all transactions for animal intake, animal adoptions, lost and found reports, calls for field services, owners reclaiming animals, pet licensing, and general information and referral. 3) Pet licensing services processes all pet licensing and animal facility licensing, including license sales and renewals through the mail, license sales by business partners in the community, on-line e-business sales, database entry, billing and collection system for notices of infraction, deferred payment and NSF checks. 4) The Volunteer Program provides recruitment, selection, training and supervision for citizens and organizations who volunteer to assist in the delivery of services. Volunteers assist with animal care, foster shelter animals, and participate in adoption outreach and community events. 5) Development and Marketing services manage communications, public relations and private donation development.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Pet Licenses Processed	86,574	75,000	90,000	95,000
Outcome	Number of Volunteers expressed in FTE	14	16	15	16
Outcome	Annual License Revenue Increase	0.0%	0.0%	0.0%	5.0%
Outcome	Private Donations	112,000	100,000	120,000	175,000

**Performance Measure - Description**

 **Measure Changed**

The number of pet licenses processed is a workload measure. The number of volunteers expressed in FTE (full-time equivalent) measures the hours that volunteers commit to animal services. We have over 250 active volunteers at the shelter. Annual License Revenue Increase is a new Performance Measure to track license revenue increases. Private Donations is a new Performance Measure to track private fund development.

## Legal/Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$1,326,787	\$0	\$1,350,145	\$128,263
Contracts	\$127,500	\$0	\$131,000	\$417,787
Materials & Supplies	\$57,660	\$0	\$112,960	\$106,000
Internal Services	\$167,413	\$0	\$139,987	\$0
Cash Transfer	\$0	\$1,660,000	\$0	\$1,640,000
Unappropriated & Contingency	\$0	\$0	\$0	\$180,000
<b>Total GF/non-GF:</b>	<b>\$1,679,360</b>	<b>\$1,660,000</b>	<b>\$1,734,092</b>	<b>\$2,472,050</b>
<b>Program Total:</b>	<b>\$3,339,360</b>		<b>\$4,206,142</b>	
Program FTE	17.50	0.00	17.50	1.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,715,000	\$0	\$1,690,000
Other / Miscellaneous	\$1,309,530	\$0	\$1,640,000	\$782,050
<b>Total Revenue:</b>	<b>\$1,309,530</b>	<b>\$1,715,000</b>	<b>\$1,640,000</b>	<b>\$2,472,050</b>

## Explanation of Revenues

Dog License revenue: 50,000 lic issued @ \$25.00/lic = \$1,250,000. Cat License revenue: 30,000 lic issued @ \$12/lic = \$360,000. 150 Animal Facility licenses x \$100 = \$15,000. Animal Adoption revenue: 1,625 adoptions x \$40/avg adoption = \$65,000.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #91005A, Animal Services Client Support

Dedicated funds for Animal Services have been moved from program offer 91007 (FY11) to this program offer in FY12 to better match it to the effort required to generate the revenue.



**Lead Agency:** Community Services  
**Program Offer Type:** Existing Operating  
**Related Programs:** 91005, 91007

**Program Contact:** Mike Oswald

**Program Characteristics:**

**Executive Summary**

The Field Services program provides 24 hr public safety emergency response to calls concerning animals attacking and injuring people, and animals; 24 hr emergency animal rescue for injured, sick, and abused animals; Investigation services for animal bite cases, and animal abuse and neglect cases; enforce city, county and state laws; and provides community education and assistance in resolving neighborhood animal nuisances. Service is provided to the community 7 days-a-week, including all holidays. This program serves all cities and unincorporated areas in Multnomah County.

**Program Description**

The Field Services program delivers the following services: 1) Emergency Public Safety Response: respond to calls on dangerous dog attacks injuring people and other animals. 2) Emergency Animal Rescue: respond and rescue injured, sick, abused and neglected animals. 3) Public health protection: investigate reports of animal bites, quarantine animals for rabies and enforce state rabies laws. 4) Animal welfare protection: investigate cases of animal neglect, abuse and abandonment; dogfighting; and, ensure humane standards of animal care in licensed animal facilities. Team with law enforcement agencies and District Attorney on criminal cases involving animals. 5) Promote neighborhood livability: assist the public in resolving neighborhood nuisances involving animals, regulate potentially dangerous dog ownership, impound stray animals, and, enforce Portland Park Off-Leash areas. 6) Community education: promote responsible pet ownership. Enforce city, county, and state laws involving animals. 7) Manage the administrative hearings process to resolve ordinance violations.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Calls for Service	8,491	11,500	10,000	10,000
Outcome	Avg Emergency Response Time (minutes)	25	35	22	20
Outcome	Priority Investigation Response Time (days)	7	10	7	5

**Performance Measure - Description**

Calls for service is an output measure of service demand. The other measures capture response time across two priorities: Emergency Response Time (1st Priority) measured in minutes; and Priority Investigation Response Time (cases involving animal cruelty, animal bites, Potentially Dangerous Dogs) measured in days from initial call to first contact. In FY10, Field Services responded to 8,491 calls for service: 2,075 emergency calls; 617 bite investigations; 1,857 animal cruelty/welfare investigations; 1,659 dead animal service calls; 1,391 neighborhood nuisance complaints

## Legal/Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership. The County has an Intergovernmental Agreement with City of Portland to provide Off-Leash Park Enforcement services. The IGA is renewable each year.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,126,840	\$0	\$1,137,263	\$0
Contracts	\$66,000	\$0	\$68,000	\$0
Materials & Supplies	\$49,595	\$0	\$52,100	\$0
Internal Services	\$191,699	\$0	\$131,719	\$0
Cash Transfer	\$0	\$105,000	\$0	\$108,000
<b>Total GF/non-GF:</b>	<b>\$1,434,134</b>	<b>\$105,000</b>	<b>\$1,389,082</b>	<b>\$108,000</b>
<b>Program Total:</b>	<b>\$1,539,134</b>		<b>\$1,497,082</b>	
Program FTE	15.00	0.00	15.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$65,000	\$0	\$68,000
Other / Miscellaneous	\$286,796	\$40,000	\$108,000	\$40,000
<b>Total Revenue:</b>	<b>\$286,796</b>	<b>\$105,000</b>	<b>\$108,000</b>	<b>\$108,000</b>

## Explanation of Revenues

Revenue from Notice of Infractions fines: Projected 2,000 Notices of Infraction issued @ \$20/notice collection = \$40,000. The Intergovernmental Agreement with Portland for Off-Leash Park Enforcement services = \$68,000 for FY11.

## Significant Program Changes

**Last year this program was:** #91006A, Animal Services Field Services  
No significant changes

**Lead Agency:** Community Services  
**Program Offer Type:** Existing Operating  
**Related Programs:** 91005, 91006

**Program Contact:** Mike Oswald

**Program Characteristics:**

**Executive Summary**

The Shelter Services program provides humane shelter and health care 365 days/year for lost, homeless and stray animals that are injured, sick, abandoned, abused, neglected and found in Multnomah County. The program reunites animals with their owners, adopts animals into new homes and provides comprehensive shelter medicine and veterinary hospital services; and animal behavior assessment services. The shelter is accredited by the American Animal Hospital Association.

**Program Description**

Shelter Services program delivers the following services: 1) Animal Care provides a clean, comfortable, safe and healthy shelter environment to house and care for all animals that enter the shelter. 2) Reunite animals with their owners. 3) Lost and found pet services. 4) Pet Adoption services, including adoption outreach in the community, and advertisement in newspapers, radio, television, and the web. 5) Shelter Medicine program provides veterinary health care and treatment for all shelter animals, provides spay/neuter surgeries for adopted animals, and subsidized veterinary services for low income pet owners. 6) Animal behavioral assessment and training services to determine availability for animals to be adopted into new, lifelong homes or transfer to partner organizations. Trained volunteers and Foster Pet parents assist in providing specialized animal care and help match potential adopters with the right pet.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Animals received at the shelter	8,919	8,000	8,500	8,500
Outcome	Live Release Rate - Dogs	0.0%	0.0%	86.2%	86.2%
Outcome	Live Release Rate - Cats	0.0%	0.0%	46.1%	46.1%
Outcome	Dog and Cat Euthanasia per 1,000 human population	5	5	5	5

**Performance Measure - Description**

✔ **Measure Changed**

The number of animals received at the shelter is the measure that most impacts Shelter Services staffing and expenditures. There are two new Performance Measures in FY12. Live Release Rates for dogs and cats. The Live Release is the percentage of the total number of animal dispositions that are a "live release" (returned to owners, adopted, or transferred to a partner organization for placement). The Live Release Rate is an industry benchmark statistic defined by the Asilomar Accords, a national data collection and reporting methodology. The Euthanasia per 1,000 human population outcome measure is an industry standard. The national average in 2009 was 12.8 per 1,000. In FY2010, the rate in Multnomah County was 4.87 per 1,000 population. The performance measures are projected to continue on the current trend lines.

## Legal/Contractual Obligation

ORS 609.010 to 609.190 pertains to Animal Control mandates. Includes: Dogs running at large prohibited; Potentially Dangerous and Dangerous Dogs regulations; Dogs as Public Nuisance prohibited; Impoundment and shelter requirements for violations; Dog License requirements; Impoundment of Dogs harming livestock requirements. ORS 609.205 pertains to prohibitions against keeping wild or exotic animals. ORS 433.340 to 433.390 pertains to Rabies Control - includes: requirement to report animal bites; impoundment, quarantine and disposition requirements; inoculations against rabies requirements; records requirements; and requirement for all fees to go to the County dog control fund. Multnomah County Code Chapter 13 provides local regulations for animal ownership.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,261,577	\$0	\$1,185,444	\$0
Contracts	\$40,000	\$490,000	\$40,000	\$0
Materials & Supplies	\$218,267	\$77,500	\$353,681	\$0
Internal Services	\$658,681	\$0	\$633,895	\$0
Capital Outlay	\$0	\$100,000	\$0	\$0
Cash Transfer	\$0	\$85,000	\$0	\$112,000
Unappropriated & Contingency	\$0	\$163,873	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$2,178,525</b>	<b>\$916,373</b>	<b>\$2,213,020</b>	<b>\$112,000</b>
<b>Program Total:</b>	<b>\$3,094,898</b>		<b>\$2,325,020</b>	
Program FTE	16.50	0.00	15.50	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$105,000	\$0	\$112,000
Other / Miscellaneous	\$253,674	\$756,373	\$112,000	\$0
<b>Total Revenue:</b>	<b>\$253,674</b>	<b>\$861,373</b>	<b>\$112,000</b>	<b>\$112,000</b>

## Explanation of Revenues

Animal Fee revenue: 2,240 animals returned to owner x \$50/avg = \$112,000.

## Significant Program Changes

**Last year this program was:** #91007A, Animal Services Shelter Services

Dedicated funds for Animal Services have been moved from this program offer in FY11 to program offer 91005 in FY12 to better match it to the effort required to generate the revenue.

**Lead Agency:** Community Services

**Program Contact:** Tim Scott

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Elections Division conducts all local, city, county, state and federal elections for the citizens of and all political districts within Multnomah County. Under Oregon law, regular election dates are in March, May, September and November. Under state and local law, special elections and recall elections can also be called at any time of the year.

**Program Description**

The Elections Division conducts many types of elections in Multnomah County, from Water District Commissioner to President of the United States. Local elections include elected boards of directors for schools and special districts as well as local measures. City elections include elected city offices and city measures. County elections are for elected county offices and county measures. State elections include Governor, all statewide offices and state senate and house seats in Multnomah County. Federal elections include Presidential, US Senate and Congressional races.

Conducting elections involves: registering voters; maintaining the statewide voter registration and election management database (OCVR); maintaining address and district data; checking signatures on city, local and state candidate/initiative petitions; accepting candidate/measure filings; producing voters' pamphlets; issuing and mailing ballots; managing drop site locations; accepting and processing returned ballots; providing assistance to voters with disabilities; counting ballots; and releasing results. For major elections, Elections employs as many as 250 temporary election workers.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of votes counted	384,269	344,400	387,174	440,000
Outcome	Percent of customers who are satisfied with counter service.	99.0%	95.0%	97.0%	95.0%
Efficiency	Personnel cost per 1000 ballots cast.	700	1,000	776	900

**Performance Measure - Description**

Customer satisfaction was measured through a survey completed by customers immediately following service. Both Elections and Passport customers were surveyed for FY 09-10 but with the transfer of passports to DART, Current Year Purchased, Current Year Estimate and Next Year Offer are for Elections customers only. 736 surveys were completed and the results shown above reflect the percentage of customers who indicated that customer service either met or exceed their expectations.

Personnel Cost per 1,000 ballots cast (in dollars) in FY 09-10 is for the Gubernatorial Primary Election; Current Year Purchased and Current Year Estimate is for the Gubernatorial General Election; and the Next Year Offer is for the Presidential Primary Election in May 2012.

## Legal/Contractual Obligation

Multnomah County Code of Ordinances, Chapter 5, Elections, describes the process for county initiative/referendum petitions in Multnomah County as well as how to fill vacancies in county elective offices. Oregon Administrative Rules, Chapter 165, addresses state-wide uniformity in the conduct of elections by each county. Rules deal with issues such as County Voters' Pamphlets and Voting by Mail. Oregon Revised Statutes, Chapters 246 through 260, provide the legal authority for all aspects of conducting elections in Oregon. There are also Federal mandates. The Voting Rights Act, The National Voter Registration Act and the Help America Vote Act establish election administration standards.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,355,197	\$0	\$1,389,874	\$0
Contracts	\$387,111	\$0	\$373,000	\$0
Materials & Supplies	\$1,071,319	\$0	\$1,100,461	\$0
Internal Services	\$715,744	\$0	\$613,885	\$0
<b>Total GF/non-GF:</b>	<b>\$3,529,371</b>	<b>\$0</b>	<b>\$3,477,220</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,529,371</b>		<b>\$3,477,220</b>	
Program FTE	11.00	0.00	11.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$1,020,368	\$0	\$784,578	\$0
<b>Total Revenue:</b>	<b>\$1,020,368</b>	<b>\$0</b>	<b>\$784,578</b>	<b>\$0</b>

## Explanation of Revenues

Revenue is generated by the collection of fees for candidate filings, voters' pamphlet filings and data sales to candidates, campaigns and political parties. Revenue is also generated by reimbursements from districts for their apportioned share of the cost of the election. Election expenses are reimbursed by special districts. Special elections called by the State are reimbursed by the State. By state law, cities and the state cannot be charged for the cost of the election in the Primary or General election. The county must pay for those districts apportioned cost in these elections.

## Significant Program Changes

**Last year this program was:** #91008, Elections  
There are no significant changes to this program offer.

**Lead Agency:** Community Services

**Program Contact:** Gerald Elliott

**Program Offer Type:** Support

**Related Programs:** 91002, 91005, 91006, 91007, 91008, 91012, 91013, 91015, 91016, 91017, 91018, 91020, 91021

**Program Characteristics:**

**Executive Summary**

The Budget and Operations Support unit offers administrative support; including budget, records management, payroll, accounts receivable and payable, safety, word processing, reception, financial reporting and analysis to all program areas within the Department of Community Services.

**Program Description**

This work unit supports the operations of Animal Services, Elections, Survey, Road Services, Bridge Services, Land Use Planning and Transportation Planning. The areas of support include; records management, contract administration, grant accounting, cost accounting, accounts payable and receivables, payroll and personnel maintenance, preparation of legal records for litigation, in addition to the reception and clerical functions typically associated with these positions.

Having this unit perform the essential administrative support functions for the various DCS programs allows it to provide common interpretations of County Policy and Procedure while enhancing the opportunity for the other program areas to remain focused on delivering their core program services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Lines of Payroll input	116,049	115,000	118,000	118,000
Outcome	Percent of invoices paid on time	87.0%	87.0%	88.0%	90.0%
Quality	Customer Survey	4	4	4	4

**Performance Measure - Description**

Most measures for this group are represented in the performance measures of the programs we support. Number of lines of payroll entry is a measure that reflects the volume of this major task. Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the effectiveness of the accounts payable process. Customer Survey solicits feedback from the programs we support. A zero to five scale is used to rate this group on various performance attributes. Goal is an average rating of 4, this would be the equivalent of 'very good'.

## Legal/Contractual Obligation

ORS 294 – County and Municipal Financial Administration rules and Regulations ORS 366.739-774 – State Highways and State Highway Fund Allocations to Counties and Cities ORS 368.051 – Accounting for County Road Work  
 Government Accounting Standards Board (GASB)  
 Generally Accepted Accounting Principles (US GAAP)

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$249,670	\$521,975	\$254,415	\$535,003
Contracts	\$0	\$63,400	\$0	\$5,800
Materials & Supplies	\$0	\$27,650	\$0	\$15,682
Internal Services	\$19,932	\$174,364	\$9,975	\$141,683
<b>Total GF/non-GF:</b>	<b>\$269,602</b>	<b>\$787,389</b>	<b>\$264,390</b>	<b>\$698,168</b>
<b>Program Total:</b>	<b>\$1,056,991</b>		<b>\$962,558</b>	
Program FTE	3.00	6.00	3.00	6.00
Program Revenues				
Indirect for dep't Admin	\$15,787	\$0	\$14,733	\$0
Fees, Permits & Charges	\$53,000	\$270,650	\$45,000	\$197,000
Intergovernmental	\$0	\$516,739	\$0	\$501,168
<b>Total Revenue:</b>	<b>\$68,787</b>	<b>\$787,389</b>	<b>\$59,733</b>	<b>\$698,168</b>

## Explanation of Revenues

This program provides support services to other programs within the department. The revenue for this program represents work performed for other programs. Offsetting expenses are found in the program offers for the other programs as Internal Services - Other.

## Significant Program Changes

Last year this program was: #91011, Budget and Operations Support



**Lead Agency:** Community Services

**Program Contact:** Jim Clayton

**Program Offer Type:** Existing Operating

**Related Programs:** 91011, 91013, 91016, 91017

**Program Characteristics:**

**Executive Summary**

The County Surveyor's Office provides services which include: maintenance and restoration of public land survey corners, the review and filing of surveys and land division plats, providing survey records to the public and providing surveying support to other county programs and local agencies.

**Program Description**

The County Surveyor's Office provides several services which are mandated by state law. These include maintenance and restoration of public land survey corner monuments under the Public Land Survey System; the review, filing and indexing of records of survey; the review and approval of land division plats (subdivisions, partitions, and condominiums); maintenance of the public survey records; and providing public access to these records (currently with online records retrieval capabilities.)

The County Surveyor's Office also provides surveying support for county roads, bridges, and other county departments and local agencies as requested, and also provides surveying expertise to the public and to county and local agencies.

The weak development and housing market continues to result in decreased revenues from survey and plat submittals and document recording fees, which in turn results in less revenue for all County Surveyor operations. This program offer reflects a reduction of 2 FTE's over the previous year's budget. This was achieved by eliminating two positions that were vacated by retirement.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of new Public Land Corner reports filed	218	100	150	150
Outcome	Percentage of plats reviewed within 21 days	100.0%	97.0%	100.0%	97.0%
Input	Number of plats received for approval	106	150	100	100
Efficiency	Number of Affidavits of Corrections filed for errors on plats	1	2	2	2

**Performance Measure - Description**

The County Surveyor's Office maintains and restores approximately 2000 public land survey corners. We file a detailed report after corner visits that require changes to monumentation.

The County Surveyor approves all land division plats (subdivisions, partitions, and condominiums) within the county, including within all cities. Our goal is to complete the initial review of plats within 21 calendar days of submittal of all required documentation. We also strive to be very accurate with our reviews. We measure this by the number of affidavits of correction that are filed to correct errors on recorded plats that were missed during our review.

## Legal/Contractual Obligation

The County Surveyor is a position mandated by state statute. The duties of the County Surveyor are mandated by ORS Chapter 209. Plat review and approval is mandated by ORS 92.100 and ORS 100.115. Certain work regarding county roads is mandated by ORS 368.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$1,247,684	\$0	\$1,017,337
Contracts	\$0	\$2,000	\$0	\$1,500
Materials & Supplies	\$0	\$35,200	\$0	\$34,200
Internal Services	\$0	\$564,452	\$0	\$235,553
Capital Outlay	\$0	\$0	\$0	\$12,500
Unappropriated & Contingency	\$0	\$416,676	\$0	\$417,910
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,266,012</b>	<b>\$0</b>	<b>\$1,719,000</b>
<b>Program Total:</b>	<b>\$2,266,012</b>		<b>\$1,719,000</b>	
Program FTE	0.00	12.00	0.00	10.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$39,471	\$0	\$27,192	\$0
Fees, Permits & Charges	\$0	\$1,446,012	\$0	\$966,500
Other / Miscellaneous	\$0	\$820,000	\$0	\$752,500
<b>Total Revenue:</b>	<b>\$39,471</b>	<b>\$2,266,012</b>	<b>\$27,192</b>	<b>\$1,719,000</b>

## Explanation of Revenues

Most revenues are from user fees or charges for services. Revenue estimates are as follows:

- Public Land Corner Preservation Fund – estimated 130,000 documents recorded at \$5 each = \$650,000.
- Plats and Surveys submitted for filing/recording - estimated 333 at \$300 each = \$100,000.
- Plat review and approval - actual cost incurred - estimated \$100,000.
- Survey support for county road and bridge projects, and other county departments and local agencies – estimated \$116,500.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #91012, County Surveyor's Office

The weak development and housing market continues to result in decreased revenues from survey and plat submittals and document recording fees, which in turn results in less revenue for all County Surveyor operations. This program offer reflects a reduction of 2 FTE's over the previous year's budget. This was achieved by eliminating two positions that were vacated by retirement.

**Lead Agency:** Community Services

**Program Contact:** Kim Peoples

**Program Offer Type:** Existing Operating

**Related Programs:** 91011, 91012, 91018, 91020

**Program Characteristics:**

**Executive Summary**

The Road Services Division serves a fundamental community need by providing for the safe movement of people and goods. County roads encompass 270 miles of rural roads and 30 miles of urban arterial roads within the Cities of Troutdale, Fairview and Wood Village. The Division ensures that the County-maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost effective manner. Our citizens use roads in order to get to their places of employment, to have access to emergency services, businesses, retail outlets, schools and for recreational activities. Multnomah County's economy is dependent on the transportation system to move products to markets.

**Program Description**

Road Services is responsible for design and construction, maintenance, operation and preservation of County-owned roads. The Division contributes to the goals and strategies of the Department of Community Services in providing transportation services county residents rely upon. The Division focuses to provide quality roads through innovation, skilled workforce and efficient practices. Four program areas (engineering and operations, asset management, water quality and maintenance) deliver services to comply with local, state, federal transportation requirements while striving to achieve the transportation priorities Multnomah County residents have communicated to the Division through our public outreach efforts.

The Division is a regional leader in sustainable maintenance policies and practices that respond to the Endangered Species Act, Safe Drinking Water Act, and Clean Water Act. The Division fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and providing daily maintenance and traffic services that contribute to public safety, environmental protection, and livability.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Lane miles maintained by Multnomah County forces	0	0	0	826
Outcome	Pavement Condition Index (PCI)	70	69	70	71
Input	Number of FTE's in Road Services	64	63	62	62
Outcome	Customer Survey	80.6%	75.0%	79.9%	82.0%

**Performance Measure - Description**

 **Measure Changed**

Road Services provides maintenance and emergency services to 579 lane miles of County roads annually. Beyond the County roads the Division continues to perform maintenance services to numerous cities and counties in the region. Providing these services beyond the County road network ensures the County maintains critical resource mass for County road operations and allows for the Division overhead to be spread over a larger service base.

The County rates road surfaces using a pavement management system to assess the condition of the road surface. The system produces a numerical value, assigning a Pavement Condition Index (PCI ) rating between 0 and 100, with a 100 as excellent. The target is to keep the PCI from falling, more than four points per year through limited contract overlays and judiciously applying routine maintenance applications.

The employees of Road Services construct and maintain roads, bridges and intersections to ensure safe passage through our County. This includes maintaining rights-of-way, ensuring appropriate road signage, ensuring intersection signals are functioning properly, emergency response and appropriate measures are taken when adverse weather affects driving conditions.

Customer Survey solicits feedback from the stakeholders we serve. The goal is to maintain an 80% satisfaction rating. The response offers the program the ability to evaluate the satisfaction of services the program delivers. The Division continues to use an online web survey tool in addition to targeted solicited feedback from selected customer. Balancing customer satisfaction against the road system needs within available revenues, requires the Division to continuously evaluate how and where resources are used to achieve a favorable customer response.

## Legal/Contractual Obligation

The Division fulfills its obligations as a road authority under the provisions of ORS 368 and the Federal Highway Administration Manual on Uniform Traffic Control Devices. Federal Environmental Laws; Clean Water, Safe Drinking Water and Endangered Species Acts provide standards under which we must incorporate in our service delivery.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$5,827,208	\$0	\$5,827,006
Contracts	\$0	\$442,000	\$0	\$440,500
Materials & Supplies	\$0	\$1,329,050	\$0	\$1,633,287
Internal Services	\$0	\$2,386,126	\$0	\$2,387,266
Total GF/non-GF:	<b>\$0</b>	<b>\$9,984,384</b>	<b>\$0</b>	<b>\$10,288,059</b>
Program Total:	<b>\$9,984,384</b>		<b>\$10,288,059</b>	
Program FTE	0.00	63.00	0.00	62.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$212,641	\$0	\$216,296	\$0
Fees, Permits & Charges	\$0	\$267,000	\$0	\$193,000
Intergovernmental	\$0	\$8,209,291	\$0	\$9,604,059
Taxes	\$0	\$697,000	\$0	\$375,000
Other / Miscellaneous	\$0	\$811,093	\$0	\$116,000
<b>Total Revenue:</b>	<b>\$212,641</b>	<b>\$9,984,384</b>	<b>\$216,296</b>	<b>\$10,288,059</b>

## Explanation of Revenues

The program is funded by "County Road Funds". Road Funds are a combination of dedicated money received from the state highway fund, county gas tax and federal forest receipts, federal and state grants, developer contributions, and service reimbursement.

## Significant Program Changes

### Last year this program was: #91013, Road Services

The Division as of January 1, 2011 began to benefit from the 2009 Oregon HB 2001 legislation that provided a \$0.06 increase to state gas tax. This state gas tax increase represented the final new revenue increase authorized under this new law. This new revenue component has been critical in helping to backfill a six year revenue decline to the Road Fund and will allow for new investments into the County's road infrastructure.

Oregon's economic health correlates to actual revenue receipts coming to the Road Fund. The Road Fund revenue model remains susceptible to business and personal consumption. Although the Division finances are marginally enhanced, revenues remain vulnerable to the economic fluctuations of the nation, state and region. Reduced economic activity manifests itself in reductions in travel demands resulting in less fuel consumption. The State's economic health also extends into trucking activity and the number of registered vehicles inside Multnomah County both of which are key revenue drivers for the Road Fund.

This FY 2011-12 Program Offer maintains current service levels for the Division. The Division does plan to make targeted increases in road surface treatments which continue to decline (see Performance Measures PCI). Looking forward, the Division is optimistic that when the Oregon economy begins to strengthen there will be increased revenue allowing for restoration of select maintenance activities and reinvigorate the road capital program.

**Lead Agency:** Community Services

**Program Contact:** Brian Vincent

**Program Offer Type:** Existing Operating

**Related Programs:** 91011, 91013, 91016, 91020

**Program Characteristics:**

**Executive Summary**

This program is entrusted with operating and preserving the County's long term investment in its six Willamette River Bridges and 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside and Broadway) and two fixed structures (Sellwood and Sauvie Island).

**Program Description**

The Bridge Maintenance and Operations program is comprised of two main functional groups. The Maintenance group is made up of those who perform the everyday maintenance and preventative maintenance on the bridges. It is their responsibility to ensure the operational reliability of the bridge mechanical, electrical, structural and corrosion protective (paint) systems. Maintenance places priority on response to emergencies, performance of specialized preventative maintenance tasks and making repairs as needed. Some of the tasks performed by this group include; vehicle accident repair, bridge mechanical and electrical troubleshooting, minor roadway or sidewalk repairs, graffiti removal and snow removal. The Operations group is stationed in the operator houses on each of the four drawbridges. Bridge Operators raise and lower the draw spans to allow ships to pass. They also perform very minor preventive maintenance. Both these groups work closely with Bridge Engineering on a wide variety of projects and issues.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Preventative Maintenance tasks completed	2,085	1,750	1,900	1,750
Outcome	Percentage of Preventative Maintenance tasks completed	96.0%	95.0%	96.0%	95.0%
Outcome	Successful Bridge Openings	100.0%	99.0%	100.0%	99.0%

**Performance Measure - Description**

Preventive maintenance tasks help keep the bridges working properly and avoid the need for expensive capital rehabilitation projects. The percent of preventative maintenance tasks completed compared to the total scheduled measures the ability to control the work required to keep the bridges operating. Goal is 95%. The percent of successful drawbridge openings measures the ability of this group to provide access for river traffic. Goal is 99%.

## Legal/Contractual Obligation

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB, 2041 Section 3a.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$2,125,347	\$0	\$2,165,143
Contracts	\$0	\$26,325	\$0	\$20,423
Materials & Supplies	\$0	\$257,850	\$0	\$376,985
Internal Services	\$0	\$403,040	\$0	\$402,868
Total GF/non-GF:	<b>\$0</b>	<b>\$2,812,562</b>	<b>\$0</b>	<b>\$2,965,419</b>
Program Total:	<b>\$2,812,562</b>		<b>\$2,965,419</b>	
Program FTE	0.00	23.50	0.00	23.50
<b>Program Revenues</b>				
Indirect for dep't Admin	\$53,294	\$0	\$56,566	\$0
Other / Miscellaneous	\$0	\$2,812,562	\$0	\$2,965,419
<b>Total Revenue:</b>	<b>\$53,294</b>	<b>\$2,812,562</b>	<b>\$56,566</b>	<b>\$2,965,419</b>

## Explanation of Revenues

Revenue for this program comes entirely from gas taxes and vehicle registrations that are collected by the state and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for Willamette River bridges.

## Significant Program Changes

**Last year this program was:** #91015, Bridge Maintenance and Operations  
 No significant program changes are expected for FY 2012.

**Lead Agency:** Community Services

**Program Contact:** Brian Vincent

**Program Offer Type:** Existing Operating

**Related Programs:** 91011, 91013, 91015, 91018, 91020

**Program Characteristics:**

**Executive Summary**

This program is entrusted with improving the safety and prolonging the life of the County's long term investment in its six Willamette River Bridges and 24 other bridge structures. The Willamette River crossings consist of four movable bridges (Hawthorne, Morrison, Burnside and Broadway) and two fixed structures (Sellwood and Sauvie Island). Bridge Engineering works closely with Bridge Maintenance and Operations as well as Road Engineering on a variety of projects and issues.

During FY12, the Sellwood Bridge Project will continue as the project team prepares for construction to begin in June, 2012. As a result, construction expenses will begin in FY12.

**Program Description**

Bridge Engineering is composed of engineers, engineering technicians and support personnel. They provide planning, engineering and construction project management for preservation of structural, mechanical, electrical and corrosion protection (paint) systems of the County's bridges. Most design and construction work is performed by outside contractors with direction and oversight provided by Bridge Engineering personnel. Projects are identified and prioritized in the Transportation Capital Improvement Program to match available funds. Bridge Engineering works with other County, State and Federal agencies to secure funding from State and Federal sources. The primary focus of Bridge Engineering is the six Willamette River Bridges, of which most are classified as historic structures and some are approaching 100 years in age. The four drawbridges are complex structures with complicated mechanical and electrical systems to allow them to be raised and lowered.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Dollar Value of Capital Improvements	1,421,844	40,000,000	23,304,272	17,400,000
Outcome	Percent of project milestones met	100.0%	100.0%	100.0%	100.0%
Quality	Percent of Cost Growth	0.0%	0.0%	0.0%	0.0%

**Performance Measure - Description**

Dollar value of Capital Improvement includes County, State and Federal contributions. The % of scheduled milestones met for all construction projects measures the ability to control workflow and provide completed projects to the public. The % of cost growth compares the total construction cost estimate at the beginning of the fiscal year to the total construction cost estimate at the end of the fiscal year.

## Legal/Contractual Obligation

Multnomah County is required to maintain and operate its drawbridges in accordance with the River and Harbor Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations (CFR Title 33), State Law (ORS 382.305), 1984 IGA with the City of Portland as amended in 1989, and HB 2041 Section 3a.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$2,193,531	\$0	\$2,457,433
Contracts	\$0	\$135,460	\$0	\$143,158
Materials & Supplies	\$0	\$102,600	\$0	\$118,681
Internal Services	\$0	\$566,065	\$0	\$485,397
Capital Outlay	\$0	\$190,515	\$0	\$2,300,000
Cash Transfer	\$0	\$1,000,000	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$545,907
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,188,171</b>	<b>\$0</b>	<b>\$6,050,576</b>
<b>Program Total:</b>	<b>\$4,188,171</b>		<b>\$6,050,576</b>	
Program FTE	0.00	18.40	0.00	19.65
<b>Program Revenues</b>				
Indirect for dep't Admin	\$139,522	\$0	\$60,030	\$0
Fees, Permits & Charges	\$0	\$25,631	\$0	\$1,359,000
Intergovernmental	\$0	\$1,310,709	\$0	\$85,654
Other / Miscellaneous	\$0	\$3,016,831	\$0	\$4,605,922
<b>Total Revenue:</b>	<b>\$139,522</b>	<b>\$4,353,171</b>	<b>\$60,030</b>	<b>\$6,050,576</b>

## Explanation of Revenues

Revenue for this program comes entirely from gas taxes and vehicle registrations that are collected by the State and distributed based on an intergovernmental agreement that specifies the amount to be allocated to Bridge Capital. These are dedicated funds and can only be used for bridges. These funds are used to leverage Federal and State dollars to provide a greater benefit to the County. On most capital projects this leverage usually provides at least 10 Federal and/or State dollars for each County dollar spent on Multnomah County bridges.

## Significant Program Changes

**Last year this program was:** #91016, Bridge Engineering  
There are no significant changes in FY12.



**Lead Agency:** Community Services  
**Program Offer Type:** Existing Operating  
**Related Programs:** 91016, 91018

**Program Contact:** Ian Cannon

**Program Characteristics:**

**Executive Summary**

The Sellwood Bridge is deteriorated after approximately 80 years of service, and the bridge has a vehicle weight limit of 10 tons maximum. TriMet buses and most trucks are excluded from using the bridge. Approximately 30,000 vehicles cross the narrow two-lane bridge each day. This program offer represents the effort required in FY12 to replace this bridge.

**Program Description**

The County began the planning process for replacing the Sellwood Bridge in 2006. It is estimated that the total cost of the replacement project will be \$290 million with completion expected in 2016. The major efforts to date have been around the Environmental Impact Study process to determine where the new bridge should be built and the bridge design and complete the 30% design. We also received a \$25 million short-term, inter-fund loan from Multnomah County's general fund that will be repaid in full in FY12.

The funding for this project is planned to come from the FHWA (\$31M), the State of Oregon (\$30), the City of Portland (\$80M), Clackamas County (\$22M) and Multnomah County (\$127M). In FY12 it is estimated that \$127 million of the funding will be financed through a bond issue. The primary source of repayment for these bonds will be the County Vehicle Registration Fee (VRF) which was implemented for all subject vehicles as of September 1, 2010.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Design Percentage Complete	0.0%	30.0%	30.0%	100.0%
Outcome	Percent ready to begin construction	0.0%	0.0%	0.0%	100.0%
Output	Complete ROW Purchases	0.0%	100.0%	60.0%	100.0%

**Performance Measure - Description**

 **Measure Changed**

In FY11, we are expected to complete 30% design for the Sellwood Bridge. In FY12, we expect to complete 60, 90, and 100% design. As a result, we expect our General Contractor to begin preparing for construction on the bridge. We also would expect that the remainder of the Right-of-Way purchases will have been completed in FY12, allowing us the time and space for construction.

## Legal/Contractual Obligation

Multnomah County is required to maintain the Sellwood Bridge in accordance with; State Law; ORS 382.305 through 382.425, HB 2041 subsection 3a and HB2001 and the 1984 IGA with the City of Portland as amended in 1989.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$0	\$12,167,973	\$0	\$11,366,000
Materials & Supplies	\$0	\$0	\$0	\$7,500
Internal Services	\$0	\$7,500,000	\$0	\$10,761,548
Capital Outlay	\$0	\$40,287,700	\$0	\$40,800,000
Cash Transfer	\$0	\$0	\$0	\$42,298,611
Unappropriated & Contingency	\$0	\$108,906,558	\$0	\$65,433,876
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$168,862,231</b>	<b>\$0</b>	<b>\$170,667,535</b>
<b>Program Total:</b>	<b>\$168,862,231</b>		<b>\$170,667,535</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,000,000	\$0	\$0
Intergovernmental	\$0	\$11,621,095	\$0	\$9,000,000
Other / Miscellaneous	\$0	\$151,076,136	\$0	\$161,667,535
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$168,697,231</b>	<b>\$0</b>	<b>\$170,667,535</b>

## Explanation of Revenues

Bond Issue - \$127M, County VRF - \$9M, Federal through State Reimbursement for Design Effort - \$10.8M, and Interest Earnings on the Bond and County VRF proceeds - \$236K.

## Significant Program Changes

**Last year this program was:** #91017, Sellwood Bridge Replacement

No significant program changes are expected in FY 2012.

**Lead Agency:** Community Services

**Program Contact:** Jane McFarland

**Program Offer Type:** Existing Operating

**Related Programs:** 91011, 91013, 91016, 91017

**Program Characteristics:**

**Executive Summary**

The Transportation Capital program represents payments to contractors for capital improvement projects on County-owned bridges (Sellwood, Hawthorne, Morrison, Burnside, Broadway and Sauvie Island), Roads, and Bicycle and Pedestrian facilities. The purpose of this program is to maintain and enhance the existing transportation system.

**Program Description**

Capital improvements are relatively high dollar value projects to rehabilitate, improve, or replace when needed, transportation infrastructure assets such as roads and bridges. This program represents County funds, and funds from outside sources that pass through the County, to make capital improvements on County owned Bridges, Roads and Bicycle/Pedestrian facilities. This program is dependent upon Bridge Engineering and Roadway Engineering programs to provide County labor to plan and oversee the design and construction associated with capital projects. Projects are identified, prioritized and scheduled in the Transportation Capital Improvement program to match available funds. This program is approved by the Board of County Commissioners. Transportation personnel work with County and outside agencies to secure funding for these projects. The County's bridges, roads and bicycle/pedestrian assets are valued in excess of \$1.7 billion dollars. It is very important to protect these assets. Many factors contribute to the constant degradation of the transportation infrastructure so constant effort is required to maintain the current status. Current capital needs are identified in the Transportation Capital Improvement Plan. The plan outlines needed Road and Bridge improvements during the next 20 years. The Transportation Capital Program prioritizes the projects and schedules projects to match available and new funds projected for a 5-year period. The major transportation capital project included in the FY12 budget is the Sellwood Bridge design, right of way acquisition and initial construction activities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Dollar value of capital improvements	10,082,668	6,625,000	3,074,304	9,965,000
Outcome	Percent of cost growth Performance Measure Description	0.0%	0.0%	0.0%	0.0%

**Performance Measure - Description**

Dollar value of capital improvements includes all County funds spent (except Sellwood Bridge), regardless of source. The % of cost growth compares the total construction cost at completion at the beginning of the fiscal year to the total construction cost estimate at the end of fiscal year for major projects. This measures the ability to control cost growth during construction.

## Legal/Contractual Obligation

This program is mandated by Federal Regulation CFR Title 33 which covers the responsibilities of drawbridge owners, ORS 366.744 and ORS 382.305 – 382.425, specifically addressing the Willamette River Bridges, ORS 366.514, addressing the Bike and Pedestrian Program, ORS 368, addressing the Road Capital Program, and revenue sharing agreements with the Cities of Portland, Gresham Fairview and Troutdale.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Internal Services	\$0	\$543,502	\$0	\$781,286
Capital Outlay	\$0	\$1,715,000	\$0	\$9,970,000
Unappropriated & Contingency	\$0	\$340,500	\$0	\$259,250
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,599,002</b>	<b>\$0</b>	<b>\$11,010,536</b>
<b>Program Total:</b>	<b>\$2,599,002</b>		<b>\$11,010,536</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$11,611	\$0	\$16,487	\$0
Fees, Permits & Charges	\$0	\$354,700	\$0	\$290,000
Intergovernmental	\$0	\$613,802	\$0	\$8,918,843
Other / Miscellaneous	\$0	\$1,630,500	\$0	\$1,801,693
<b>Total Revenue:</b>	<b>\$11,611</b>	<b>\$2,599,002</b>	<b>\$16,487</b>	<b>\$11,010,536</b>

## Explanation of Revenues

Revenues come from dedicated funds for construction, repair, maintenance and operation of County roads, bridges and bicycle/pedestrian facilities. Capital projects in this program receive allocations from State Motor Vehicle revenues (i.e., state gas tax, vehicle registration fees, weight/mile tax), County gasoline tax, County vehicle registration fees, permits, development charges, State and Federal grants, and through intergovernmental agreements.

## Significant Program Changes

Last year this program was: #91018, Transportation Capital

**Lead Agency:** Community Services

**Program Contact:** Jane McFarland

**Program Offer Type:** Existing Operating

**Related Programs:** 91011, 91013, 91016, 91017, 91018, 91021

**Program Characteristics:**

**Executive Summary**

Transportation Planning develops plans to address all modes of transportation at the region and local levels; advocates for regional transportation policies that support Multnomah County's goals for public health and transportation equity, the Climate Action Plan, and a sustainable economy. The program also reviews transportation impacts of proposed development, prepares the County's Capital Improvement Plan and Program (CIPP) and identifies and secures funding for capital, maintenance and preservation of the County's transportation system.

**Program Description**

Transportation Planning undertakes the planning and funding of the County's transportation system, and policy and program development that support implementation of the County's Climate Action Plan and Community Wellness and Prevention. To accomplish this, Transportation Planning staff provides expertise to County's road and bridge engineering, maintenance and operations, transportation capital program, and the bicycle and pedestrian program. We are directly engaged in the regional, state and federal decision-making on transportation policies and funding that affect the County's ability to achieve its transportation goals. Staff represents the County in regional and local transportation planning activities and provides technical and policy expertise on transportation equity, active transportation, greenhouse gas reduction and supporting local transportation planning and development. Staff develops, analyzes and advocates for regional transportation and land use policies and priorities that advance the County's mission in providing health and human services, and sustainable economic stability and growth.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of development proposals reviewed.	122	120	117	130
Outcome	Percent of proposals approved w/ transportation evaluations, findings.	75.0%	80.0%	80.0%	90.0%
Efficiency	Average review time in days.	10	11	10	10
Outcome	Percent of development applications approved with transportation conditions.*	62.0%	50.0%	65.0%	65.0%

**Performance Measure - Description**

A primary function of transportation planning is the timely review of development applications for land owners/developers. Two measurements used are the number of development proposals reviewed and the average number of days to review. The percent of proposals approved with transportation impact assessment and findings, and the percent of development applications approved with transportation conditions are indications of the amount of effort required to process the applications and the effectiveness of the process.

## Legal/Contractual Obligation

Transportation Planning operates under mandates from several statutes including ORS 368 and 371, OAR 660 Division 12, the Federal Clean Water Act, and Americans with Disabilities Act (ADA). Funding for Transportation Planning comes primarily from the County's share of State vehicle registration fees and gas tax that may only be used for the County's roads and bridges. Our responsibilities include State-mandated transportation system planning including bicycle and pedestrian modes, capital improvement programming, and compliance with ADA and Congestion Management/Air Quality.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$395,697	\$0	\$369,095
Contracts	\$0	\$10,000	\$0	\$9,500
Materials & Supplies	\$0	\$30,048	\$0	\$8,495
Internal Services	\$0	\$38,662	\$0	\$40,136
Total GF/non-GF:	<b>\$0</b>	<b>\$474,407</b>	<b>\$0</b>	<b>\$427,226</b>
Program Total:	<b>\$474,407</b>		<b>\$427,226</b>	
Program FTE	0.00	3.65	0.00	3.40
Program Revenues				
Indirect for dep't Admin	\$9,676	\$0	\$9,015	\$0
Fees, Permits & Charges	\$0	\$21,448	\$0	\$0
Intergovernmental	\$0	\$452,959	\$0	\$427,226
<b>Total Revenue:</b>	<b>\$9,676</b>	<b>\$474,407</b>	<b>\$9,015</b>	<b>\$427,226</b>

## Explanation of Revenues

Funding for the Transportation Planning Program comes from the Transportation Fund, a dedicated source of revenue. The Transportation Fund is an outdated revenue model based on gas tax and vehicle registration fees that hampers the County's ability to preserve and maintain our existing facilities and undertake new transportation projects. Much of Transportation Planning's effort over the next year will be directed at leveraging our limited resources to secure adequate funds to address critical needs and maintain existing infrastructure.

## Significant Program Changes

Last year this program was: #91020, Transportation Planning

**Lead Agency:** Community Services  
**Program Offer Type:** Existing Operating  
**Related Programs:** 91011, 91012, 91013

**Program Contact:** Karen Schilling

**Program Characteristics:**

**Executive Summary**

Land Use Planning implements federal, state and local policies and laws that preserve the rural farm and timber economy, protect the environment, and maintain the quality of life in our unincorporated communities. Land Use Planning includes long range, current and code compliance functions. Long Range Planning works with citizens to develop land use policies that meet the needs of our rural communities, updates County codes to incorporate changes to federal and state land use laws, and coordinates with regional partners to plan for the orderly urbanization of rural lands. Current Planning implements adopted policies and laws. They explain land use rules to the public, review land use and building applications for compliance with applicable laws, and problem solve complex land use issues with applicants. Code Compliance is largely complaint driven, emphasizing hands-on work with property owners to achieve voluntary compliance with land use rules.

**Program Description**

Land Use Planning facilitates, processes and oversees compliance efforts to assure public policies regarding "what we want our rural communities to look like over time" are addressed. Statewide Planning Goals and the Columbia River Gorge National Scenic Area Act express values of the larger community and influence how we plan locally. Our program helps neighbors connect on land use issues by offering forums and providing a policy framework for citizens to engage in crafting a vision for their community. This vision is captured in a Comprehensive Plan containing land use planning policies, strategies and maps that we implement daily to provide long term predictability to the land use pattern. Careful planning contributes to the County being an attractive place to live and work, ensuring that we have a sustainable healthy environment, a vibrant rural economy, beautiful parks and greenspaces, and accessible transportation choices. Policy choices support timber and agricultural economies, preserving natural amenities, and planned growth. Multnomah County ranks 5th in the State for greenhouse and nursery sales, reaching \$43.8 million in sales in 2009. Land use review focuses on conflicting uses, namely residential development, to ensure they do not undermine these objectives.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# land use/compliance inquiries	9,952	11,000	9,000	9,500
Outcome	# land use/compliance actions taken	465	550	500	500
Quality	% compliance cases resolved voluntarily	100.0%	97.0%	97.0%	100.0%
Efficiency	% land use decisions made in 120 days	81.0%	82.0%	84.0%	85.0%

**Performance Measure - Description**

The output measure includes calls received and responded to (7,548), walk-in customers assisted (2,240), and compliance complaints logged (164). The outcome measure captures preliminary meetings held (135), land use reviews issued (142), zoning signoffs completed (133), and compliance cases closed (60) in the fiscal year. For code compliance, our quality goal is 100% voluntary compliance for complaints closed (100%). For land use, our efficiency goal is to issue decisions within 120 days of when the applications are made complete (81%), notwithstanding that state law allows counties 150 days. The numbers in parentheses are for FY10.

## Legal/Contractual Obligation

Multnomah County must adopt a Comprehensive Land Use Plan that meets State Planning Goals, including enacting implementing regulations as provided under ORS 92, 195, 196, 197, 215, and 390. The County regulates land uses in the National Scenic Area in accordance with federal law. These land use laws mandate the County review all development within its jurisdiction, distinguish between types of development and the level of review required, prescribe extensive procedures the County must follow to ensure due process, and set out a timeframe within which land use reviews must be completed (i.e. 150 day clock). The County must update its codes to comply with new laws adopted each legislative session or when the Columbia River Gorge Commission revises its rules. The County must appoint a Planning Director and employ staff necessary to carry out these responsibilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$830,788	\$0	\$885,404	\$0
Contracts	\$62,369	\$128,127	\$76,200	\$8,093
Materials & Supplies	\$27,350	\$0	\$26,352	\$0
Internal Services	\$306,395	\$0	\$309,952	\$0
<b>Total GF/non-GF:</b>	<b>\$1,226,902</b>	<b>\$128,127</b>	<b>\$1,297,908</b>	<b>\$8,093</b>
<b>Program Total:</b>	<b>\$1,355,029</b>		<b>\$1,306,001</b>	
Program FTE	7.95	0.00	8.20	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$80,000	\$10,627	\$76,000	\$8,093
Intergovernmental	\$0	\$117,500	\$0	\$0
<b>Total Revenue:</b>	<b>\$80,000</b>	<b>\$128,127</b>	<b>\$76,000</b>	<b>\$8,093</b>

## Explanation of Revenues

There are two sources of revenue that Land Use Planning frequently receives: State funds to assist with implementing the land use rules in the Columbia River Gorge National Scenic Area, and federal timber receipts used for planning purposes on forest land. The State funds are reimbursed to the County at the end of each fiscal year based on the amount of time staff spends processing permits and resolving compliance issues. The likelihood of these funds will not be known until after the State legislature has concluded this year. If the revenues are secured, a bud-mod will be advanced to include these funds. As long as the federal government is operating under a continuing resolution, no timber receipts are authorized to be disbursed to local governments. However we will assume that these funds will be disbursed in the coming year.

## Significant Program Changes

**Last year this program was:** #91021, Land Use Planning



**Lead Agency:** Community Services

**Program Contact:** Tom Hansell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The county entered into intergovernmental revenue sharing agreements starting in 1984 whereby dedicated county road funds the County receives are transferred as county roads are annexed by the Cities of Portland, Gresham, Troutdale and Fairview. The supplemental payments executed by this program offer fulfill the funding requirements of these agreements as it pertains to county road funds.

**Program Description**

These agreements require the county to transfer prescribed revenue amounts the county receives from the county gas tax and state highway funding. For Cities of Troutdale and Fairview the supplemental payment formula is adjusted annually based on the Consumer Price Index – Urban Index for the Portland metropolitan area. The Cities of Portland and Gresham the supplemental payment formula is adjusted based on actual receipts collected by the County. Planned FY 2012 Payments

- City of Fairview \$11,800
- City of Troutdale \$14,550
- City of Gresham \$3,165,000
- City of Portland \$25,340,000

Between 1984 and 2010 the County has transferred 606 miles of roads to Cities.

This program offer does not deliver any county services and is submitted for the provision of a supplemental payment to the cities. The agreements remain subject to future appropriations by any future Board of County Commissioners or City Councils. The formulas in these agreements were intended to remain permanent unless amended by mutual agreement.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

County road funds are transferred to the Cities where the county road funds are combined with their transportation operating budgets. The agreements do not require the City to communicate how County funds are to be used. The Cities prescribed allowed use of these funds are defined under ORS 366 which requires funds only be used for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, streets and the administration thereof.

## Legal/Contractual Obligation

Funding obligations are prescribed in the city/county agreements.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$25,176,400	\$0	\$28,531,350
Internal Services	\$0	\$226,588	\$0	\$256,782
Total GF/non-GF:	<b>\$0</b>	<b>\$25,402,988</b>	<b>\$0</b>	<b>\$28,788,132</b>
Program Total:	<b>\$25,402,988</b>		<b>\$28,788,132</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$75,529	\$0	\$85,594	\$0
Intergovernmental	\$0	\$17,552,988	\$0	\$20,788,132
Taxes	\$0	\$7,000,000	\$0	\$7,000,000
Other / Miscellaneous	\$0	\$850,000	\$0	\$1,000,000
<b>Total Revenue:</b>	<b>\$75,529</b>	<b>\$25,402,988</b>	<b>\$85,594</b>	<b>\$28,788,132</b>

## Explanation of Revenues

Monies transferred to the Cities originate from State Highway Money and County Gas Tax received by Multnomah County.

## Significant Program Changes

**Last year this program was:** #91022, City Supplemental Payments

The passage of HB 2001 in the 2009 legislature resulted in new transportation revenues coming to Multnomah County. These planned increased revenues result in increased payments to the Cities of Portland and Gresham.

### Department Overview

Creation of the Department of County Assets (DCA) was recommended in the Coraggio Group report dated January 8, 2011, and reflects the Chair’s Multnomah Evolves initiative. Approved by the Board of County Commissioners on April 14, 2011, DCA integrates the County’s primary physical assets: Information Technology, Facilities, Fleet, and Records. The director will report to the County’s Chief Operating Officer with goals of creating fiscal accountability for County assets and implementing best practices around asset portfolio management.

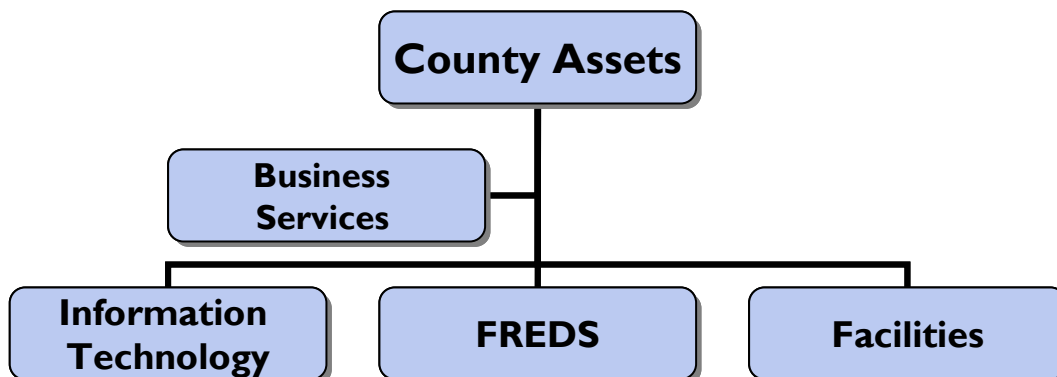
DCA will bring together two divisions from the Department of County Management (Facilities and Property Management and Fleet, Records, Electronics, and Distribution Services, or FREDs) and DCM’s Business Services group, and the Office of Information Technology.

The Business Services teams from DCM and IT will form an “administrative hub” that will provide human resources, procurement, contracting, finance, budget, accounts payable, and other administrative services to DCA, DCM, and the Nondepartmental offices and agencies.

Facilities & Property Management will continue to manage over three million square feet of general office and other specialized types of space owned by the County in over 130 locations.

FREDs will continue to provide operational support services to County departments, agencies, and other local governments. Fleet Services maintains over 700 County vehicles and supports over 500 vehicles from other agencies.

County Information Technology will continue to provide telecommunication, network, hardware infrastructure, and business application support to County employees in over 93 locations.



### Budget Overview

The new Department of County Assets (DCA) was created in April, 2011, and integrates the County's internal services: Facilities, Information Technology, and Fleet, Records, Electronics, Distribution, and Central Stores (FREDS). The FY 2012 budget in all funds is \$152,969,727 and 308.64 FTE.

DCA is composed of programs and services formerly budgeted and operated in other County departments. Transferred from the Department of County Management are:

- Facilities and Property Management, including the Facilities Capital Program, \$86,428,917 and 85.50 FTE.
- FREDS, \$19,017,563 and 49.00 FTE
- Business Services and Human Resources, \$1,589,439 and 10.00 FTE

Transferred from Nondepartmental is:

- Information Technology, including the IT Capital Program, \$45,933,808 and 165.14 FTE

Significant expenditure changes include:

- A change in accounting for capital fees reduces a cash transfer from the Facilities Fund to the capital funds by \$5.1 million. In FY 2012, capital fees will be recorded directly in the Capital Improvement and Asset Preservation Funds.

One-time-only General Fund programs and expenditures total \$3,578,234 for FY 2012, and include:

- \$1.0 million for new county-wide budget preparation software.
- \$150,000 for a Facilities Strategic Plan.
- \$200,000 for DCA business process improvement plans.
- \$448,234 for the 8% annual capital fee increase for FY 2012.
- \$380,000 to pay a one-time Local Improvement District assessment for the east side streetcar project.
- \$1.4 million for new detention electronics in the Juvenile Justice complex.

Budget Trends*	FY 2010	FY 2011	FY 2011	FY 2012	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	302.4	309.00	310.15	308.64	(1.51)
Personal Services	\$31,899,938	\$36,178,792	\$37,297,724	\$37,574,283	\$276,559
Contractual Services	9,899,254	18,877,274	19,461,107	18,079,183	(1,381,924)
Materials & Supplies	37,194,438	46,220,551	47,650,053	49,223,048	1,572,995
Capital Outlay	5,676,575	11,332,064	56,660,320	43,928,679	(12,731,641)
<b>Total Costs</b>	<b>\$84,670,204</b>	<b>\$112,608,681</b>	<b>\$161,069,204</b>	<b>\$148,805,193</b>	<b>(12,264,011)</b>

\*Does not include cash transfers, contingencies or unappropriated balances. Program offers DO contain contingencies, transfers, and unappropriated balances.

## Successes and Challenges

The Department of County Assets consolidates all internal service functions into one department, presenting the County with new opportunities to leverage its resources and achieve administrative efficiencies. Over the next fiscal year, DCA will evaluate opportunities to implement best practices, integrate service delivery, improve internal service rate models, and significantly “re-think” the services provided by the department.

FY 2011 Information Technology highlights include:

- Implementation of Google Apps for Government
- Migration of the County’s external web sites to an Open Source technology platform and Amazon’s cloud-based hosting service
- Implementation of the RFID and Self-Checkout systems for 9 libraries
- Modernization of the Health Department’s pharmacies with workflow and robotic prescription-filling capabilities.

A joint IT-Facilities highlight was completion of the detailed design and the ground-breaking for the County’s new East County Courts facility, which will house the County’s new Data Center in addition to providing modern court space in east Multnomah County.

As IT looks forward to FY 2012, the biggest challenge continues to be the rapid change occurring in the technology industry. Other related challenges include recruiting, retaining, and motivating a diverse work force; focusing on priority projects, and maximizing the County’s investments in new technologies.

FY 2011 Facilities and FREDS highlights include:

- Reservation and anticipated summer delivery of four electric vehicles
- Successful oil recycling efforts at County fleet maintenance shops
- An ARRA-funded heat recovery system project at the Inverness Jail laundry
- Waste recycling efforts reaching 45%, toward a County-wide goal of 70%

Three work groups have been established through the Multnomah Evolves initiative to explore cost effective service delivery alternatives.

- A Fleet Maintenance work group is examining alternatives to our current fleet maintenance services that could improve or maintain existing services while reducing costs.
- A Central Stores work group is examining alternatives to our current central stores and distribution functions that would streamline County purchasing and shipping of goods.
- A Facilities Strategic Asset Plan work group is developing an asset portfolio strategy that reflects the County’s goals, objectives, and priorities for program delivery.

### Diversity and Equity

The Department of County Assets management team supports the implementation of County diversity and equity goals through its policies and its participation in diversity activities.

IT has a representative on the Diversity Council, is working with the Office of Diversity & Equity on management training and a summer intern program; and supports Minority, Women, and Emerging Small Businesses (MWESB) in its procurement processes.

The FREDs division continues to provide resources for the annual County/ City Diversity Conference by encouraging and supporting FREDs staff who organize and co-chair the conference planning committee.

Facilities & Property Management actively connects to and works with MWESB communities and agencies in its procurement processes. F&PM's priority is to ensure the collaboration, solicitation, and partnership with MWESB contractors, vendors, and suppliers in order to meet the annual division goal of 98% participation in its contracts and/or procurements by these businesses.

Facilities & Property Management further promotes the MWESB program through the Good Faith Effort Program (partnering with County Purchasing) by making subcontractors aware of County construction projects so that they have ample time to provide bids to prime contractors. This action ensures diverse construction contracting opportunities with Multnomah County.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Business Services	1,589,439	0	0	10.00
Information Technology	0	45,933,808	45,933,808	165.14
Fleet, Records, Electronics, Distribution and Stores	0	19,017,563	19,017,5643	49.00
Facilities	0	86,428,917	86,428,917	85.50
<b>Total County Assets</b>	<b>\$1,589,439</b>	<b>\$151,380,288</b>	<b>\$152,969,727</b>	<b>308.64</b>

*Includes cash transfers, contingencies, or unappropriated balances.*

## Information Technology

County Information Technology's (IT) mission is to leverage technology to drive innovation, efficiency, and cost savings. IT's vision is to provide residents and County employees the information they need, any time, any place.

IT has worked hard to define a mission and vision that focuses on providing the services and technologies that County residents and employees deserve, at a cost they can afford. The mission and vision will be key in guiding the development of the County's FY 2012 IT initiatives--especially the planned mobile technology strategy to support mobile workforce initiatives in departments. This solid framework will empower IT employees to solve County business challenges through focus on priority projects and through embracing new technologies to improve service and reduce costs.

Information Technology manages 4,949 PCs and laptops, 252 servers, 173 physical servers, 118 network circuits, and approximately 223 business applications. IT Staff support business applications spanning primary health care, social services, transportation and bridges, facilities, finance, payroll, benefits, animal services, emergency management, assessment and taxation, land use planning, jail management, and community justice. County employees using these systems are located in 96 different sites across the County, and the technologies required are as diverse as are the lines of business.

## Significant Changes

Significant changes for FY 2012 include:

- Changing the way IT charges for variable telecommunications services--pagers, cell phones, and moves/adds/changes. Going forward, these expenditures will be directly budgeted and managed in departments rather than by the IT organization.
- Changing the way that the County manages and uses multi-function devices (copiers). This function was transferred from County Purchasing to IT.
- Using \$2.8 million of IT Fund beginning working capital to "buy down" IT rates for departments.
- Re-assigning roles and responsibilities within several IT work teams to better align with new technologies and to meet project requirements. These changes are driven by a) the decommissioning of three legacy technologies; and b) the realignment of resources to meet customer and project requirements without increasing overall costs.
- The executive budget includes \$1.5 million of one-time funds for three priority IT projects: SAP improvements; electronic employee benefits selection capabilities; and an electronic property and portfolio management system.

### Fleet, Records, Electronics, Distribution and Stores (FREDS)

Fleet, Records, Electronics, Distribution and Stores (FREDS) Division provides operational support services to County departments, agencies and other local governments. FREDS programs impact the delivery of most County services and the productivity of every employee. FREDS emphasizes economies of scale by sharing assets and skills across County programs and by sharing fixed costs through service provisions to over 60 non-county agencies. FREDS generated \$1,429,479 in outside revenue in FY 2010.

- Fleet Services - maintains and manages over 700 vehicles of various types and supports over 500 vehicles from other government agencies.
- Records and Archive Management - develops and maintains record retention schedules to ensure that all legal and administrative requirements are met. The program manages over 121 million documents dating back to 1855.
- Electronic Services - designs, installs and maintains jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment.
- Distribution Services - provides pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts.
- Stores - centralizes product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, thus reducing the total effort and costs associated with materiel acquisitions.

### Significant Changes

For FY 2012 the FREDS division is moved from the Department of County Management to DCA.

The division experienced a significant reduction to vehicle replacement funds with the termination of the County's IGA with Metro. The agreement ended on July 1, 2010 and required the County to refund all funds collected for vehicle replacement not used for vehicle purchases. The refund amount of \$540,567 was paid to Metro on July 1, 2010.

The County will add four all-electric vehicles to the fleet. This effort is in collaboration with ECOtality. This is a private non-profit that received federal stimulus money to install public charging stations in several states, including Oregon. Public charging stations are planned for the Multnomah Building parking garage and Hillsdale, Capital Hill, Rockwood and Midland libraries. The installation includes charging stations for County Fleet.

Records Program converted its records retention/retrieval system from a physical to a virtual server, reducing server costs by 75% or \$17K annually.

One FREDS management position will be eliminated through the Multnomah Evolves initiative.



## Facilities and Property Management

The Facilities and Property Management Division (FPM) provides and maintains safe, cost efficient space for all County programs. FPM manages over 3 million square feet of general office, library, court, jail, probation, clinic, shop, warehouse and other types of specialized space largely owned by the County in over 130 locations. FPM oversees the long-term capital requirements of these building assets through a balance of capital management and building disposition strategies. FPM emphasizes sustainable practices through ongoing energy conservation projects, leadership in County recycling, sustainable procurement, and Green Building construction practices.

Specific direct services provided by FPM include:

Property management and customer service; full maintenance provided by internal trade groups and contracted services; lease administration; county facilities strategic portfolio management; project management for capital projects; and response to facility related emergencies throughout the year.

The greatest challenge is balancing needs of a large, diverse and aging portfolio with program operations while protecting the value of taxpayer assets. FPM proposes to work with the Board and departments during the next year to plan for a sustainable portfolio and then recommend transactions, redevelopments or projects to move the County to a financially sustainable building model. Funding for this planning project is included in a one-time-only program (offer 72077 - \$150,000).

## Significant Changes

Significant changes for FY 2012 include:

- Facilities & Property Management is moved from the Department of County Management to DCA.
- Increase available Beginning Working Capital by \$400,000 to \$1.9 million to subsidize County facility charges to customers (offer 72066).
- Reduction in Cash Transfer (over \$5 million) from Facilities Management Fund to two Capital Funds due to change in GASB 54 reporting requirements. Revenue now goes directly to Capital Funds.
- Convert 1.00 limited duration Manager 2 position, assigned to policy level projects, to a permanent employee to lead and manage departmental facility planning and to manage other ongoing projects involving department and policy stakeholders (offer 72066).
- Two new limited duration positions: 1.00 Facilities Dispatcher to implement recommendations of 2009 Facilities Inventory Audit (offer 72068); 1.00 Facilities Specialist 3 to manage Deferred Maintenance Bond projects (offer 72070).
- One management position will be eliminated through the Multnomah Evolves initiative.

### Department of County Assets

The following table shows the programs that make up the department's total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
78000	Department Management	\$0	\$2,266,811	\$2,266,811	2.00
78001	Business Services	1,037,966	0	1,037,966	6.00
78002	Department Human Resources	551,473	0	551,473	4.00
<b>Facilities &amp; Property Management</b>					
78003	Facilities Administration and Business Services	0	2,151,082	2,151,082	15.00
78004	Facilities Debt Service and Capital Fee Pass-Through	0	6,545,800	6,545,800	0.00
78005	Facilities Operations and Maintenance	0	5,852,094	5,852,094	48.00
78006	Facilities Property Management	0	7,863,224	7,863,224	6.50
78007	Facilities Capital Operating Costs	0	1,855,819	1,855,819	14.00
78008A	Facilities Capital Improvement Program (CIP)	0	38,532,551	38,532,551	0.00
78008B	Facilities OTO - 8% CIP & AP Increase	0	448,234	448,234	0.00
78009	Facilities Capital Asset Preservation (AP)	0	7,016,022	7,016,022	0.00
78010	Facilities OTO - LID Assessment	0	380,000	380,000	0.00
78011	Facilities Building Materials and Services	0	4,408,682	4,408,682	0.00
78012	Facilities Utilities Pass-Thru	0	6,100,000	6,100,000	0.00
78013	Facilities Lease Management	0	5,275,409	5,275,409	2.00
<b>Fleet, Records, Electronics, Distribution, and Stores</b>					
78016	FREDS Administration	0	616,566	616,566	3.59
78017	FREDS Fleet Services	0	4,763,855	4,763,855	12.90
78018	FREDS Fleet Vehicle Replacement	0	3,886,049	3,886,049	0.00
78019	FREDS Records Section	0	900,318	900,318	4.40
78020	FREDS Distribution Services	0	1,864,753	1,864,753	7.40
78021	FREDS Materiel Management	0	5,357,150	5,357,150	12.20
78022	FREDS Motor Pool	0	491,560	491,560	2.41
78023	FREDS Electronic Services	0	1,137,312	1,137,312	6.10

# County Assets

fy2012 adopted budget

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>Information Technology</b>					
78024A	IT Innovation and Investment Fund	0	7,438,752	7,438,752	0.00
78025	IT Strategic Modernization Projects	0	4,233,353	4,233,353	0.00
78026	IT Planning, Projects & Portfolio Management	0	3,328,055	3,328,055	22.00
78027	IT Data Center	0	4,154,136	4,154,136	20.25
78028	IT Help Desk Services	0	960,768	960,768	8.90
78029	IT Telecommunications Services	0	3,670,981	3,670,981	7.50
78030	IT Network Connectivity	0	2,863,299	2,863,299	7.50
78031	IT Desktop Services	0	3,131,600	3,131,600	25.00
78032	IT Desktop Assets	0	1,809,951	1,809,951	0.00
78033	IT Health and Human Services Application Services	0	2,588,545	2,588,545	18.00
78034	IT Public Safety Application Services	0	2,396,261	2,396,261	18.00
78035	IT General Government Application Services	0	1,001,538	1,001,538	5.66
78036	IT Enterprise Application Services	0	4,106,309	4,106,309	21.33
78037	IT SAP Support Team	0	1,983,449	1,983,449	9.00
	<b>Total County Assets</b>	<b>\$1,589,439</b>	<b>\$151,380,288</b>	<b>\$152,969,727</b>	<b>308.64</b>

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**Lead Agency:** Department of County

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

IT department management provides leadership, strategic direction, and operational accountability, so County employees, business partners, elected officials and citizens have information when & where they need it with high reliability and at a reasonable cost. Employee management and oversight as well as project oversight are provided.

**Program Description**

The IT department management office is accountable for leadership in the reliable delivery of IT services and spending that is aligned with county priorities. In addition, it also ensures the implementation, measurement and continuous improvement of IT service management processes, provides governance for delivering projects according to commitments, provides a roadmap for future technology and ensures a skilled and motivated IT workforce. This offer contains a contingency value of \$1.7 million for unplanned equipment replacement or emergency needs.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Performance Evaluations completed per County Requirement	0	164	164	165
Outcome	Percent of quarterly Top 25 projects completed as projected	0.0%	50.0%	0.0%	60.0%

**Performance Measure - Description**

Output - measures the number of performance appraisals completed for IT staff per county requirement

Outcome - measure % of high priority IT projects completed per quarterly projections. Provides focus on projects that are of the highest priority to the county.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$499,015	\$0	\$306,622
Contracts	\$0	\$100,000	\$0	\$25,000
Materials & Supplies	\$0	\$428,217	\$0	\$48,341
Internal Services	\$0	\$1,982,200	\$0	\$1,886,848
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$1,686,393	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,695,825</b>	<b>\$0</b>	<b>\$2,266,811</b>
<b>Program Total:</b>	<b>\$4,695,825</b>		<b>\$2,266,811</b>	
Program FTE	0.00	1.00	0.00	2.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,531,787	\$0	\$2,116,514
Other / Miscellaneous	\$0	\$3,164,038	\$0	\$150,297
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,695,825</b>	<b>\$0</b>	<b>\$2,266,811</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79003, IT Division Management

**Lead Agency:** Department of County

**Program Contact:** Mike Waddell

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** One-Time-Only Request, In Target

**Executive Summary**

The Department of County Assets (DCA) Business Services unit provides a variety of administrative and business support services for the Departments of County Assets and County Management; support is also provided to the Board of County Commissioners and several NonDepartmental Offices. Business Services supports a complex array of internal service programs/functions allowing department leadership and elected officials to focus on delivering their core services.

**Program Description**

This program aligns with business services functions in other departments allowing programs and elected officials to leverage administrative resources. Business Services reports to DCA and supports the operational activities of this department and DCM by providing budget planning, contracts administration, accounts payable/receivable processing and general administrative support to a diverse array of programs. Support also encompasses the coordination, development and analysis of the department's complex budget and the administration of other department-wide financial functions including collaboration with departmental partners in the review of Administrative Procedures, policies and the implementation of best practices. Business Services serves as the liaison to all internal services coordinating the provision of Information Technology, Facilities and FREDS support. Business Services also provides administrative support (contract administration, payment processing, travel planning, timekeeping, etc) to the Board, their staff and other Offices reporting to the Multnomah County Chair. Business Services staffs the DCM Citizens Budget Advisory Committee (CBAC) and represents the department on several county-wide workgroups and committees including Climate Action Plan, Emergency Management, Continuity of Operations (COOP) and County Operating Council.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of contracts executed by start of contract	0.0%	0.0%	90.0%	95.0%
Outcome	Percent of AP invoices paid on time	0.0%	85.0%	80.0%	85.0%
Outcome	Percent of AR receipts posted in current period	0.0%	0.0%	100.0%	100.0%
Efficiency	Percent of grant reports submitted on time	0.0%	0.0%	100.0%	100.0%

**Performance Measure - Description**

✔ **Measure Changed**

Contract support to DCM and NonDepartmental is a relatively new FY11 function. Percent of contracts executed on time is a new measure reflecting quality of performance.

Invoices Paid on Time is the percentage of invoices paid within 30 days of the invoice date and measures the timeliness of the accounts payable process. The county-wide performance of this measure has historically been about 85%. This should be achievable once all DCM and NonDepartmental customers become acclimated to the new Business Services central payment process.

Accounts Receivable performance measures the percentage of receipts posted and recognized in the correct accounting period.

Grant reporting support to DCM and NonDepartmental is a relatively new function in FY11; percent of grant report submitted on time is a new measure reflecting performance quality and grant compliance.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$475,929	\$0	\$610,411	\$0
Contracts	\$0	\$0	\$350,000	\$0
Materials & Supplies	\$12,129	\$0	\$17,883	\$0
Internal Services	\$37,690	\$0	\$59,672	\$0
<b>Total GF/non-GF:</b>	<b>\$525,748</b>	<b>\$0</b>	<b>\$1,037,966</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$525,748</b>		<b>\$1,037,966</b>	
Program FTE	4.50	0.00	6.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by County General Funds and originated by shifting existing operating resources and general fund budget from other DCM programs. Professional services includes \$350K of one-time-only resources for Assets Strategic Plan and DCA transition planning.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72004, DCM - Business Services

In FY12 the structure of DCM Business Services is changing to reflect the Chair's Multnomah Evolves Initiative. This program formerly reported to the DCM Director; it will be moved to the Department of County Assets (DCA) and combine with the Information Services administrative support team providing support to DCA, DCM and nonDepartment as part of a new Administrative Services Hub. This program reflects an additional 1.5 of FTE as compared to FY11. Human Resources contributed 1.0 FTE in two equal installments of .50 at the beginning of FY11 and .50 at the end of FY11; increase in FY12 FTE compared to FY11 is due to this previous action. Additionally, 1.0 FTE was moved from the Director's Office to Business Services as part of the FY11/FY12 plan to achieve greater efficiencies by "centralizing" administrative and support functions for DCA, DCM and Non Department entities as noted above. Net change in FTE is 1.50 increase which is still budget-neutral.



**Lead Agency:** Department of County

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Department's Human Resources Unit provides a variety of direct HR services and support to managers, supervisors and employees, including recruitment and selection, HR administrative functions, consultation addressing management/employee labor relations issues, and leadership for department-wide initiatives such as succession planning and policy implementation.

**Program Description**

This program provides a full range of HR services to over 380 permanent and temporary/on-call DCM employees. Represented employees are covered by 3 labor contracts. Customer groups include corporate offices and countywide internal service divisions. In addition, this program performs personnel transactions and leave administrative functions to the 290 employees from the Office of Information Technology/Non-Departmental.

DCM HR key responsibilities include:

- Lead and advise customer groups to create and strengthen a positive work climate that values: diversity and cultural competency, effective communication between employees and managers, excellent customer service, staff development and growth, clear performance expectations and recognition of exceptional work performance;
- Manage the recruitment and selection processes;
- Coordinate new employee orientation and on-boarding programs; coordinate employee voluntary and involuntary termination activities and exit interviews;
- In conjunction with the Employee Benefits Office, administer FMLA, OFLA and other leave programs; coordinate with the Worker's Compensation Program and Employee Benefits Program;
- Maintain employee personnel records and provide HR data and reporting to support HR functions and organizational needs;
- Consult with managers and employees concerning employee and labor relations issues, including performance management, discipline and grievances processes, and dispute resolution;
- Manage the lay-off processes when necessary, including seniority/bumping activities and transition/replacement guidance to employees and supervisors;
- Advise managers and employees on interpretation and application of HR policies, collective bargaining agreements, and applicable labor laws and regulations governing public sector employment;
- Lead department-wide initiatives, such as Performance Planning & Review (PPR) and succession planning; coordinate with Central HR to implement countywide human resource initiatives.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of all recruitments	72	85	75	80
Outcome	% of employees who successfully completed probation, except for layoff/bumping.	99.0%	98.0%	99.0%	99.0%
Output	Number of FMLA/OFLA leave requests.	222	260	260	280
Output	Number of personnel transactions in SAP.	892	1,500	1,500	1,200

**Performance Measure - Description**

Number of all recruitments reflects all department divisions.

Output measures for leave requests and personnel transactions are added to reflect significant program activities and workload.

Personnel transactions in SAP are essential to maintain the formal electronic personnel record of each employee, and include data pertinent to new hires, terminations, promotions, pay status, seniority and other employment actions and employee information. Increased personnel transactions reflects employee and organizational movement based on the County's continued efforts to manage services using best practices.

## Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$546,524	\$0	\$451,894	\$0
Contracts	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$10,500	\$0	\$18,692	\$0
Internal Services	\$135,209	\$0	\$75,887	\$0
Total GF/non-GF:	<b>\$697,233</b>	<b>\$0</b>	<b>\$551,473</b>	<b>\$0</b>
Program Total:	<b>\$697,233</b>		<b>\$551,473</b>	
Program FTE	5.00	0.00	4.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72060, Central Human Resources - DCM/IT/Non-Departmental HR Unit  
 The DCM Human Resources Unit was previously budgeted in the Central HR Division.

In FY11, this program served both the Department of County Management and the Office of Information Technology/Non-departmental customer groups. In FY12 each department will have a separate HR Unit, and 1.0 FTE HR Analyst Sr. from the Department of County Management will transfer to the Information Technology/Non-departmental HR Unit.

In FY12 the structure of the DCM Business Services and DCM Human Resources support units is changing to reflect the Chair's Multnomah Evolves Initiative. Both work units are being moved to the DCA and will combine with similar functions in the Information Services Division. DCA, DCM and NonDepartmental HR and Business Services support will be provided through the new Administrative Services Hub reporting to DCA.

**Lead Agency:** Department of County

**Program Contact:** Bob Thomas

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Facilities Administration and Business Services Program provides expert facilities guidance to County executives and clients while directing and supporting the strategies, policies and operations of the Division. This program administers the County's real estate portfolio strategies, capital allocation and investment strategies, and operational business strategies. The teams develop, promote and provide guidance on industry best practices; portfolio analysis; capital allocations and investments; asset valuations; pricing policy; occupancy administration; maintenance strategies; operational performance measurements and targets; benchmarking of portfolio and asset performance; strategies for continuous improvement; and optimal investment decisions for acquisition, construction, renovation, leasing, utilization, maintenance and disposition activities.

**Program Description**

The Facilities Administration team provides strategic direction, administration and management support for the programs, functions and activities of the Division. The Administration Office is responsible for maximizing the value of Multnomah County's portfolio of owned and leased assets by developing strategies based on the goals and objectives of the owner (taxpayer) and balancing competing stakeholder objectives.

The Business Services teams ensure consistency, quality, and cost effectiveness in program execution. They manage the Division's budget supporting the annual work plan, overseeing financial policies and internal controls ensuring accurate and timely accounting of all revenue and expenditures. They also provide contract and procurement support including initiatives that foster partnerships with both Qualified Rehabilitative Firms (QRF) and Minority, Women and Emerging Small Business (MWESB) contractors. The data management team maintains accurate and detailed building data and Computer Aided Drafting/Design (CAD) support of all County buildings, as well as, develop cost-effective plans for managing Facilities technology and data.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	MWESB Contracts awarded	98.0%	98.0%	98.0%	98.0%
Outcome	Percent of Invoices paid on-time within Std Net30 terms	91.0%	85.0%	90.0%	90.0%

**Performance Measure - Description**

MWESB contracts are those that ensure uniform access to all public contracting dollars. Facilities awards over 98% of its remodeling/construction contracts with state certified MWESB firms.

Facilities processes over 10,000 payments (direct pays, 3 way matches and invoices) annually. It is both our goal and mandate to pay invoices and process documents within 30 days.

## Legal/Contractual Obligation

By State law we are mandated to utilize QRF firms to perform services Janitorial, Landscaping and other services that allow individuals who would otherwise not have gainful employment. PCRB rules also outline strategic initiatives to ensure MWESB are included in solicitations. Facilities has over \$7,000,000 in operational contracts, of which \$3.0M are QRF contracts.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$1,595,616	\$0	\$1,635,861
Contracts	\$0	\$70,700	\$0	\$50,850
Materials & Supplies	\$0	\$71,545	\$0	\$67,234
Internal Services	\$0	\$437,696	\$0	\$397,137
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,175,557</b>	<b>\$0</b>	<b>\$2,151,082</b>
<b>Program Total:</b>	<b>\$2,175,557</b>		<b>\$2,151,082</b>	
Program FTE	0.00	15.00	0.00	15.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,043,643	\$0	\$2,151,082
Other / Miscellaneous	\$0	\$120,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,163,643</b>	<b>\$0</b>	<b>\$2,151,082</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72066, Facilities Administration and Business Services

One additional FTE added to serve as Facilities Board Policy Liaison and for development of asset business plans. Funding for this position is within the Facilities rate structure.

**Lead Agency:** Department of County

**Program Contact:** Colleen Bowles

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Facilities and Property Management (FPM) pays debt service and capital cash transfers which are administratively “passed-through” as an expense to County departments as building charges to the respective tenants in those facilities.

**Program Description**

FPM manages the Countywide building portfolio for debt and capital cash transfer expenses. Due to allocations needed by departments for Federal/State/Local grants these expenses are reallocated back to the tenants either occupying or leasing the facility. This process equitably distributes costs between County departments and ensures that facilities costs for grant-funded projects are appropriately charged to those grants and not subsidized by the County General Fund.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Internal Services	\$0	\$6,241,097	\$0	\$6,017,772
Cash Transfer	\$0	\$5,855,000	\$0	\$528,028
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$12,096,097</b>	<b>\$0</b>	<b>\$6,545,800</b>
<b>Program Total:</b>	<b>\$12,096,097</b>		<b>\$6,545,800</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$12,096,097	\$0	\$6,717,973
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$12,096,097</b>	<b>\$0</b>	<b>\$6,717,973</b>

## Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to debt and capital cash transfers. We receive reimbursement through internal client service funds.

## Significant Program Changes

**Last year this program was:** #72067, Facilities Administrative Pass-Through

Changes in accounting rules from the Government Accounting Standards Board (GASB) have significantly changed how cash transfers are reported. GASB Statement 54 provides guidance for Restricted Fund Balance Reporting which identifies amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation. Due to this new rule, over \$5,000,000 of capital funds are no longer transferred through Facilities Operations Fund 3505, but instead those funds are transferred directly from clients funds into Capital Improvement (2507) and Asset Preservation (2509) funds respectively.

**Lead Agency:** Department of County  
**Program Offer Type:** Existing Operating  
**Related Programs:** 78005, 78011, 78012

**Program Contact:** Jon Schrotzberger

**Program Characteristics:** In Target

**Executive Summary**

Facilities Operations and Maintenance works to keep the County's facilities functioning well and available for use by County programs. The section consists of 8 trade groups, a dispatch/call center as well as supervisory and compliance support personnel, totaling 50 FTE (includes a Limited Duration position). We are applying strategic innovations to exceed industry standards of service & value. While aggressively managing our resources to reduce our environmental impact, we are providing leadership in controlling costs.

**Program Description**

Facilities Operations and Maintenance works to:

- 1} Ensure buildings and associated services are in a safe operating condition.
- 2} Develop and execute preventive maintenance plans and procedures that maintain and improve the value of County facilities.
- 3} Ensure that the condition of all occupied buildings meets fire/life safety, environmental compliance and other regulatory requirements. Work with County safety to reduce complaints and claims.
- 4} Provide leadership in sustainability efforts:  
 Continue improvement in energy management and building automation functions to increase energy conservation while maintaining occupant comfort.

Develop renewable energy, resources such as the 1 million kwh of electricity generating solar panels on County roof systems.

Expand energy conservation efforts including heat recovery at the Inverness laundry, building automation system upgrade projects and lighting system improvements accomplished with Energy Trust of Oregon partnership.

- 5} Support Multnomah County's emergency preparedness and incident command system by providing services which allow continuous operations in inclement weather and during incident recovery.
- 6} Provide access and security administration for all non-correctional facilities
- 7} Maintain accurate databases related to this section's performance and report results and improvement plans quarterly.
- 8} Coordinate and administer mandated training and regulatory certifications as needed to keep the staff current at the highest possible qualification of the trade/technology.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Coordinate Training Classes	30	30	30	30
Outcome	Scheduled Maintenance as percentage of total maintenance work	50.0%	60.0%	60.0%	70.0%
Efficiency	Billable hours as a percentage of total available labor hours	75.0%	75.0%	76.0%	78.0%
Outcome	Scheduled maintenance done on time	90.0%	90.0%	93.0%	95.0%

**Performance Measure - Description**

Training classes include compliance with regulatory and safety requirements, as well as technical growth and continuing education supporting innovation and quality improvement.

Increasing scheduled work (including regulatory inspections and preventive maintenance) as a percentage of total work produces and demonstrates a decrease in reactive work due to service outages and costly unplanned repairs. This shift to planned activities and our focus on bundling work for scheduled visits improves productivity as demonstrated by the billable hours measurement.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$5,176,180	\$0	\$5,189,474
Contracts	\$0	\$64,000	\$0	\$51,000
Materials & Supplies	\$0	\$196,160	\$0	\$133,197
Internal Services	\$0	\$420,481	\$0	\$337,569
Unappropriated & Contingency	\$0	\$0	\$0	\$140,854
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,856,821</b>	<b>\$0</b>	<b>\$5,852,094</b>
<b>Program Total:</b>	<b>\$5,856,821</b>		<b>\$5,852,094</b>	
Program FTE	0.00	49.00	0.00	48.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,138,761	\$0	\$5,852,094
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,138,761</b>	<b>\$0</b>	<b>\$5,852,094</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. An additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services that are beyond basic building needs.

## Significant Program Changes

**Last year this program was:** #72068, Facilities Operations and Maintenance - Cost Centers

DCM - Facilities Maintenance & Operations.

1} Mobile Asset Management - an innovative paperless dispatch program, initiated in FY '08 with Program Offer #72045, is scheduled to be fully operationalized in FY '12. The labor efficiency gained in this project supports our comprehensive preventive maintenance program.

2} We have added a Limited Duration staff in our Dispatch office to assist with the Inventory roll-out scheduled for FY '12 (see PO #72074 for performance metric).

3} We will be applying ARRA funded improvements to energy management and building automation functions throughout FY'11 and monitoring / reporting the results during FY'12.

4} O&M staff involvement in Multnomah County's Emergency Preparedness and Incident Command System is increasing. Because we host the process of inclement weather response that maintains the necessary continuous operations of Multnomah County, our work becomes a template for other types of incident recovery.



**Lead Agency:** Department of County

**Program Contact:** Colleen Bowles

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Property Management team is comprised of 6.5 Property Managers who are responsible for over 3,000,000 square feet of County building space and serve as the primary facilities contact for departments and agencies.

**Program Description**

Property Managers ensure all building users (internal and external) have a single, visible and accessible point of contact for facilities services. Each have direct oversight of their respective departmental portfolios and assist in annual budget development and contract administration (janitorial, landscaping, security, etc...), as well as supporting the Division's operational and Capital Improvement Project activities. They are each responsible for delivering a proactive and oftentimes, round the clock, response for operational needs (contractor access, program support, public meetings, ) as well as responding to emergencies such as inclement weather and other regional events.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Customer Service Satisfaction Rating	90.0%	90.0%	95.0%	95.0%
Outcome		0	0	0	0

**Performance Measure - Description**

Facilities customers are emailed a link for a Zoomerrang Customer Service satisfaction survey. Replies and results are reviewed and utilized for continuous quality improvement.

## Legal/Contractual Obligation

We utilize Qualified Rehabilitation Firms (QRF) which perform janitorial, landscaping and other services and hire individuals who would otherwise not have gainful employment. Facilities has over \$7,000,000 in operational contracts, of which \$2.5M are QRF contracts.

Additionally, PCRБ rules also outline strategic initiatives ensuring MWESB firms are included in solicitations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$784,005	\$0	\$806,407
Contracts	\$0	\$3,762,479	\$0	\$5,058,118
Materials & Supplies	\$0	\$916,923	\$0	\$1,424,234
Internal Services	\$0	\$600,761	\$0	\$574,465
Total GF/non-GF:	<b>\$0</b>	<b>\$6,064,168</b>	<b>\$0</b>	<b>\$7,863,224</b>
Program Total:	<b>\$6,064,168</b>		<b>\$7,863,224</b>	
Program FTE	0.00	6.50	0.00	6.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$5,666,214	\$0	\$4,938,224
Intergovernmental	\$0	\$900,000	\$0	\$800,000
Other / Miscellaneous	\$0	\$625,000	\$0	\$2,125,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$7,191,214</b>	<b>\$0</b>	<b>\$7,863,224</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. An additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services that are beyond basic building needs.

## Significant Program Changes

**Last year this program was:** #72069, Facilities Property Management Building Operations

In FY 2011, Property Manager FTE was included in Program Offer 72066. This program offer now includes both FTE's and the related contracts.

**Lead Agency:** Department of County  
**Program Offer Type:** Internal Service  
**Related Programs:** 78008A, 78009, 78008B  
**Program Characteristics:** In Target

**Program Contact:** John Lindenthal

### Executive Summary

The Capital Program Section provides the County with a long-term replacement plan for the major building systems in each of our buildings. The program prioritizes required work within available resources and provides all of the required construction, renovation and capital maintenance work in these buildings. The Strategic projects section is responsible for upfront planning and development of ideas, concepts and strategies for space optimization and various portfolio options. The majority of the funding for this Offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees.

### Program Description

The Capital Program Section is mainly funded by the Capital Improvement Program (#72071A), (72071B) and the Asset Preservation (#72072) Program Offers. The Section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding, which permits the completion of improvements in carefully planned approach. The Section provides project management services including planning, design, and construction services. Project Managers ensure compliance with policies and statutory requirements such as, Federal, State and local regulations, Green Building policies, Minority Women Emerging Small Business (MWESB) policies and incorporate sustainable practices in accordance with County policies and the Climate Action Plan (CAP). Project managers are also responsible for coordinating project activities with building users (both internal and external users), consultants and contractors and are a resource for improving service delivery programs' operations in association with capital improvements. The Strategic Projects Section develops, evaluates and recommends various planning options for a cost effective portfolio. The result is buildings that are usable and functional for their intended uses. Project Managers assure that County capital projects are completed as planned and within their approved budgets. The Project Manager duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, etc.), include Service Request work from Departments, while taking into account the needs of operating programs and the need to accomplish work in a cost effective manner.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Output Completed Projects Program offers 72071A, 72071B and 72072 combined)	69.9%	85.0%	81.1%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1*	60.0%	60.0%	60.0%	66.7%
Outcome	Project Management Costs (\$/hr)	95	91	91	91

### Performance Measure - Description

Completed projects (Program offers 72071A, 72071B & 72072 combined). The measures for completed projects and project management costs encompass both the Capital Improvement Program (CIP) and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted stand-alone projects that are scheduled (planned) to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY10, there were significant planned project delivery impacts due to American Recovery and Reinvestment Act (ARRA) Stimulus projects. In FY11 to date, we continue making progress in project completion metric. Unplanned and unscheduled work continues to affect planned projects completion.

\*A Tier 1 building is designated for long-term retention and meets current County standards. (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to Tier 1 status and East County Courts (ECC) being completed in FY12. Also, although, it is anticipated that the Penumbra Kelly Bldg. will be on the market in FY12, it is uncertain a transaction will close in FY12. This is one of a small number of other opportunities being evaluated at this time. Therefore, only the MCIJ buildings move and ECC have been added to the metric calculation. Comparable project management costs at the City of Portland will be \$106/hr in FY12.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$1,633,508	\$0	\$1,720,285
Contracts	\$0	\$55,000	\$0	\$55,000
Materials & Supplies	\$0	\$34,590	\$0	\$45,114
Internal Services	\$0	\$51,420	\$0	\$35,420
Capital Outlay	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,774,518</b>	<b>\$0</b>	<b>\$1,855,819</b>
<b>Program Total:</b>	<b>\$1,774,518</b>		<b>\$1,855,819</b>	
Program FTE	0.00	14.00	0.00	14.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$1,229,716	\$0	\$1,855,819
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,229,716</b>	<b>\$0</b>	<b>\$1,855,819</b>

## Explanation of Revenues

The Capital Improvement Program is primarily funded through a fee structure based on the rentable square footage of County owned facilities. The fee is at the FY11 rate of \$2.75 psf.

The Capital Improvement Program receives some revenues from Energy Trust Incentives and Business Energy Tax Credits (BETC) from the State of Oregon.

Additional funding may be recognized through Federal Grant, Financing Proceeds, Inter Governmental Agreement, Interest Earnings and Sales to the Public.

## Significant Program Changes

### Last year this program was:

Last year this program was: #72070, Facilities Capital Operating Costs. A limited duration project manager has been hired to provide additional resources on the deferred maintenance bond projects.

**Lead Agency:** Department of County **Program Contact:** John Lindenthal  
**Program Offer Type:** Internal Service  
**Related Programs:** 78007, 78008B

**Program Characteristics:**

**Executive Summary**

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II\* and III\*(substandard) buildings. The Program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities.

**Program Description**

The Capital Improvement Program (CIP) creates an annual 5-year Capital Plan that focuses on the County's 17 primary owned Tier II\* and III\*\* buildings. The plan works in conjunction with the Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities. \*A Tier II building is one that is a desirable part of the County's long-term portfolio but has significant deferred maintenance needs which must be addressed. \*\*A Tier III building is one that is not economical or impractical to bring to County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible. The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building. The 5-year CIP Plan sets clear goals and fosters communication with departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. In FY10, the Facility Asset Management Evaluation (FAME) database projected a need of \$4.58/sq.ft. annually over a 30 year period excluding seismic. If seismic was included, it almost doubles the need. We use the FAME database as one indicator to determine building needs. Currently the rate for FY11 is \$2.75/sq.ft. and will be \$2.75/sq. ft. in FY12. The 8% increase in the rate for FY12 is in program offer 72071B. In addition to the annual increases, additional funding sources are needed.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Completed CIP Projects	67.2%	85.0%	78.9%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I*	60.0%	60.0%	60.0%	66.7%
Outcome	Project Management costs (\$/hr)	95	91	91	91

**Performance Measure - Description**

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY10, there were significant planned project delivery impacts due to American Recovery and Reinvestment Act (ARRA) Stimulus projects. In FY11 to date, we continue making progress in project completion metric. \*A Tier I building is one which is designated for long-term retention and which meets current County standards. (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to tier 1 status and East County Courts (ECC) being completed in FY12. Also, although, it is anticipated that the Penumbra Kelly Bldg. will be on the market in FY12, it is uncertain a transaction will close in FY12. This is one of a small number of other opportunities being evaluated at this time. Therefore, only the MCIJ buildings move and ECC have been added to the metric calculation. Comparable project management costs at the City of Portland will be \$106/hr in FY12.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$0	\$0	\$109,951
Contracts	\$0	\$1,206,000	\$0	\$800,000
Materials & Supplies	\$0	\$826,000	\$0	\$3,700,000
Internal Services	\$0	\$25,000	\$0	\$475,000
Capital Outlay	\$0	\$45,275,900	\$0	\$33,447,600
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$47,332,900</b>	<b>\$0</b>	<b>\$38,532,551</b>
<b>Program Total:</b>	<b>\$47,332,900</b>		<b>\$38,532,551</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,000,000	\$0	\$4,679,274
Intergovernmental	\$0	\$1,981,000	\$0	\$1,019,700
Other / Miscellaneous	\$0	\$43,351,900	\$0	\$32,833,577
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$47,332,900</b>	<b>\$0</b>	<b>\$38,532,551</b>

## Explanation of Revenues

BWC includes \$9.1M restricted Portland Dev Commission Bridge ramp project carryover & East County Court project carryover estimated at 12.6M and \$2M sale proceeds for Kelly Bldg.  
 \$150K Direct Fed for reimbursement on Hydro Electric study  
 \$1.5M Fed thru State for continuing reimbursement on ARRA HRS & BAS projects  
 \$140K IG Charges for Service is the Final payment on Jail Bed rental from Clackamas and Washington Counties  
 \$529K IG Charges for Service is shared cost reimbursement from City of Portland at MCDC  
 Cash Transfer and Intl Svc Reimbursement is program fee collected at \$2.75 psf on all Tier 2 & 3 Owned Primary square feet

## Significant Program Changes

### Last year this program was:

Last year this program was: #72071, Facilities Capital Improvement Program (CIP).

This year, a One-Time-Only (OTO) Program Offer 72071B includes the rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the CIP will be insufficient to meet future building needs. In addition, periodic infusions of additional funds and/or other funding strategies will be needed.

Also, there is one Full-Time-Employee (FTE) limited duration that is funded from this program offer. This person is working on the deferred maintenance bond projects.

**Lead Agency:** Department of County  
**Program Offer Type:** Innovative/New Program  
**Related Programs:** 78007, 78008A, 78009  
**Program Contact:** John Lindenthal  
**Program Characteristics:** One-Time-Only Request, Out of Target

**Executive Summary**

This one-time-only program offer is the 8% increase in the Capital Improvement Program (CIP) and Asset Preservation (AP) programs.

The 8% annual increases are as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the Capital Improvement Program (CIP) and Asset Preservation (AP) funds will be insufficient to meet future building needs. In addition, periodic infusions of additional funds and/or other funding strategies will be needed.

The CIP and AP programs actively monitors, upgrades, and improves the County's building portfolio. The Program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities.

**Program Description**

This is a program offer to fund the 8% annual increase in the Capital Improvement Program (CIP) and Asset Preservation (AP) fees for FY12. The 8% increase amounts to approximately \$448,234 in FY12 and includes CIP funds of \$221,059 and AP funds of \$227,175.

Project list is as follows:

- Bldg. 101 - Court House - Heating Risers - Add Valves Piping \$142,059
- Bldg. 425 - Yeon Shops - Security System - \$30,000
- Bldg. 425 - Yeon Shops - Replace Variable Frequency Drives (VFD) - \$49,000

CIP Amount total = \$221,059

- Bldg. 414 - Elections - Replace Windows - \$200,000
- Bldg. 311 - Juvenile Justice Center (JJC) - Replace Flooring - \$27,175

AP Amount Total = \$227,175

This one-time-only (OTO) Program Offer includes the rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the Capital Improvement Program (CIP) and Asset Preservation (AP) funds will be insufficient to meet future building needs. In addition, periodic infusions of additional funds and/or other funding strategies will be needed.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

Performance Measures will tie to program offer 72071A.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Capital Outlay	\$0	\$0	\$0	\$448,234
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$448,234</b>
Program Total:	<b>\$0</b>		<b>\$448,234</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$448,234
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$448,234</b>

## Explanation of Revenues

One time only General Fund

## Significant Program Changes

Last year this program was:

NA



**Lead Agency:** Department of County  
**Program Offer Type:** Internal Service  
**Related Programs:** 78007, 78008B  
**Program Contact:** John Lindenthal  
**Program Characteristics:** In Target

**Executive Summary**

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I\* buildings safe, reliable, functional and efficient.

**Program Description**

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their individual needs. The program focuses on the County's 34 primary owned Tier I\* buildings and provides the funding to complete capital projects within these buildings. \*A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), Americans with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential. The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through upgrades in equipment, systems, and meeting of programs ever-changing needs. The program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. AP rates are still well below what is necessary to sustain the fund but are being raised on an incremental basis to achieve self-sustaining funding. As outlined in the Board- approved Facilities Strategic Plan, rates must be increased by 8% per year in order to create the needed reserves to address the projected needs of our Tier I buildings in the future. The current rate for FY11 is \$2.75/sq.ft. and will continue to be \$2.75/sq. ft. in FY12. The 8% increase in the rate for FY12 is in program offer 72071B. The AP Program creates an annual 5-year Capital Plan that focuses on the County's 34 owned Tier I buildings. It works in conjunction with the long-term Facilities Strategic plan. The Capital Plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Output Completed Projects	77.3%	85.0%	84.8%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I	60.0%	60.0%	60.0%	66.7%
Outcome	Project Management costs (\$/hr)	95	91	91	91

**Performance Measure - Description**

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in the current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY10, there were significant planned project delivery impacts due to American Recovery and Reinvestment Act (ARRA) Stimulus projects. In FY11 to date, we continue making progress in project completion metric. (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to Tier 1 status and East County Courts (ECC) being completed in FY12. Also, although it is anticipated that the Penumbra Kelly Bldg. will be on the market in FY12, it is uncertain a transaction will close in FY12. This is one of a small number of other opportunities being evaluated at this time. Therefore, only the MCIJ buildings move and ECC have been added to the metric calculation. Comparable project management costs at the City of Portland will be \$106/hr in FY12.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Contracts	\$0	\$125,000	\$0	\$300,000
Materials & Supplies	\$0	\$116,600	\$0	\$2,025,000
Capital Outlay	\$0	\$4,686,265	\$0	\$3,086,022
Unappropriated & Contingency	\$0	\$500,000	\$0	\$1,605,000
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,427,865</b>	<b>\$0</b>	<b>\$7,016,022</b>
<b>Program Total:</b>	<b>\$5,427,865</b>		<b>\$7,016,022</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$0	\$2,964,182
Other / Miscellaneous	\$0	\$5,427,865	\$0	\$4,051,840
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,427,865</b>	<b>\$0</b>	<b>\$7,016,022</b>

## Explanation of Revenues

Cash Transfer and Intl Svc Reimbursement is program fee collected at \$2.75 psf on all Tier 1 Owned Primary square feet.

## Significant Program Changes

### Last year this program was:

Last year this program was: #72072, Facilities Capital Asset Preservation (AP). This year, a One-Time-Only (OTO) Program Offer 72071B includes the rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the Asset Preservation will be insufficient to meet future building needs.

Also, (MCIJ) Multnomah County Inverness Jail, the Laundry and Storage (3 buildings) are being moved to Tier 1 status and East County Courts (ECC) being completed in FY12.

**Lead Agency:** Department of County **Program Contact:** Peggidy Yates

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** One-Time-Only Request, Out of Target, Climate Action Plan

### Executive Summary

The Multnomah County Board of Commissioners approved the Intergovernmental Agreement Between Multnomah County and the City of Portland for the Coordination of Activities Related to Construction and Operation of the Portland Streetcar Loop on May 20, 2010. Multnomah County's objective was to support this important regional transportation project that contributes to the reduction of green house gas emissions. The County position was to ensure that its participation had a net zero impact on the County's overall budget. Revenues flowing to the County as a result of the project were dedicated to the County Bridge Fund and expenses incurred for the Local Improvement District assessment was targeted to be paid by the General Fund through Facilities and Property Management (FPM). FPM is seeking \$380,000 to pay for the assessment scheduled to be levied in 2012.

### Program Description

The City of Portland is constructing the East Side Streetcar to connect to the existing Westside system. This project will support economic development in the Lloyd Center district and the near Eastside Industrial Urban Renewal District. In order for the City to connect the East Side Streetcar loop to the existing west side system, it is constructing tracks across the Broadway Bridge, the east/west approach to the bridge, as well as modifications to the Morrison and Hawthorne Bridge viaducts. A significant goal associated with the County's participation in the agreement with the City, was it would not place a financial burden on the County.

One of the financing mechanisms the City incorporated into the project was the formation of a Local Improvement District (LID). The formation of a LID allows the City to impose an assessment on properties adjacent to the new streetcar on the assumption that these properties will receive a benefit associated with increase customers and property values. Multnomah County owns and leases several properties that are incorporated in the newly formed LID. The assessment amount, in 2012 dollars, totals \$380,000 to be paid in the 2012 fiscal year.

The County understood its obligation to pay the assessment with the General Funds in exchange for the City of Portland providing the following compensation to the County for the granting the City an appropriate right of interest or right to construct water treatment facilities, environmental protections and an electrical substation and access pad in certain areas within the Morrison Bridge and Hawthorne Bridge cloverleaf ramps for \$310,000. In addition, the City agreed to an annual incremental cost of the maintenance of the Broadway of \$13,000 and the incremental cost of Broadway Bridge capital projects over the next 5 years for at total of \$24,000. The City's financial contributions were directed to the County's transportation budget because they are part of the Transportation Assets. The LID assessment is directed to the General Funds and paid by Facilities and Property Management as the County's property management center. The net result is a neutral financial impact on the County's overall budget.

This program impacts the Multnomah County and City of Portland's Climate Action Plan to reduce per capita daily vehicle miles traveled and specifically coincides with the County's CAP 6-6 prioritizing funding for low-carbon transportation and access projects, policies and programs that will achieve emission reduction goals while also balancing safety, maintenance and freight movement.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome	Meets County's LID financial requirement.	0.0%	0.0%	0.0%	100.0%

### Performance Measure - Description

Meets County's Local Improvement District assessment for the construction of the East Side Streetcar. Conforms with the Intergovernmental Agreement Between Multnomah County and the City of Portland for the Coordination of Activities Related to Construction and Operation of the Portland Streetcar Loop.

## Legal/Contractual Obligation

Meets County's Local Improvement District assessment for the construction of the East Side Streetcar.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$0	\$0	\$380,000
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$380,000</b>
Program Total:	<b>\$0</b>		<b>\$380,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$0	\$0	\$380,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$380,000</b>

## Explanation of Revenues

One time only General Fund request

## Significant Program Changes

**Last year this program was:**  
New Program

**Lead Agency:** Department of County  
**Program Offer Type:** Internal Service  
**Related Programs:** 78005

**Program Contact:** Jon Schrotzberger

**Program Characteristics:** In Target

**Executive Summary**

This program includes materials & services costs related to operating the portfolio of 131 buildings, over 3 million sq ft of space for a diverse client population. Costs include over \$4.5M for professional services and resource extensions such as requirements that add competitive contracts for such select services as repairs and maintenance of boilers, chillers, emergency generators, plumbing, as well as, building supplies (air, oil and water filters, lights, keys, etc). Facilities & Property Management (FPM) contracted and purchased over \$4.5 million in material and services in FY10 serving our 175+ direct tenant / clients and associated partners.

**Program Description**

This is the materials and services that are required to extend the resources of the in-house O&M staff (PO #72068) to supply priority access to critical services and technologies that are not needed full time. Facilities & Property Management provides professional contracting services and the transactional efforts required to: purchase and receive goods and services for repair and maintenance of building systems; reconcile and authorize payment of contractor / vendor invoices; administer contracts to comply with county guidelines; maintain a prudent but adequate level of inventory; and support the county's variety of occupant and program delivery requirements.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Contract administration quarterly reporting	0	4	4	12
Outcome	Inventory system reporting accuracy	0.0%	90.0%	98.0%	99.0%

**Performance Measure - Description**

\* Create reporting compliant with Administrative Review outcome recommended.

\* In response to our Audit of Inventory Management: Facilities presented in May of 2009, we have set as our goal, to create an accurate and accountable inventory management system and reporting capability.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$1,297,756	\$0	\$1,193,327
Materials & Supplies	\$0	\$2,801,527	\$0	\$2,565,355
Unappropriated & Contingency	\$0	\$534,444	\$0	\$650,000
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,633,727</b>	<b>\$0</b>	<b>\$4,408,682</b>
<b>Program Total:</b>	<b>\$4,633,727</b>		<b>\$4,408,682</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,643,869	\$0	\$1,372,328
Other / Miscellaneous	\$0	\$935,000	\$0	\$2,864,181
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,578,869</b>	<b>\$0</b>	<b>\$4,236,509</b>

## Explanation of Revenues

Facilities receives 79% of its revenues from Departmental Service Reimbursements. Additional 8% of revenues are from external leases or IGA (Intergovernmental Agreements). The remaining 13% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

## Significant Program Changes

Last year this program was: #72074, Facilities Operations of Buildings

**Lead Agency:** Department of County

**Program Contact:** Jon Schrotzberger

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Facilities and Property Management (FPM) pays utilities (electric, gas, water, sewer, waste hauling) for all County buildings. FPM administratively "passes-through" these expenses to County Departments as building charges to the respective tenants in those facilities.

**Program Description**

FPM manages the utility use for the Countywide building portfolio under the guidance of the Energy Manager, that is in the FPM Compliance section (PO #72068), working closely with both Building Automation Systems Manager and Property Managers (PO #72069). The actual utility expenses are then reallocated as actual charges back to the tenants either occupying or leasing the facility.

The waste/recycling disposal contracted effort for the majority of the county is now included in this offer which contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Reduction in net pounds of waste not diverted.	0.0%	0.0%	0.0%	10.0%
Outcome	Percentage of owned buildings that exceed the EUI benchmarks by 5%.	0.0%	0.0%	70.0%	90.0%

**Performance Measure - Description**

✔ Measure Changed

**Waste Reduction:** "Waste" is a total pounds created and "diverted from waste" is the recycled component. The recycling effort is identified as compost / commingled / glass and is deducted from the total waste tonnage collected.

**EUI Compliance:** "EUI, or Energy Use Intensity, is a unit of measurement that describes a building's energy use. EUI represents the energy consumed by a building relative to established benchmarks. We have 52 facilities in the current calculations. As the ARRA energy saving projects and the scheduled Capital projects complete this year, we will have 48 facilities projected to be in compliance with the benchmarked goal of 5% better than the EUI standard.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Materials & Supplies	\$0	\$6,100,000	\$0	\$6,100,000
Total GF/non-GF:	<b>\$0</b>	<b>\$6,100,000</b>	<b>\$0</b>	<b>\$6,100,000</b>
Program Total:	<b>\$6,100,000</b>		<b>\$6,100,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,100,000	\$0	\$5,980,000
Other / Miscellaneous	\$0	\$0	\$0	\$120,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,100,000</b>	<b>\$0</b>	<b>\$6,100,000</b>

## Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to utilities. We receive reimbursement through internal client service funds.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72075, Facilities Utilities Pass-Thru #72075

Three projects were started in FY'11 that will yield results in FY'12. The projects are a combination of ARRA funding & borrowing that will be the recipients of incentive payments from the Energy Trust of Oregon.



**Lead Agency:** Department of County

**Program Contact:** Colleen Bowles

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Facilities Lease Management supports and enhances the County's objectives for its real estate portfolio by implementing the ideas, concepts, and strategies for a cost effective portfolio. This focus provides programs with efficient optimal space that meets spatial needs of the county.

**Program Description**

The Lease Management team focuses on Multnomah County's Leased Real Estate portfolio, which includes over 400,000 sq ft of our 3 million sq ft portfolio. This team provides distinct expertise and a strategic focus that provides County Officials and Agencies with the flexibility and ability to make informed decisions regarding the County's real property leased portfolio.

Lease Management supports County programs by directly managing over 100 leases, permits, and agreements which total over \$5 million annually. It serves critical operational needs through lease representation, documentation, administration, legal support, and enforcement. The section aggressively manages leases to ensure full compliance and protection of the County's interests.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Real Estate files updated 10 days after receipt of executed documents	100.0%	98.0%	98.0%	98.0%
Outcome	90% of leases renewed or terminated by expiration	100.0%	95.0%	98.0%	98.0%

**Performance Measure - Description**

Internal Lease documentation is a daily part of updating information, as well as, extended capacities in reporting. Annual lease administration enforcement is accomplished by utilizing the Facilities Lease information Administration Database. This database maintains the integrity of information encompassing building data, property tax exemptions, expense calculations, revenue reconciliations, as well as, lease renewal and expiration dates.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$202,910	\$0	\$210,573
Contracts	\$0	\$25,000	\$0	\$0
Materials & Supplies	\$0	\$5,221,700	\$0	\$5,062,577
Internal Services	\$0	\$4,496	\$0	\$2,259
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,454,106</b>	<b>\$0</b>	<b>\$5,275,409</b>
<b>Program Total:</b>	<b>\$5,454,106</b>		<b>\$5,275,409</b>	
Program FTE	0.00	2.00	0.00	2.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$6,656,694	\$0	\$5,275,409
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,656,694</b>	<b>\$0</b>	<b>\$5,275,409</b>

## Explanation of Revenues

Lease Management's main revenue source is the internal facilities charges to other Agencies. Real Estate services are becoming more self-sustaining through in-house representation in major transactions including savings over \$350,000 in outside commissions.

In 2012, anticipated lease & sales transaction volume, lease & parking administration & internal consultation will continue to result in cost avoidance due to in-house efforts.

## Significant Program Changes

**Last year this program was:** #72076, Facilities Lease Management  
#72076 - Facilities Lease Management

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

FREDS Administration streamlines service delivery by providing the Division's operational programs (Fleet, Records, Electronics, Distribution, Stores) with the appropriate amount of direction and fiscal, budgetary and personnel support. This allows FREDS' operational sections to focus on meeting their customers' direct service needs with staffing levels that are as low as practical. FREDS' services impact the delivery and cost of nearly every service provided to the public, impact the productivity of every employee, support daily and emergency services, and ensure the maintenance of infrastructure which helps support the local economy and quality of life.

**Program Description**

FREDS Administration manages resources and service delivery costs effectively by:

- Leading and supporting the Division's operational sections to ensure that the right tools are provided to deliver quality service to clients. This is accomplished by meeting with County programs to right size the fleet and motor pools to meet programmatic delivery needs; effectively utilizing the services of Central Stores to reduce departmental transactional efforts; and to collaborate with departments and agencies to better understand how FREDS operational and support services can best meet their needs.
- Providing the appropriate administrative, fiscal, budgetary, personnel, and management support to streamline service delivery to meet departmental needs while effectively managing resources.
- Continuously working with the operational sections to cross train and share personnel, shift and adjust workloads, and refine processes that generate improvement. By sharing resources to produce results greater than the capabilities of each individual section, FREDS can provide services to over 60 non-county agencies. FREDS Administration helps the sections generate \$1,429,479 (FY10 Actual) in outside revenue which lowers overall service delivery costs and provides the community with quality, cost effective services.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-6, 18-7, 18-8, 18-9

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of other government jurisdictions served by FREDS program	75	76	77	78
Outcome	External revenue received by FREDS program	1,429,479	1,396,863	1,081,634	1,269,005

**Performance Measure - Description**

- Output measure reflects services and goods provided to other governments in the metro region and throughout the state.
- Outcome measure shows external Revenues received by FREDS consist of Charges for Services. These revenues are driven by customer work and project plans so FREDS experiences variability much like any private business.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$471,957	\$0	\$312,860
Contracts	\$0	\$54,355	\$0	\$33,208
Materials & Supplies	\$0	\$20,972	\$0	\$18,267
Internal Services	\$0	\$33,605	\$0	\$45,354
Unappropriated & Contingency	\$0	\$21,803	\$0	\$206,877
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$602,692</b>	<b>\$0</b>	<b>\$616,566</b>
<b>Program Total:</b>	<b>\$602,692</b>		<b>\$616,566</b>	
Program FTE	0.00	4.59	0.00	3.59
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$195,241	\$0	\$213,029
Other / Miscellaneous	\$0	\$90,386	\$0	\$45,636
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$285,627</b>	<b>\$0</b>	<b>\$258,665</b>

## Explanation of Revenues

FREDS Division Management is funded in the Fleet Fund through allocations charged to the Fleet and Mail/Distribution Funds' operational sections based on each sections' percentage of total FREDS FTE and operational budgets.

## Significant Program Changes

Last year this program was: #72088, FREDS Administration

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Fleet Services provides high-quality, efficient & cost effective vehicle & equipment purchasing & maintenance services, offering safe, reliable, economical & environmentally-sound transportation & related support services that are responsive to the needs of the County organization & other government agency customers.

**Program Description**

The County owns & operates over 700 units of rolling stock & supports over 500 units from other government agencies. Daily (M-F) operations are provided at three maintenance sites. Fleet Services focuses on collaborative relationships with other work functions of the County, such as MCSO Equipment Unit, Facilities Management, and Road Operations, to ensure coordinated service delivery for minimal customer business interruptions. Services & customer support provided by Fleet include:

- policy & best practice operational procedure development, implementation;
- inventory management; regulatory compliance; customer consultation & advice;
- preventive maintenance; emission inspections; towing;
- coordinated vendor repairs; equipment fabrication & modification specialty work;
- scheduled, unscheduled & emergency in-shop & field repairs;
- warranty and recall management & support; failure analysis;
- fuel management(onsite/offsite); tire repair/replacement(onsite/offsite); cleaning;
- driver safety, risk & liability management; accident claims management.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-6, 18-7, 18-8

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Revenue from outside agencies	777,133	665,500	445,296	639,798
Outcome	% of outside revenue to overall revenue	16.0%	17.0%	11.9%	17.6%
Quality	Customer satisfaction on individual jobs with good to excellent ratings	99.0%	99.0%	99.4%	99.0%

**Performance Measure - Description**

Revenue from outside agencies helps reduce overhead costs. These revenues are driven by customer work & project plans so FREDS experiences variability much like any private business.

Customer satisfaction is a measure on individual workorders (jobs) as reported on our customer cards. Total cost of ownership indicates how customer costs are maintained across fiscal years.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$1,200,358	\$0	\$1,240,312
Contracts	\$0	\$19,848	\$0	\$19,848
Materials & Supplies	\$0	\$3,298,610	\$0	\$2,603,353
Internal Services	\$0	\$695,904	\$0	\$721,777
Unappropriated & Contingency	\$0	\$86,544	\$0	\$178,565
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,301,264</b>	<b>\$0</b>	<b>\$4,763,855</b>
<b>Program Total:</b>	<b>\$5,301,264</b>		<b>\$4,763,855</b>	
Program FTE	0.00	13.90	0.00	12.90
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,981,111	\$0	\$2,917,861
Intergovernmental	\$0	\$760,093	\$0	\$639,798
Other / Miscellaneous	\$0	\$530,527	\$0	\$256,679
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,271,731</b>	<b>\$0</b>	<b>\$3,814,338</b>

## Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY11 charge rates. Outside agency revenue is based on providing current service levels at FY11 charge rates.

## Significant Program Changes

**Last year this program was: #72081A, FRED'S Fleet Services**

METRO terminated its long-standing IGA with County Fleet at the end of FY09/10 to move their maintenance services in-house after our revenue budget was set resulting in an anticipated loss of approximately \$220,000 in outside revenue during FY10/11. County Fleet has since executed an IGA with the State of Oregon DAS to provide maintenance & repairs for a number of State agency vehicles in the Portland/metro area. The anticipated revenue re-gain is slated to be \$195,000 in FY11/12.

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Vehicle Replacement Planning is provided as an interdependent function within Fleet Services (72081). The key objective is to collect revenue for the future purchase & equipping of vehicle assets (capital expenditures) to maximize investment return while keeping customers supplied with appropriate transportation options.

**Program Description**

Fleet Services collects & manages the funding for future replacement of vehicles and equipment. Fleet Services will specify, bid, award, receive, inspect, prepare for service and assign replacement vehicles. Fleet Services also collaborates with Material Management to administer the re-sale program (surplus disposal) for County vehicles. Vehicles are placed on an established life-cycle replacement schedule & replacement funds are collected from programs with assigned vehicles. The collected funds are used to buy new vehicles after the pre-determined years of life are met. The process to acquire & replace a current vehicle involves assessing the following elements: vehicle utilization (miles driven/time of operation); department/program needs; current working condition of vehicle; vehicle downtime & predicted future repair costs; safety; & sustainability.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-6, 18-7

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	% of vehicles that are on delayed replacement	78.0%	50.0%	86.0%	73.0%
Outcome	Surplus gross sales revenue as % of purchase price	29.0%	10.0%	10.0%	10.0%

**Performance Measure - Description**

We continue to delay scheduled physical replacement and carry over collected funds on a significantly high number of vehicles. The primary reason for the delay of replacement is that vehicles are maintained in good condition and may have low mileage. The number of vehicles that come due for replacement in any given fiscal year varies widely. We continue to monitor responsible replacement strategies on an individual program basis, attempting to replace vehicles only when deemed necessary balancing program needs, safety, and usage.

Sale proceeds were high in FY09-10 as a result of the sale of heavy road equipment that was removed from inventory and sold to other government agencies (vs. light duty vehicles sales through auction).

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$3,000	\$0	\$0
Capital Outlay	\$0	\$3,342,482	\$0	\$3,886,049
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$3,345,482</b>	<b>\$0</b>	<b>\$3,886,049</b>
<b>Program Total:</b>	<b>\$3,345,482</b>		<b>\$3,886,049</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,300,984	\$0	\$1,312,190
Other / Miscellaneous	\$0	\$3,228,640	\$0	\$3,247,444
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,529,624</b>	<b>\$0</b>	<b>\$4,559,634</b>

## Explanation of Revenues

Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected on a monthly basis from programs with assigned vehicles. The replacement amount is based on the vehicles actual cost. Fleet Services uses the replacement funds to buy replacement vehicles after the pre-determined years of life is met. If a vehicle is not replaced after its predetermined replacement life is reached, replacement charges are stopped.

## Significant Program Changes

**Last year this program was:** #72082A, FREDS Fleet Vehicle Replacement  
 In FY10/11 Fleet Replacement, in collaboration with Materials Management, established a redesigned disposal process for surplus vehicles. Higher resale outcomes are anticipated from a "no commission" contract with a new auctioneer.



**Lead Agency:** Department of County

**Program Contact:** Dwight Wallis

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Records Management supports County agencies and the public in maintaining public records in accordance with operational, legal, fiscal and public access needs.

**Program Description**

The program supports public records compliance by developing and maintaining retention schedules for all departments in a manner that meets legal and operational requirements while lowering costs, currently tracking approximately 2,500 record series. It maintains over 120 million documents in a centralized Records Center, including the County's historic archives dating back to 1855, as well as hard copy, microfilm, and electronic records. Storage of these records reduced the need for office space storage by over 51,000 square feet in FY10. The program also recycles large volumes of public records (69 tons in FY10) in a sustainable manner that ensures confidentiality.

In addition to serving as the County's Privacy Officer, the program provides training and consultation on electronic records keeping, document conversion, agency moves, complex public reference and referral questions, records preservation, and records management best practices. Archival research activity grew by 35% in 2010, while the program continues to provide support for electronic record initiatives related to SAP archiving, DART image conversion, disposition of legacy electronic databases, email archiving, District Attorney imaging, and the transition to Google Apps. Regarding the latter, the program developed one of the first comprehensive public email "cloud" migration guidelines in the country. The program also continued extensive internal improvements, including a re-engineering of plat map processes that increased storage capacity by 20% and significantly reduced process time. Utilizing a recently hired Electronic Records Management Analyst, the program is developing training on effective desk top records management, improving it's extensive web content, and developing procedures to manage electronic content in compliance with public records law.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number: 18-8

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Retrievals, Refiles and Interfiles (Record Actions) Performed	15,046	13,500	14,000	13,500
Outcome	% of Current Retention Schedules (Updated within the last 5 years)	83.0%	80.0%	83.0%	85.0%
Output	Boxes, Microfilm Rolls, Maps and Plans Maintained in the Records Center	99,498	99,000	93,000	93,000
Quality	% of Records Retrievals Delivered to Customer Within 1 Business Day	99.0%	98.0%	96.0%	98.0%

**Performance Measure - Description**

Reduction in items stored related to shipment of security microfilm to State Archives, and elimination of redundancies in plat map system.

## Legal/Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for the Records Officer, microfilm, imaging, storage, retention, and access. 45 CFR 164.530(a) mandates the HIPAA Privacy Officer, responsible for the privacy of personal health information. Executive Rule 301 assigns retention schedule function to program.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$403,322	\$0	\$406,945
Contracts	\$0	\$29,074	\$0	\$22,500
Materials & Supplies	\$0	\$31,271	\$0	\$31,977
Internal Services	\$0	\$350,226	\$0	\$393,880
Unappropriated & Contingency	\$0	\$34,799	\$0	\$45,016
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$848,692</b>	<b>\$0</b>	<b>\$900,318</b>
<b>Program Total:</b>	<b>\$848,692</b>		<b>\$900,318</b>	
Program FTE	0.00	3.40	0.00	3.40
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$715,817	\$0	\$715,817
Other / Miscellaneous	\$0	\$132,875	\$0	\$184,501
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$848,692</b>	<b>\$0</b>	<b>\$900,318</b>

## Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs are allocated based on each department's share of the number of boxes stored, boxes brought into the Records Center (accessioned), and record actions performed in FY10.

## Significant Program Changes

✔ Significantly Changed

### Last year this program was:

In response to increasing demands for electronic records management support, the program added a limited duration Electronic Records Management Analyst in FY11. This position is currently focusing on e-records training, disposition processes for legacy/archival electronic records, and improvements to the program's web resources during the transition to Drupal web maintenance. Anticipated FY12 projects include improvements to retention schedule design for e-records compliance, and development of systematic archival processes for improved on-line public access to archival resources, and accessioning/preservation of electronic records.

**Lead Agency:** Department of County **Program Contact:** Garret Vanderzanden  
**Program Offer Type:** Internal Service  
**Related Programs:** 78021  
**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Distribution Services provides county agencies pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts. Distribution Services mission is to guarantee County programs have what they need, when they need it, and where they need it.

**Program Description**

Distribution Services effectively manages County resources and minimizes service delivery costs by:

1. Centralizing inter-office mail distribution and supply delivery, including Central Stores products, County records, Health Clinic lab samples, and on-demand special deliveries. Pickups are delivered the same day to most of the 130 mail stops throughout 100 locations.
2. Partnering with the State and Portland delivery systems to send and receive interoffice mail from other Willamette Valley governments increasing intergovernmental efficiency and facilitating communication across governments in the region.
3. Managing a multi-jurisdictional contract for presort services reducing mail postage costs for all participating governments (24% savings to the County for presort mail). Maintaining centralized mail service contracts (for example folding/insertion, addressing, and metering) also generates savings and creates departmental efficiencies for vote-by-mail, tax mailings, and other specialized projects.
4. Metering US mail centrally (914,150 pieces) ensures that all US Mail is delivered to the United States Postal Services (USPS) by the end of the business day and reduces overall County costs due to the need to operate and maintain fewer postage meters.
5. Partnering with the USPS to ensure accurate and up to date information on mailing standards in an increasingly complex and changing environment. Providing clear instruction and training on existing and proposed USPS standards to County employees.
6. Serving a vital role in emergency preparedness planning for Multnomah County. Distribution Services is a component of the Receipt, Stage, and Storage Center and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

These efforts contribute to the Climate Action Plan activities related to local government operations, item number: 18-8

**Performance Measures**

<b>Measure Type</b>	<b>Primary Measure</b>	<b>Previous Year Actual (FY09-10)</b>	<b>Current Year Purchased (FY10-11)</b>	<b>Current Year Estimate (FY10-11)</b>	<b>Next Year Offer (FY11-12)</b>
Output	# of pieces of mail processed	914,150	960,000	898,284	900,000
Outcome	Presort discount over full postage	24.0%	24.0%	24.0%	24.0%
Quality	US Mail delivered to USPS same day as pick up	100.0%	100.0%	100.0%	100.0%
Input	Number of mail stops receiving delivery services	127	130	130	130

**Performance Measure - Description**

Mail pieces processed refers to all mail that has been metered through the Distribution Services postal equipment.  
 Presort discount over full postage refers to the USPS discount price the County receives for preparing and sorting mail prior to delivery to the USPS.

## Legal/Contractual Obligation

Receipt, Stage and Storage Center (also known as RSS) role in support of County Emergency Management and County Health Department during emergency response operations. Distribution Services and Central Stores in concert are the only local RSS to be officially certified by the State of Oregon. During emergency response operations the RSS has also functioned as a regional distribution point for the Tri-County area.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$503,750	\$0	\$516,470
Contracts	\$0	\$51,225	\$0	\$43,584
Materials & Supplies	\$0	\$1,042,154	\$0	\$1,065,510
Internal Services	\$0	\$174,964	\$0	\$146,698
Unappropriated & Contingency	\$0	\$72,096	\$0	\$92,491
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,844,189</b>	<b>\$0</b>	<b>\$1,864,753</b>
<b>Program Total:</b>	<b>\$1,844,189</b>		<b>\$1,864,753</b>	
Program FTE	0.00	7.40	0.00	7.40
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,446,881	\$0	\$1,421,497
Intergovernmental	\$0	\$86,149	\$0	\$73,118
Other / Miscellaneous	\$0	\$311,159	\$0	\$370,139
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,844,189</b>	<b>\$0</b>	<b>\$1,864,754</b>

## Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, US Mail sent, and special services requested. Data used for the estimates are based on historical data and current service levels.

## Significant Program Changes

Last year this program was: #72084, FREDS Distribution Services

**Lead Agency:** Department of County **Program Contact:** Garret Vanderzanden  
**Program Offer Type:** Internal Service  
**Related Programs:** 78020  
**Program Characteristics:** In Target, Climate Action Plan

### Executive Summary

Materiel Management provides goods and supplies to County Departments and other government agencies. By aggregating government supply needs Materiel Management can buy in volume at discounted prices. By centralizing product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, Materiel Management reduces the total governmental effort expended on materiel acquisition.

### Program Description

Materiel Management provides professional buying services and centralizes the transactional efforts required to: purchase and receive goods into the county financial and inventory asset systems; reconcile and authorize payment of vendor invoices; maintain a prudent but adequate level of inventory; and fill orders for delivery to all County programs and 229 non-County programs. To support these activities, Materiel Management provides clean, secure, and environmentally controlled storage, maintains a pharmacy wholesale license, manages health product recalls, and obtains deep product discounts as compared to the retail market.

Materiel Management purchased and distributed \$6,834,824 in materiel in FY10 across 250+ partners, including Family Planning products to external State Family Planning partners. This enables the program to offset operating costs through external revenues and to extend County funds through higher volume purchasing. 1,330,505 items were received and distributed in FY10. 16,702 orders were fulfilled with 59,925 line items shipped. 2,349 purchase orders were executed with 6,068 subsequent accounts payable and receivable transactions. Centralizing these functions allows for leveraging of staff expertise as well as operational economies of scale which increase efficiencies and leads to reduced costs per item.

Centralized commodities procurement enables the County to more easily meet Sustainability targets. Examples include use of post consumer recycled waste content in paper supplies, use of green janitorial supplies and development of a countywide battery and e-waste recycling program.

Materiel Management also serves a vital role in emergency preparedness planning for Multnomah County. The program is a component of the Receipt, Stage, and Storage Center and functions as a high-security, central contact point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

These efforts contribute to the Climate Action Plan activities related to local government operations, item numbers: 18-8, 18-9

### Performance Measures

<b>Measure Type</b>	<b>Primary Measure</b>	<b>Previous Year Actual (FY09-10)</b>	<b>Current Year Purchased (FY10-11)</b>	<b>Current Year Estimate (FY10-11)</b>	<b>Next Year Offer (FY11-12)</b>
Output	Number of material items issued in fiscal year	1,330,505	1,287,568	1,082,602	1,082,602
Outcome	External revenue	291,865	300,000	274,669	300,000
Efficiency	Number of inventory turns within FY	8	8	7	8
Quality	Customers receive ordered goods within 24 hrs	89	90	90	90

### Performance Measure - Description

"Inventory turns" is an industry standard that indicates how many times the entire inventory is replaced in a year. 5 to 7 inventory turns are considered the benchmark. Numbers below this reflect the stocking of low demand inventory, which increases overall costs.

## Legal/Contractual Obligation

Receipt, Stage and Storage Center (also known as RSS) role in support of County Emergency Management and County Health Department during emergency response operations. Distribution Services and Central Stores in concert are the only local RSS to be officially certified by the State of Oregon. During emergency response operations the RSS has also functioned as a regional distribution point for the Tri-County area.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$1,004,872	\$0	\$1,043,203
Contracts	\$0	\$172,860	\$0	\$131,319
Materials & Supplies	\$0	\$3,184,366	\$0	\$3,136,976
Internal Services	\$0	\$405,927	\$0	\$401,216
Unappropriated & Contingency	\$0	\$664,936	\$0	\$644,436
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,432,961</b>	<b>\$0</b>	<b>\$5,357,150</b>
<b>Program Total:</b>	<b>\$5,432,961</b>		<b>\$5,357,150</b>	
Program FTE	0.00	12.20	0.00	12.20
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,410,509	\$0	\$4,337,356
Other / Miscellaneous	\$0	\$1,022,452	\$0	\$1,019,793
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,432,961</b>	<b>\$0</b>	<b>\$5,357,149</b>

## Explanation of Revenues

Materiel Management is funded by an allocation system through the Distribution Fund. Total program costs for FY11 are reduced by anticipated external revenues and the net balance is allocated to departments based on each department's share of the total value of County products processed by Materiel Management in FY10. As required by County Code charges to other governments are set as a 10% surcharge of product cost and are estimated at \$274,669 for FY10.

## Significant Program Changes

Last year this program was: #72085, FREDS Materiel Management

**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments. Fleet Services recoups costs by maintaining a competitive rate and meets customer requirements by monitoring daily use and availability of vehicles in meeting customer requirements.

**Program Description**

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and specialty equipment. In its entirety, this program may be the largest car sharing program in the state. The program operates through a reservation and per hour charge back system. The purpose of the centrally managed Fleet Motor Pools is to eliminate underutilization of assigned vehicles and reduce private mileage reimbursement costs; thereby supporting departmental travel needs with ease of use and almost zero administrative effort. The downtown site operates as a public parking lot, and provides parking at market rate for County-owned and employee privately-owned vehicles, including car pool spaces.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of motor pool trips provided	14,291	13,750	14,800	14,500
Outcome	Vehicle availability at Downtown & Mult Bldg pool	100.0%	99.0%	100.0%	99.0%

**Performance Measure - Description**

Motor pool trips is a measure of customers business transportation needs. Vehicle availability is a measure of ability to supply vehicles for those needs. The two measures determine the correct size of the motor pool.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$179,714	\$0	\$180,205
Contracts	\$0	\$55,475	\$0	\$55,475
Materials & Supplies	\$0	\$57,354	\$0	\$214,967
Internal Services	\$0	\$26,906	\$0	\$24,699
Unappropriated & Contingency	\$0	\$200,000	\$0	\$16,214
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$519,449</b>	<b>\$0</b>	<b>\$491,560</b>
<b>Program Total:</b>	<b>\$519,449</b>		<b>\$491,560</b>	
Program FTE	0.00	2.41	0.00	2.41
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$436,271	\$0	\$576,457
Intergovernmental	\$0	\$6,003	\$0	\$7,960
Other / Miscellaneous	\$0	\$162,430	\$0	\$41,455
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$604,704</b>	<b>\$0</b>	<b>\$625,872</b>

## Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY10 charge rates. Outside agency revenue is based on providing current service levels at FY10 charge rates.

## Significant Program Changes

Last year this program was: #72086, FREDS Motor Pool



**Lead Agency:** Department of County

**Program Contact:** Rich Swift

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:** In Target

### Executive Summary

Electronic Services installs and maintains of a wide array of electronic equipment for County programs and other local governments in the areas of jail security systems, access control systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment.

### Program Description

The program maintains approximately 7000 pieces of equipment for County programs and other agencies. Electronic Services effectively manages resources and service delivery costs to its customers by:

- Diagnosing and repairing equipment at the component level. This permits staff to use the same set of technical skills across a wide array of highly specialized electronic equipment types thus reducing the number of technical specialists required.
- Focusing on the benefits of government partnerships and sharing technical expertise and equipment rather than duplicating them. Electronic Services provides the community with quality service, cost effectively. Agencies such as the City of Portland, Oregon City and Clark County can deploy specialized electronic equipment without needing to hire specialized staff. As a result, County fixed costs are shared by other organizations. In FY10, revenue from other governments was \$231,089 or 24% of Electronic Services' service revenue.
- By operating with comparatively high number of billable hours and relatively low overhead, Electronic Services maintains a shop rate at about 90% of the market.

### Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Work Orders Completed	860	1,250	1,000	1,050
Outcome	Hours in a year (8736) radio network is down	8	6	2	5
Efficiency	Repair turn around time - work orders completed in 48 hour	0.0%	95.0%	96.0%	95.0%
Quality	Over all customer satisfaction	99.0%	100.0%	98.0%	100.0%

### Performance Measure - Description

In order to reduce time spent on administration the program changed its work order process. The program continues to add external customers so an increase in outside agency sales will increase the number of work orders completed over FY11's current estimate. The "Work Orders Completed" measure remains relevant. Radio network availability is expressed in hours. This is a better expression of the maintenance and event response work performed by the program. Repair turn around % meets the target and the program continues to maintain a high % of customer satisfaction.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$733,311	\$0	\$752,230
Contracts	\$0	\$150	\$0	\$7,250
Materials & Supplies	\$0	\$295,696	\$0	\$265,669
Internal Services	\$0	\$75,503	\$0	\$55,110
Unappropriated & Contingency	\$0	\$444,058	\$0	\$57,053
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$1,548,718</b>	<b>\$0</b>	<b>\$1,137,312</b>
<b>Program Total:</b>	<b>\$1,548,718</b>		<b>\$1,137,312</b>	
Program FTE	0.00	6.10	0.00	6.10
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$794,148	\$0	\$790,697
Intergovernmental	\$0	\$216,099	\$0	\$212,314
Other / Miscellaneous	\$0	\$615,672	\$0	\$633,822
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,625,919</b>	<b>\$0</b>	<b>\$1,636,833</b>

## Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY09 charge rates. Internal revenues are stated in the internal service revenue budget line. Outside agency revenue, stated in the charges for services line, is based on providing current service levels at FY10 charge rates, plus additional revenue for anticipated projects.

## Significant Program Changes

Last year this program was: #72087, FREDS Electronic Services

**Lead Agency:** Department of County

**Program Contact:** Sherry Swackhamer

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The IT Innovation and Investment offer provides funding and governance for the one-time-only portion of IT capital projects greater than \$75,000. These dollars are available to all departments, MCDA, & MCSO via an application & evaluation process that defines the criteria and governance for selecting and monitoring cross-departmental technology capital investment projects. The process is designed to ensure the County measures and receives value from these investments. Requests must be accompanied by a scope document and total cost of ownership model, including an analysis of both one-time-only and ongoing operational funding impacts. Once approved, project sponsors must commit to measures that are monitored to analyze and report on the value proposition.

**Program Description**

The IT Advisory Board oversees and provides governance for the County's cross-departmental capital investments in technology. Program includes carryover dollars for 5 in-process projects supporting DCHS, HR, LPSCC, OIT & MCHD. Potential projects for FY 2012 include replacement of Budget Software, GIS/logistics capabilities for the MC Library, leveraging the MCDA Document Management system concept for DCJ, and the addition of Employee Self-Service benefit processing capabilities. Projects completed in FY 2011 include the implementation of SAP's Procurement for Public Sector product for contract tracking and management, the implementation of the JuST System (Juvenile Services Tracking) for DCJ providing case management and tracking capabilities utilized by county employees and external partners, and the selection of a new Mental Health System for DCHS.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of projects monitored per monitoring process	0.0%	100.0%	100.0%	100.0%
Outcome	Increase in value derived from IT capital projects	0	80	0	80

**Performance Measure - Description**

Output - 100% of the funded projects will be monitored by ITAB per the established monitoring rules.

Outcome - Increase in IT capital projects completing and meeting agreed upon outcomes.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$5,594,434	\$0	\$6,416,618
Materials & Supplies	\$0	\$307,387	\$0	\$555,427
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$466,707
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,901,821</b>	<b>\$0</b>	<b>\$7,438,752</b>
<b>Program Total:</b>	<b>\$5,901,821</b>		<b>\$7,438,752</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$148,227	\$0	\$0
Other / Miscellaneous	\$0	\$5,753,594	\$0	\$7,438,752
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,901,821</b>	<b>\$0</b>	<b>\$7,438,752</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #79000, IT Innovation and Investment Fund

This program offer contains a one-time General Fund cash transfer for the Budget System Replacement project. A complete description of that project can be found in program #72030, Countywide Budget System.

**Lead Agency:** Department of County

**Program Contact:** Gary Wohlers

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The office of Information Technology is engaged in two significant projects to modernize the County’s information technology infrastructure: the data center and disaster recovery (DCDR) project, and the network convergence project. The DCDR project will move the County’s data center from its current location to a “two-site” model adding disaster recovery capabilities for the highest priority systems and addressing short- and long-term risks associated with age, design and capacity of the current facility. The network convergence project will upgrade the County’s network to support both data and voice, replace the County’s aging, end-of-life phone systems, and enable the availability of new capabilities for County communications.

**Program Description**

This offer funds the continuance of two strategic IT projects approved by the Board of County Commissioners. These projects form the basis to move the County’s technology platforms into the 21st century. The DCDR project will fund a new County-owned data center currently under construction in the basement of the new East County Courthouse; and a leased co-location site that will provide a variable cost structure to expand and contract based on County needs. Disaster recovery capabilities that do not currently exist will be added for the highest priority systems. Much progress has been made on this project, the location and detailed design documents are final. The best regional location for the co-location site has also been determined to be Washington County and an RFP to select the the co-location vendor is in process.

The second project will significantly enhance the County’s network to support data and voice services, and replace our legacy phone system. Risks associated with the current phone system vendor, acquired while in bankruptcy, will also be reduced as we implement technologies that are supported, provide increased functionality, and reduce operational cost related to moves, adds and changes.

In preparation for these projects, IT and departments are focused on clean up and disposition of unnecessary data, systems, and equipment to minimize the data center footprint, and eliminate unnecessary and outdated data and technologies. Both projects will result in operating efficiencies for IT and our customers. Additional funding from IT beginning work in capital is included in this program offer to internally fund additions to these projects based on the finalization of requirements, strategies, technologies, & locations.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Quarterly Milestone Reviews for each project	0	8	6	8
Outcome	Percent of deliverables for each milestone met at the end of quarterly milestone	0.0%	80.0%	60.0%	80.0%

**Performance Measure - Description**

Output - quarterly milestones will be established and results measured for each project.  
 Outcome - percent of quarterly milestones met.

(These projects will span multiple budget years.)

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$6,000,000	\$0	\$2,089,086
Materials & Supplies	\$0	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$2,144,267
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$4,233,353</b>
<b>Program Total:</b>	<b>\$6,000,000</b>		<b>\$4,233,353</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$0	\$6,000,000	\$0	\$4,233,353
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$4,233,353</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79001, IT Strategic Modernization Projects

**Lead Agency:** Department of County

**Program Contact:** Keith Johnson

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The IT Planning, Projects, and Portfolio management offer represents the IT administrative functions. This offer focuses on oversight of the budget process, equipment procurement process, contracting and software licensing, and the management of IT projects. Other areas of administrative responsibility include coordination of HR functions, finance and accounts payable, and resource planning and portfolio management.

**Program Description**

The program includes the administrative group responsible for budgeting, finance, procurement, accounts payable, contracting, and software licensing. This group includes an IT Finance Manager to provide oversight and an IT Contract Administrator to provide specialized expertise in the development and monitoring of large software and hardware contracts.

Also included is the project and portfolio management team. This group is tasked with developing and implementing industry standards for managing IT projects especially high-risk, capital projects. Skilled projects managers are also a part of the team to provide the hands-on expertise needed to successfully manage risk and successfully complete these projects.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Increased percentage of planned work	62.0%	0.0%	60.0%	60.0%
Outcome	Number of contracts inventoried and monitored	0.0%	0.0%	90.0%	95.0%

**Performance Measure - Description**

Output measure - designed to report the number of employees correctly tracking their time in Planview (resource planning system). Demonstrates the effective utilization of IT resources.

Outcome measure - measures the number of contracts inventoried and monitored on a regular basis to effectively manage and minimize risks.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$2,277,648	\$0	\$3,107,919
Contracts	\$0	\$0	\$0	\$126,000
Materials & Supplies	\$0	\$197,629	\$0	\$90,436
Internal Services	\$0	\$0	\$0	\$3,700
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,475,277</b>	<b>\$0</b>	<b>\$3,328,055</b>
<b>Program Total:</b>	<b>\$2,475,277</b>		<b>\$3,328,055</b>	
Program FTE	0.00	18.00	0.00	22.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,475,277	\$0	\$2,520,260
Other / Miscellaneous	\$0	\$0	\$0	\$807,795
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,475,277</b>	<b>\$0</b>	<b>\$3,328,055</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79002, IT Planning, Projects & Portfolio Management



**Lead Agency:** Department of County

**Program Contact:** Dan Gorton

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Data Center Operations and Technical Services provide the hardware, software installation, maintenance, troubleshooting, technical and operational support for all County computing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7x365 operations of the data center with Operations and Technical Services staff supporting restoration of services during service disruptions 24x7. These teams provide reliable, responsive, secure systems ensuring maximum server uptime in support of maximum application availability in an efficient and cost effective manner.

**Program Description**

Data Center Operations and Technical Services provide hardware and software management, server system maintenance, upgrades, problem resolution, server and storage management, asset tracking and after-hours support for all County business systems running in the data center. This program also provides vendor management for data center hardware and software systems. This program coordinates with county resources for data center facility requests and activity for the computer room equipment and systems. Included in this service are the Technical Services staff who provide software and hardware architecture design, planning, acquisition and installation. They also manage capital replacement and capacity planning for computer room hardware. Additional services provided by this program are data backup and restore services, storage management, emergency response and physical data center security. A new data center is under construction in the basement of the ECC facility funded in program offer 79001.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Data replicated or put on output tapes sent to offsite storage daily	98.0%	99.0%	99.0%	99.0%
Outcome	Production system availability for hardware and operating systems	98.0%	98.0%	98.0%	98.0%

**Performance Measure - Description**

Output measure - ensures that backup data is available on tape or offsite disk in the event of equipment failure or service disruption.

Outcome measure - measures the availability of production systems. The goal is minimum disruption in business processes and services due to system outages.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$2,814,195	\$0	\$2,771,855
Contracts	\$0	\$64,663	\$0	\$17,500
Materials & Supplies	\$0	\$1,224,439	\$0	\$1,047,074
Internal Services	\$0	\$600	\$0	\$17,707
Capital Outlay	\$0	\$248,501	\$0	\$300,000
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,352,398</b>	<b>\$0</b>	<b>\$4,154,136</b>
<b>Program Total:</b>	<b>\$4,352,398</b>		<b>\$4,154,136</b>	
Program FTE	0.00	20.00	0.00	20.25
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,052,398	\$0	\$4,140,594
Other / Miscellaneous	\$0	\$300,000	\$0	\$13,542
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,352,398</b>	<b>\$0</b>	<b>\$4,154,136</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79004, IT Data Center

**Lead Agency:** Department of County

**Program Contact:** Dan Gorton

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Help Desk program offer provides a single point of contact to County staff for accessible and customer-focused technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Support is provided in a friendly and professional manner while service requests are tracked, questions are answered, informal instruction is offered, and problems are resolved or escalated to other IT teams.

**Program Description**

Help Desk Services provides support and proactive diagnosis of computer equipment and software issues for over 4,500 employees and business partners. By focusing on first call solutions to problems accessing documents, working with Word documents, spreadsheets, and other desktop applications, the Help Desk is able to minimize escalations to other IT teams and resolve customer problems as quickly as possible. Services are provided 24\*7, 365 days a year to ensure that customer needs are addressed in a timely manner. County employees can focus on their mission to serve the public. In addition to resolving specific issues with desktop applications and vendor provided applications, the Help Desk also provides ad hoc training for software and hardware use in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff also provide support and help for internal IT functions such as the Applications, Desktop, Data Center and Administration groups. The Helpdesk averages 3,700 incident tickets per month. Of those incidents an average of 2,500 (68%) are resolved at the Helpdesk while others are escalated to other IT teams.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of customer tickets created	38,749	25,927	44,447	40,000
Outcome	Abandonment rate	5.0%	5.0%	5.0%	5.0%
Outcome	Calls resolved at the Helpdesk	68.0%	68.0%	69.0%	70.0%

**Performance Measure - Description**

These measures are industry standards for Help Desk organizations. An analysis is done on data used to track the measures to determine ways to improve service and reduce downtime.

Output Measure - Number of help desk tickets created based on calls from customers.

Outcome Measure - Abandonment rate -An abandoned call is when a customer calls the Helpdesk but then hangs up, typically due to extended hold times while waiting to talk to an agent. Caller abandonment rate will be less than or equal to 5%.

Outcome Measure - Calls Resolved @ Help Desk - 70% or more of the tickets entered by Help Desk staff into the call tracking database will be resolved by a Helpdesk agent without requiring escalation to other IT staff.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$867,984	\$0	\$955,054
Contracts	\$0	\$2,000	\$0	\$0
Materials & Supplies	\$0	\$29,476	\$0	\$5,714
Internal Services	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$899,460</b>	<b>\$0</b>	<b>\$960,768</b>
<b>Program Total:</b>	<b>\$899,460</b>		<b>\$960,768</b>	
Program FTE	0.00	8.15	0.00	8.90
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$899,460	\$0	\$960,768
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$899,460</b>	<b>\$0</b>	<b>\$960,768</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79005, IT Help Desk Services

**Lead Agency:** Department of County

**Program Contact:** Tim Boylan

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Telecommunications program manages all voice and video communication services for about 5,000 County and partner employees. The services provided by this program facilitate communication with citizens, business partners and employees. The Telecom group purchases, implements and manages voice switches, desktop phones, mobile phones, vendor service contracts, customer billing processes, employee moves adds and changes and equipment for special projects. Telecom also maintains an Intergovernmental Agreement with the City of Portland to provide citizens an Information & Referral service.

**Program Description**

The County maintains a large voice system that processes over 25,000 incoming calls and voice mails each day. This program coordinates the installation and maintenance of all voice equipment and associated technologies including: wiring, switching and routing equipment, desk phones, call center consoles and connectivity to the public telephone system. The program also purchases and supports wireless devices such as smartphones and cell phones. Telecom is responsible for supporting phones and applications for about 5,000 customers across 99 County locations. Telecom works closely with departments to identify communication needs then implement technologies to address them. Key services supported by this program include all the County's call centers such as the Mental Health Crisis line. Large projects coordinated by Telecom include office relocations, facilities provisioning and remodeling. Telecom also manages the acquisition, configuration and maintenance of 23 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice and Public Defenders. Telecom will be selecting a new technology platform in FY 2012 funded in program offer 79001.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average time (in hrs) to respond to high priority incidents	1	1	1	1
Outcome	High priority incidents resolved within 12 hours	99.0%	95.0%	99.0%	98.0%

**Performance Measure - Description**

Output measure - High priority incidents are problems that cause service disruptions. Problems are reported to the Help Desk or Telecom repair line, at which time they are logged and technicians dispatched.

Outcome measure - measures the amount of time required to resolve high priority incidents. The % was changed for FY 2011 to reflect an improvement in the response goal from 48 to 12 hours. FY 08-09 and FY 09-10 were 48 hours.

**Legal/Contractual Obligation**

Intergovernmental Agreement with City of Portland for the Information &amp; Referral service.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$1,042,068	\$0	\$1,000,877
Contracts	\$0	\$25,000	\$0	\$60,000
Materials & Supplies	\$0	\$3,965,432	\$0	\$2,477,724
Internal Services	\$0	\$18,500	\$0	\$16,580
Capital Outlay	\$0	\$569,172	\$0	\$115,800
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$5,620,172</b>	<b>\$0</b>	<b>\$3,670,981</b>
<b>Program Total:</b>	<b>\$5,620,172</b>		<b>\$3,670,981</b>	
Program FTE	0.00	8.00	0.00	7.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,158,547	\$0	\$3,670,981
Other / Miscellaneous	\$0	\$1,461,625	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,620,172</b>	<b>\$0</b>	<b>\$3,670,981</b>

**Explanation of Revenues****Significant Program Changes**Last year this program was: #79006, IT Telecommunications Services

**Lead Agency:** Department of County

**Program Contact:** Tim Boylan

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Network Connectivity program includes both the Wide Area Network (WAN) and Security Programs. The WAN group provides a stable and secure network for data communications between county buildings and to external networks. This facilitates public access to the county by offering Internet access at the libraries, connections to the Internet for the county's website and secure links to partners such as the Oregon Community Health Information Network (OCHIN), the City of Portland and the State of Oregon. The Security Program component of this offer is focused on identification and mitigation of risks to the County's information assets. The Security program develops policy, provides consulting services to departments, and respond to audit and investigative requests.

**Program Description**

WAN Services designs, implements and manages the secure data network infrastructure that connects County buildings and provides access to the Internet. This program implements and manages remote access for County employees to securely connect to County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data. The Information Security Management program uses ISO standards to provide information security program development for the County. The ISO approach of Plan-Do-Check-Act includes (i) understanding the County's information security requirements, establishing security policies and objectives; (ii) implementing and operating controls to manage information security risks; (iii) monitoring and reviewing the performance and effectiveness of the security program; and (iv) continual improvement based on objective measurement.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Outage response initiated within 2 hours	99.0%	98.0%	100.0%	98.0%
Outcome	Number of minutes of network downtime per month	44	30	25	45

**Performance Measure - Description**

Output - Outage response is identified and work to resolve it is initiated within 2 hours.

Outcome - Average minutes of network down time, for any one circuit, during normal business hours. Network monitoring systems include all scheduled outages that occur as a result of maintenance, Facilities work (electrical), provider network connectivity, etc.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$1,097,025	\$0	\$1,177,972
Contracts	\$0	\$95,000	\$0	\$70,000
Materials & Supplies	\$0	\$1,531,110	\$0	\$1,580,977
Internal Services	\$0	\$0	\$0	\$350
Capital Outlay	\$0	\$188,000	\$0	\$34,000
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,911,135</b>	<b>\$0</b>	<b>\$2,863,299</b>
<b>Program Total:</b>	<b>\$2,911,135</b>		<b>\$2,863,299</b>	
Program FTE	0.00	7.00	0.00	7.50
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,573,135	\$0	\$2,863,299
Other / Miscellaneous	\$0	\$338,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,911,135</b>	<b>\$0</b>	<b>\$2,863,299</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79007, IT Network Connectivity



**Lead Agency:** Department of County

**Program Contact:** Stanley Johnson G.L. III

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

All County departments rely on computers to provide service to their customers. The Desktop Services program offer provides Information Technology (IT) support staff to ensure problems are resolved in a timely manner so County employees can focus on their mission to serve the public. Personal Computers (PCs) and laptops are also provided at public access points for citizens. PC hardware and software require procurement, installation, maintenance, proper disposal and support while ensuring satisfaction with service quality and price. Remote and on-site repair and support are provided to improve user productivity. In FY2012, this offer will support the evaluation of new technologies such as desktop virtualization to drive innovation and reduce on-going operational costs.

**Program Description**

Desktop Services provide Helpdesk ticket resolution, proactive problem diagnosis, on-site support for desktop or laptop computers and software to over 4,500 employees. Support for the County's computer training rooms is performed by the team. PCs are also provided for public use in the libraries, assessment & taxation and land use planning to provide citizens with access to information and the ability to view public records on-line. Desktop services is responsible for managing network printing and file storage services. The Desktop Services team is participating in an analysis of various productivity tools to provide options to the county which can provide for variable cost. Additionally, the team is regularly evaluating new technology to reduce the county's carbon foot print. The Desktop Services program addresses the Accountability indicator of "Satisfaction with service quality, effectiveness and price" by providing a stable computing environment, access to efficient help desk services to resolve problems and utilizing new technology to reduce prices. Analysis is done on output/outcome data used to track these measures to determine ways to improve service and reduce downtime.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Hours between incident report and response initiation	0	4	4	4
Outcome	High Priority problem tickets resolved within two days	95	95	94	95

**Performance Measure - Description**

Output - This measures an industry standard for Desktop organizations. Output measure is measured in hours until initial contact is made by a Desktop Services support staff.

Outcome - This measures the length of time from notification of an issue until it is resolved. This measure is directly impacted based upon the number of desktop staff to support the environment.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$3,106,838	\$0	\$3,016,109
Contracts	\$0	\$0	\$0	\$63,000
Materials & Supplies	\$0	\$72,300	\$0	\$37,491
Internal Services	\$0	\$16,000	\$0	\$15,000
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$3,195,138</b>	<b>\$0</b>	<b>\$3,131,600</b>
<b>Program Total:</b>	<b>\$3,195,138</b>		<b>\$3,131,600</b>	
Program FTE	0.00	27.00	0.00	25.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$3,195,138	\$0	\$3,131,600
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$3,195,138</b>	<b>\$0</b>	<b>\$3,131,600</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79008, IT Desktop Services

**Lead Agency:** Department of County

**Program Contact:** Stanley Johnson G.L. III

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Multnomah County staff and business partners utilize over 4,500 computers and 700 printers and other output devices to run internal operations and provide service to the public. Personal Computers (PCs) are also provided for citizens use at public access points located at libraries, DART and Land Use Planning. This program provides PC hardware and software procurement, installation, maintenance, software license tracking, proper disposal and support while balancing customer satisfaction with service quality and price.

**Program Description**

Desktop asset replacement provides desktop and laptop computers and software to over 4,500 employees and business partners. They will be replacing ~950 PCs/Laptops, 50 network printers. PCs are also provided for public use in the libraries, Assessment and Taxation, and Land Use Planning, to provide citizens with access to information and the ability to view public records online. IT Desktop Services maintains desktop assets which includes life-cycle management from procurement through disposal of County standard desktop computer hardware, software and other peripherals and associated software licenses. This program supports the disposition of decommissioned hardware and recycling of unusable devices.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of devices replaced according to published schedule	0	0	98	100
Outcome	Percentage of software used in compliance with purchased licenses.	0.0%	0.0%	100.0%	100.0%
Efficiency	Percent of County-wide technology devices managed by system.	95.0%	97.0%	97.0%	98.0%
Efficiency	Percentage of software licenses re-deployed as hardware is retired.	95.0%	95.0%	95.0%	95.0%

**Performance Measure - Description**

Output - This measure tracks how many devices are replaced according to the published schedule.

Outcome - This measure reports license compliance for all software in use.

Efficiency - This measure tracks the scope of Desktop assets managed by automated tools since not all computers are on the network.

Efficiency - This measure tracks licenses reused instead of purchasing new ones.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$0	\$0	\$0
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$2,170,522	\$0	\$1,754,951
Internal Services	\$0	\$55,708	\$0	\$55,000
Capital Outlay	\$0	\$2,350,000	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,576,230</b>	<b>\$0</b>	<b>\$1,809,951</b>
<b>Program Total:</b>	<b>\$4,576,230</b>		<b>\$1,809,951</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,273,058	\$0	\$809,972
Other / Miscellaneous	\$0	\$3,303,172	\$0	\$999,979
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,576,230</b>	<b>\$0</b>	<b>\$1,809,951</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79009, IT Desktop Assets

**Lead Agency:** Department of County

**Program Contact:** Tracey Massey

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Health and Human Services Application Services provide reliable, effective software systems for the Health Department and County Human Services. Services include managing customer relationships; capturing and ranking IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems. Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining and supporting existing systems ("lights on" activities to keep current systems available) through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and providing easy access to information.

**Program Description**

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; and designing, building, testing, and implementing the selected solutions while sustaining existing systems. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward. Currently, application services provides support for 50 systems for the Health Department and 40 systems for the Department of County Human Services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on planned work versus unplanned	62.0%	60.0%	60.0%	60.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	10.0%	10.0%	5.0%
Quality	Percent of customers satisfied	0.0%	0.0%	0.0%	80.0%

**Performance Measure - Description**

Output Measure - Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY11.

Outcome Measure - Increase in employee hours spent on planned versus unplanned work: 5%. Initial measurement taken at the end of FY11.

Quality Measure - Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$2,532,595	\$0	\$2,457,856
Contracts	\$0	\$0	\$0	\$76,500
Materials & Supplies	\$0	\$90,994	\$0	\$52,529
Internal Services	\$0	\$2,560	\$0	\$1,660
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,626,149</b>	<b>\$0</b>	<b>\$2,588,545</b>
<b>Program Total:</b>	<b>\$2,626,149</b>		<b>\$2,588,545</b>	
Program FTE	0.00	19.00	0.00	18.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,626,149	\$0	\$1,700,904
Other / Miscellaneous	\$0	\$0	\$0	\$887,641
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,626,149</b>	<b>\$0</b>	<b>\$2,588,545</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79010, IT Health and Human Services Application Services

**Lead Agency:** Department of County

**Program Contact:** Elise Nicholson

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Public Safety Application Services provide reliable, effective software systems for Community Justice, DSS Justice and the Sheriff's Office. Services include managing customer relationships; capturing, ranking and scheduling IT service requests; understanding and defining business needs; designing, building, implementing, and maintaining innovative software and reporting systems; managing third-party vendor systems and relationships; maintaining and enhancing legacy systems.

Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately performing "lights on" activities to keep current systems available through improving application life-cycle planning, project governance and prioritization, and resource accountability. This Program Offer improves the delivery of County services through automating business operations and integrating information between public safety partners.

**Program Description**

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; and designing, building, testing, and implementing the selected solutions while sustaining existing systems. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Currently, the Public Safety application services group is supporting 24 systems for DCJ, 9 systems for MCSO, and 3 systems for DSSJ.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on planned versus unplanned work	50.0%	60.0%	60.0%	65.0%
Outcome	Increase in employee hours spent on planned versus unplanned work	0.0%	10.0%	10.0%	5.0%
Quality	Percent of customers satisfied with end product for planned projects	0.0%	80.0%	80.0%	80.0%

**Performance Measure - Description**

Output - 10% increase in the number of employee hours spent on prioritized and scheduled work vs. fixing problems and handling emergency incidents.

Outcome - 5% increase in the number of hours spent on specific work requests.

Quality - 80% of delivered projects that satisfy customer expectations. A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$2,060,776	\$0	\$2,290,621
Contracts	\$0	\$106,000	\$0	\$65,000
Materials & Supplies	\$0	\$47,553	\$0	\$35,140
Internal Services	\$0	\$0	\$0	\$5,500
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,214,329</b>	<b>\$0</b>	<b>\$2,396,261</b>
<b>Program Total:</b>	<b>\$2,214,329</b>		<b>\$2,396,261</b>	
Program FTE	0.00	16.00	0.00	18.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,179,329	\$0	\$1,871,583
Intergovernmental	\$0	\$35,000	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$524,678
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,214,329</b>	<b>\$0</b>	<b>\$2,396,261</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79011, IT Public Safety Application Services



**Lead Agency:** Department of County

**Program Contact:** Josh Mitchell

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

General Government & Open Source Application Services provide reliable, effective software systems for the County Management, Library, Community Services, Chair & Commissioners, and related groups. Services include managing customer relationships; capturing & ranking IT service requests; understanding & defining business needs; designing, building, implementing, & maintaining innovative software and reporting systems; managing vendor systems and relationships; maintaining & enhancing legacy systems. Program focuses on increasing delivery of technology that can provide higher business value to departments and constituents, while adequately maintaining & supporting existing systems through improving application life-cycle planning, project governance and prioritization, and resource accountability.

**Program Description**

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding & defining operational needs & recommending effective, innovative technology solutions; and designing, building, testing, & implementing the selected solutions while sustaining existing systems. Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours & analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests, 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Focus on the continued redesign of the web environment to include the internal sites, increase in the use of collaboration tools, and continued rollout of the open source platform to consolidate applications and reduce the number of unsupported legacy applications county-wide.

General Government Application Services Group supports 20 systems for DCM, 6 systems for DCS, 7 systems for the Library, and 5 systems for Non-D.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on planned work versus unplanned	50.0%	60.0%	60.0%	60.0%
Outcome	Increase in employee hours spent on planned	0.0%	2.0%	2.0%	5.0%
Outcome	Percent of customers satisfied	0.0%	80.0%	80.0%	80.0%

**Performance Measure - Description**

Output Measure-Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10.

Outcome Measure-Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality Measure-Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$639,212	\$0	\$997,267
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$3,344	\$0	\$4,271
Internal Services	\$0	\$468	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$643,024</b>	<b>\$0</b>	<b>\$1,001,538</b>
<b>Program Total:</b>	<b>\$643,024</b>		<b>\$1,001,538</b>	
Program FTE	0.00	5.00	0.00	5.66
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$643,024	\$0	\$686,846
Other / Miscellaneous	\$0	\$0	\$0	\$314,692
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$643,024</b>	<b>\$0</b>	<b>\$1,001,538</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79012, IT General Government Application Services

**Lead Agency:** Department of County

**Program Contact:** Chris Clancy

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Enterprise Applications provides and supports reliable services and software systems that are used across departmental boundaries and serve more than one or all County lines of business.

Services include geographic maps, platforms support for databases, web servers support and reporting tools used for decision making and results measurement. Specific service areas include Geographical Information System (GIS); Database Services, Reporting Services, Web Platform Administration, and related customer service management.

**Program Description**

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. Creation of an Enterprise GIS environment is underway to allow departments to share data, and to provide tools to the departments which will allow them to create their own maps and perform analysis without requiring IT assistance.

Web Services provide the standard platforms for applications that enable access via the internet/intranet to County program information, citizen self-serve/direct access to County services, and electronic transaction processing.

Database and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, County departments and external business partners. Currently converting to Microsoft Reporting Services to reduce the licensing costs of Crystal Reports and to allow more flexibility and integration to Microsoft SQL Database.

All services include understanding and defining enterprise business needs, recommending effective and innovative technology solutions, constructing and upgrading platforms as required and ensuring the integrity and security of the platforms.

Key to effectively providing these services is meeting common cross department needs and identifying new opportunities; while at the same time standardizing services and platforms in order to provide a low total cost of ownership.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Employee hours spent on new project requests vs maintenance requests	20.0%	30.0%	30.0%	35.0%
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	10.0%	10.0%	5.0%
Input		0	0	0	0

**Performance Measure - Description**

Output-Employee hours spent on planned versus unplanned work: 60% planned/40% unplanned. Initial measurement taken at the end of FY10.

Outcome-Increase in employee hours spent on planned versus unplanned work: 10%. Initial measurement taken at the end of FY10.

Quality-Percent of customers satisfied with end product, timeliness, and communication for Level 2 and 3 planned work: 80% A quality survey will be part of the required closing documents for all large projects.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$3,589,819	\$0	\$3,080,986
Contracts	\$0	\$407,088	\$0	\$349,000
Materials & Supplies	\$0	\$737,903	\$0	\$676,323
Internal Services	\$0	\$5,900	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$4,740,710</b>	<b>\$0</b>	<b>\$4,106,309</b>
<b>Program Total:</b>	<b>\$4,740,710</b>		<b>\$4,106,309</b>	
Program FTE	0.00	20.00	0.00	21.33
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$4,740,710	\$0	\$3,858,569
Other / Miscellaneous	\$0	\$0	\$0	\$247,740
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$4,740,710</b>	<b>\$0</b>	<b>\$4,106,309</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #79013, IT Enterprise Application Services

**Lead Agency:** Department of County

**Program Contact:** Chris Clancy

**Program Offer Type:** Internal Service

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

SAP is a county-wide (enterprise) system for managing people, money, materials, services and buildings and maintenance. In short, it is used to manage the business operations of the County. SAP enables efficient business processes and transactions, and integrates with other applications to become the primary system of record whenever possible. SAP provides timely, relevant and accurate information to improve data-driven decision making. SAP resources are allocated to maintain core business functions and investments; and are balanced with enterprise wide strategies and goals. Using SAP enables the County to retire other systems and reduce related costs. SAP provides real-time operational data to employees, business partners and citizens.

**Program Description**

As the County's system of record for a majority of business transactions, the SAP support program provides services supporting regulatory reporting requirements, business process analysis and re-engineering, and implementation of process innovation; these are designed to increase efficiencies in the County's operations and reduce costs. The SAP support team provides training, education and technical assistance to County SAP users.

Major initiatives for SAP over the next fiscal year are:

- Implementing a new Budgeting system that is integrated with SAP
- Implement Procurement for Public Sector contracting capabilities
- Implement Employee Self Service for Electronic Timesheets to be used at a minimum by Management staff.
- Implement Employee Self Service Certification to track employee Certifications across county Departments.
- Reduce the number of SAP shadow system used by the departments.
- Evaluation of Employee Self-Service Benefits options

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of NEW SAP functionality implemented	0	0	1	3
Outcome	Percentage of Managers submitting timesheets electronically	0.0%	0.0%	0.0%	80.0%

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$1,858,593	\$0	\$1,224,064
Contracts	\$0	\$70,000	\$0	\$165,000
Materials & Supplies	\$0	\$683,254	\$0	\$594,385
Internal Services	\$0	\$123,575	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0
Cash Transfer	\$0	\$0	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,735,422</b>	<b>\$0</b>	<b>\$1,983,449</b>
<b>Program Total:</b>	<b>\$2,735,422</b>		<b>\$1,983,449</b>	
Program FTE	0.00	15.00	0.00	9.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,735,422	\$0	\$1,983,449
Other / Miscellaneous	\$0	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,735,422</b>	<b>\$0</b>	<b>\$1,983,449</b>

## Explanation of Revenues

## Significant Program Changes

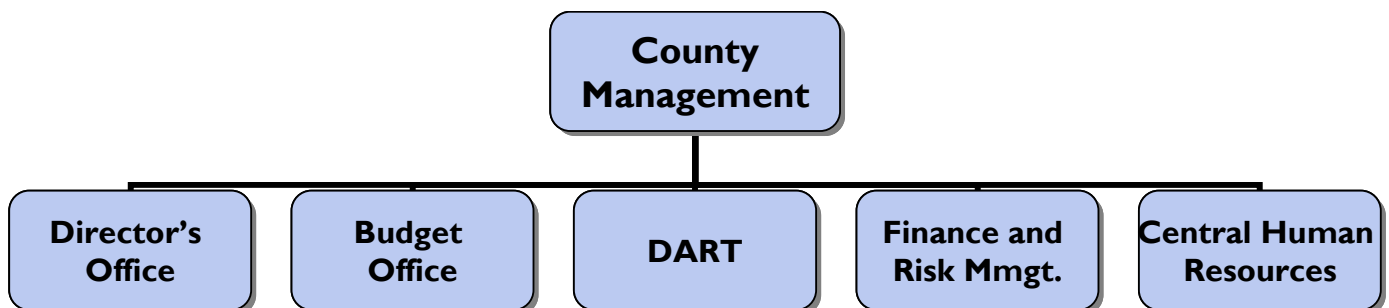
Last year this program was: #79014, IT SAP Support Team

### Department Overview

The Department of County Management (DCM) provides corporate level management of the County's administrative infrastructure. DCM collects property and business income taxes, the two primary sources of General Fund revenue; pays the County's bills; and develops and implements policies and programs for effective human resources management. DCM acts as the County's primary compliance officer for regulations, requirements and policies pertaining to administrative infrastructure and programs.

In addition to providing administrative services to Departments, DCM supports the Chair and elected officials by providing strategic leadership and objective policy analysis and makes recommendations for the ongoing development of County programs and initiatives. DCM provides analysis and forecasting to the Chair and Board in areas including the County's economic future, revenue enhancement, and labor and employee relations.

In FY 2012, the structure of DCM is changing to reflect the Chair's Multnomah Evolves initiative. One result of the initiative is the creation of a new Department of County Assets (DCA). Two divisions that have historically been in DCM - Facilities and Property Management, and FREDS - are being moved to the new DCA, and combined with the Office of Information Technology. In addition, DCM's Business Services Unit and the DCM Human Resources Unit are being moved to DCA to create an Administrative Hub, a new unit that will provide administrative and business support to DCM, DCA, and Nondepartmental offices. In addition to the changes to the organizational structure, DCM is eliminating several management positions through the Multnomah Evolves/Span of Control project. Specific information about the eliminated positions is provided in the division narratives.



### Budget Overview

The Department of County Management oversees financial activities and human resources, and manages risk county-wide. The FY 2012 adopted budget is \$123,058,257 and 227.25 FTE in all funds.

Structural changes to DCM include:

- Both the Facilities & Property Management division and the Fleet, Records, Electronics, Distribution, and Stores (FREDS) division are moved to the new Department of County Assets (DCA). This action reduces the DCM budget by \$102,049,064 and 134.50 FTE.
- The DCM Business Services and Human Resources groups are moved to DCA. These two teams will be combined with additional business teams in DCA to form an administrative services group providing human resources, finance, purchasing, contract management, and other administrative services to DCA, DCM, and the Nondepartmental offices and agencies. This action reduces the DCM budget by \$1,589,439 and 10.00 FTE.

Significant expenditure changes include:

- DCM undertook management span of control reductions, the net result of which reduced the budget by \$560,488 and 6.00 FTE. These reductions were taken primarily in the Division of Assessment, Recording, and Taxation (DART).

One-time-only programs for FY 2012 include:

- \$600,000 of one-time General Fund to consolidate and remodel DART's customer service operations in the Multnomah Building.
- \$1,000,000 of one-time General Fund to purchase and implement a new budget software system. *Note that this project is sponsored by the Budget Office, but the expenditure is budgeted in DCA-Information Technology, which is responsible for implementing the system.*

Budget Trends*	FY 2010	FY 2011	FY 2011	FY 2012	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	239.40	232.00	235.30	227.25	(8.06)
Personal Services	\$21,354,427	\$22,787,542	\$23,252,594	\$22,646,100	(606,494)
Contractual Services	4,538,155	6,540,763	6,743,055	6,274,876	(468,179)
Materials & Supplies	75,855,954	87,917,866	90,636,975	94,129,281	3,492,306
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$102,051,425</b>	<b>\$117,246,171</b>	<b>\$120,652,124</b>	<b>\$123,058,257</b>	<b>\$2,406,133</b>

\*Does not include cash transfers, contingencies or unappropriated balances.



## Successes and Challenges

Budget reductions taken in FY 2011 presented numerous challenges. In order to maintain the highest possible level of support to the administrative infrastructure and preserve the County's compliance with external regulatory requirements, DCM reviewed areas for process efficiency. Particular successes were achieved in the following areas:

- Budget – process, tools and timeline redesigned to provide departments more time to address Chair and Board requests;
- Finance - Community Banking Policy approved; improvements in investment strategy; further growth of paperless payment processing; MWESB outreach efforts show positive results (ECC 31% of total project compared to 20% goal)
- Human Resources - Leadership Academy; Talent Development in greater demand; implementation of paperless employee application process.

The Department faces a number of opportunities and challenges in the coming years:

- The Multnomah Evolves project and the proposed reductions in administration.
- TARP (Troubled Asset Relief Program) resulted in increased banking fees related to FDIC insurance.
- Implementation of the new Property Tax and Assessment system.
- Contracts System Redesign project, to improve the County's ability to effectively manage professional services contracts.
- Partnering with IT to develop options for a new Budget System to replace the existing antiquated system.
- Human Resources - FY 2011 and 2012 contract negotiations with labor unions.
- Revenue/Debt Management - DCM provides financial management or oversight of a variety of County projects when other agencies are involved or when external borrowing is required (i.e. Sellwood Bridge financing).

### Diversity and Equity

County Management promotes diversity and equity across the organization enabling DCM to better meet its goals for employee inclusion, commitment and job satisfaction. DCM also promotes these principles externally when engaging with vendors and community partners to leverage the County's resources, reduce environmental impacts of operations and promote fiscal responsibility, social equity and community and environmental stewardship for a more responsive government.

- DCM maintains County Personnel Rules reflecting the County's commitment to recruitment and hiring practices without regard to race, religion, color, national origin, sex, age, marital status, physical or mental disability, political affiliations, sexual orientation, gender identity, source of income, familial status or any other non-job related criterion.
- Labor Relations ensures provisions of labor agreements and personnel rules are applied equally to all employees.
- Employment outreach through regularly scheduled print/online advertising and weekly job announcements to over 70 employment partners and at regularly scheduled job fairs focused on women, minority, youth and Veteran communities.
- Development of the Sustainable Purchasing and Social Equity Policy (PUR-8).
- The County, along with other Oregon counties, drafted legislation to create financial equality for citizens living below the poverty line and collaborates with non-profits to donate tax-foreclosed property to support and house people with disabilities.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Director's Office	\$502,076	\$0	\$502,076	1.95
Budget Office	1,284,951	0	1,284,951	8.94
Central Human Resources	\$3,249,686	\$1,816,725	5,066,411	19.00
Finance and Risk Management.	6,982,187	88,704,842	95,687,029	65.86
Division of Taxes, Recording & Assessment	16,816,752	3,701,038	20,517,790	131.50
<b>Total County Management</b>	<b>\$28,835,652</b>	<b>\$94,222,605</b>	<b>\$123,058,257</b>	<b>227.25</b>

### Director's Office

The Director's Office for the Department of County Management is responsible for the administrative infrastructure and financial health for the overall County organization. The Director's office develops and presents policy analysis and provides corporate leadership in the areas of finance and risk management, human resources, and administration. The Director's Office works with DCM divisions, elected officials and staff, and departments to establish priorities and guidelines to assure policies and operations are aligned with priorities. The Director's Office provides project management and direction for county-wide projects identified and prioritized by the Chair's Office, and works with elected officials and departments on infrastructure policy and delivery for the entire County.

The Director's Office formerly included DCM Human Resources and Business Services work units. The Human Resources unit provided support in the areas of employee recruitment, retention, performance management and organizational effectiveness. The Business Services Unit provided support to DCM and Nondepartmental offices for a complex array of internal services and county-wide fiscal and operational functions, including finance operations, personnel administration, procurement and contracting, and budget management. These two work teams have been moved to the Department of County Assets for FY 2012, where they will continue to provide administrative services to DCM divisions.

### Significant Changes

In FY 2012, the DCM Business Services and Human Resources units are being moved to the new Department of County Assets, in conjunction with the Chair's Multnomah Evolves initiative. The units will become part of an administrative hub that will provide support to DCM, DCA, and Nondepartmental offices.

### Budget Office

The Budget Office guides the development of the County's budget process, prepares the annual budget and supports the Chair and the Board of County Commissioners in their budgeting decisions by helping align the County's annual spending plan with Board priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

The Budget Office leads the county-wide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources. The Budget Office prepares and presents the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget projections;
- Ad Hoc analysis for the Chair's Office and elected officials; and
- Monthly expenditure and revenue monitoring.

Staff also assist departments by providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on county-wide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and analysis.

### Significant Changes

In FY 2012, the Budget Office reduced the professional services budget by 36% which significantly impacts the office's ability to complete special projects. In addition, one administrative support position is being moved from DART to the Budget Office to align administrative support needs more efficiently.

Due to a change in the internal service methodology and allocation, internal service costs for this program have decreased by nearly 30% or nearly \$75,000. Those costs have been reallocated elsewhere in the department.

## Central Human Resources

The Central Human Resources Division is driven by the county-wide Human Resources Strategic Plan Mission, “We foster organizational excellence by providing strategic and comprehensive human resource services to attract, develop, and sustain a diverse and talented workforce.”

The Central Human Resources Division provides strategic leadership, recommends policy, develops human resource systems, and partners with the department HR units to guide consistent, efficient and cost effective HR processes and practices necessary to achieve results across the organization. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with county-wide business goals and oversees evaluation of HR contributions to organizational effectiveness.

The Central Human Resources Division manages the following services and systems to support employees, managers and the business needs of the County organization.

- Collective bargaining and labor contract interpretation
- Personnel rules and County HR policy development and interpretation
- Job classification & compensation plans
- County-wide training and organizational development
- HR process monitoring and evaluation
- Recruitment and retention systems and processes

## Significant Changes

In FY 2011, DCM Human Resources Unit reported to Central HR and served both the Department of County Management and the Office of Information Technology/Nondepartmental customer groups.

The DCM Human Resources Unit (offer 72060) was previously budgeted in the Central HR Division, but in FY 2012 is included in the Department of County Assets. The HR unit will become part of an administrative hub that will provide support to DCM, DCA and Nondepartmental offices.

### Finance and Risk Management

The Finance and Risk Management Division provides a wide variety of services to ensure the County's financial transactions are managed in a timely and accurate manner.

The division pays the County's bills, maintains and records accounting transactions, manages cash and investments, issues payroll checks, and manages the contracting process for the County. Risk Management negotiates insurance coverage for the County's buildings, manages claims associated with work related injuries, consults on workplace safety and health, and manages claims for the County's self-insured liability program. The Benefits section coordinates and manages benefits and wellness programs for County employees and their dependents.

Finance and Risk Management is responsible for preparing the County's Comprehensive Annual Financial Report (CAFR). The CAFR has been awarded the Government Finance Officers of America (GFOA) award for distinguished reporting in each of the past 26 years. Staff members in the division serve in leadership positions on statewide professional organizations and advisory boards. This serves as recognition by our peers of the ways in which Finance and Risk Management programs strive for innovative solutions. The division constantly seeks ways in which efficiencies can be implemented to improve the processing of financial transactions.

### Significant Changes

Purchasing (72010) - The MWESB program has been combined with Purchasing to reflect integration of MWESB activities into the Purchasing workplan.

Purchasing (72010) - Reduction of 0.50 FTE (one individual for half the year) in anticipation of completing the Contract System Redesign project.

Treasury and Tax Administration (72023) - Banking fees are increased by \$141,000 over FY 2011 as a result of charges assessed by banks related to Federal Deposit Insurance Corporation (FDIC) guarantee programs. In addition, 1.00 FTE is being reduced from a manager to technical support position via the Multnomah Evolves/Span of Control project.

Liability Risk Management (72015) - 1.00 management FTE is being eliminated via the Multnomah Evolves/Span of Control project.

### Division of Assessment, Recording and Taxation (DART)

The Division of Assessment, Recording and Taxation (DART) collects and distributes over \$1.2 billion in annual property taxes while ensuring that all property is valued and taxed fairly and accurately. Over 25% of all dollars collected go into Multnomah County's General Fund. DART performs the statutorily required functions of Tax Assessor, Tax Collector and certain County Clerk functions including Recording, Marriage Licenses, Domestic Partnership Registrations, Passports, Tax Title, and the Board of Property Tax Appeals.

DART collaborates with stakeholders to address the evolving needs of the Multnomah County community, to meet mandated functions, and to provide leadership to improve the efficiency of the statewide property tax system. The Division provides proactive and judicious stewardship of public resources through its efficient and cost effective management.

DART maintains over 340,000 property tax accounts, calculates tax levies, certifies the tax roll for collection, and distributes property taxes to over 60 taxing districts. The Division provides responsive customer service as we record over 165,000 documents annually, maintain ownership records and property descriptions, issue over 6,500 marriage licenses and domestic partnership registrations, respond to 90,000 phone calls and serve 30,000 walk-in customers.

### Significant Changes

In FY 2011, DART completed the process of fully integrating Tax Title into the organization, resulting in better use of resources, a significant reduction in property inventory held and managed by the County, and the elimination of a Program Supervisor position.

DART absorbed another key public function, this time from the Elections Division: DART recently began issuing passports at the customer service counter in order to provide additional public hours and easy access for Multnomah County citizens. We anticipate an increase in revenue as a result.

Ongoing organizational changes occurred in FY 2011 and are reflected in FY 2012 program offers. These changes prepare DART staff to be best aligned to integrate the new Assessment and Taxation system upgrade successfully.

In FY 2012, the structure of DART will be changing to reflect the chair's Multnomah Evolves initiative. In addition to organizational changes, DART will be eliminating 5.00 management positions through the Multnomah Evolves/ span of control project. Furthermore, one administrative support position is being moved from DART to the Budget Office to align administrative support needs more efficiently. All of these positions are partially funded by the CAFFA grant (approximately 25%); the span of control salary savings are offset by a reduction in CAFFA grant resources.

### Department of County Management

The following table shows the programs that make up the departments total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
72000	DCM Director's Office	\$502,076	\$0	\$502,076	1.95
72029	Budget Office	1,284,951	0	1,284,951	8.94
<b>Central Human Resources</b>					
72056	Central Human Resources - Administration	716,987	0	716,987	4.00
72057	Central Human Resources - Central HR Services	1,572,271	0	1,572,271	9.00
72058	Central Human Resources - Labor Relations	960,428	38,493	998,921	5.85
72059	Central Human Resources - Unemployment Insurance	0	1,778,232	1,778,232	0.15
<b>Finance &amp; Risk Management</b>					
72005	FRM - Accounts Payable	668,679	0	668,679	6.10
72006	FRM - Bus Pass Program	0	1,270,421	1,270,421	0.00
72007	FRM - Chief Financial Officer	526,385	0	526,385	2.50
72009	FRM - General Ledger	1,105,530	0	1,105,530	9.78
72010A	FRM - Purchasing	2,219,876	0	2,219,876	18.50
72012	FRM - Employee Benefits	0	80,336,277	80,336,277	9.17
72013	FRM - Employee Wellness	0	301,877	301,877	1.00
72015	FRM - Liability Risk Mgmt	0	2,362,377	2,362,377	0.68
72017	FRM - Payroll/Retirement Svcs	870,625	0	870,625	7.58
72018	FRM - Property Risk Mgmt	0	1,188,723	1,188,723	0.55
72019	FRM - Safety	0	439,371	439,371	3.00
72023	FRM - Treasury and Tax Administration	1,591,092	0	1,591,092	4.50
72024	FRM - Worker's Compensaton	0	2,700,796	2,700,796	2.50
72028	FRM - Recreation Fund Payment to Metro	0	105,000	105,000	0.00
<b>Division of Assessment, Recording, &amp; Taxation (DART)</b>					
72036A	Div Of Assessment, Recording & Taxation Administration	761,570	0	761,570	5.00
72036B	DART Administration - Consolidation of Customer Service	600,000	0	600,000	0.00
72037	DART Customer Service	857,568	0	857,568	8.20



# County Management

fy2012 adopted budget

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
72038	DART County Clerk Functions	1,686,920	0	1,686,920	14.10
72039	DART Ownership	386,460	0	386,460	4.00
72040	DART Tax Revenue Management	1,503,014	0	1,503,014	11.70
72041	DART - GIS & Parcel Management	1,032,691	0	1,032,691	9.45
72042	DART Assessment Performance Analysis	382,533	0	382,533	3.20
72043	DART Property Assessment - Special Programs	738,222	0	738,222	7.05
72044	DART Personal Property Assessment	1,144,707	0	1,144,707	8.70
72045	DART Property Assessment - Industrial	601,073	0	601,073	5.55
72046	DART Commercial Property Appraisal	1,688,799	0	1,688,799	15.30
72047	DART Residential Property Appraisal	3,053,894	0	3,053,894	26.25
72048	DART Assessment & Taxation System Upgrade	0	3,701,038	3,701,038	1.00
72049	DART Data Operations	514,273	0	514,273	5.00
72050	DART Applications Support	1,251,728	0	1,251,728	5.80
72051	DART Tax Title	613,300	0	613,300	1.20
<b>Total County Management</b>		<b>\$28,835,652</b>	<b>\$94,222,605</b>	<b>\$123,058,257</b>	<b>227.25</b>

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**Lead Agency:** County Management

**Program Contact:** Mindy Harris

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

The Director's Office manages the administrative infrastructure and financial health of the entire county and sets administrative policy. The areas of responsibility with county-wide implications include Budget, Finance, Property Assessments & Recording, Tax Collections and Human Resources.

**Program Description**

The Director develops and presents administrative, financial, human resource and infrastructure guidelines and policy to executive level staff, County Chair, Chief Operating Officer and board of County Commissioners (BCC). The Director works with DCM Division Managers, Chair, BCC and departments to establish priorities and guidelines and ensure policies are aligned with these priorities. The Director works with Department and Human Resource personnel to recruit, train and retain a high quality diverse work force; provides project management for county-wide projects identified by the Chair's Office; and works with Board, the Department of County Assets (DCA) and other departments on the funding policies involving the physical infrastructure of the County.

DCM has embraced the electronic alternative to printing mandated or informational documents such as the Comprehensive Annual Financial Report, the annual Budget or the Risk Management Annual Report, to name a few. This along with the efforts to reduce general paper consumption contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste. DCM has also made great strides in its use of electronic payment processing and paperless employee applications both of which are discussed in further detail in program offers 72005 and 72056 respectively.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Performance reviews for all DCM employees	99.0%	100.0%	100.0%	100.0%
Outcome	Reduction in paper usage over 5 year period	51.0%	34.0%	51.0%	55.0%
Output	Probationary reviews completed	100.0%	100.0%	100.0%	100.0%

**Performance Measure - Description**

✔ **Measure Changed**

The performance review measure aligns with the goals in the Administrative Review report. Providing employees with regular feedback allows them to enhance their demonstrated skills and improve in areas where needed. It also increases productivity. The maximization of employee performance is a principal contributor to organizational success.

The reduction in paper usage was a new measure in FY2011. Due to the innovation in DCM processes, the department has seen a significant reduction in its purchase of paper and continues to look for processes that can be implemented electronically. The reduction in paper usage does not take into account other forms of electronic documents that used to be printed through outside vendors, such as the Comprehensive Annual Financial Report and Budget documents. DCM continues to make progress in the reduction of colored paper usage and moving toward 100% recycled content.

The probationary review measure is new in FY2011 and is aligned with the Administrative Review goals. The Probationary Review (PR) is the final stage of the recruitment and selection process. The PR is a critical opportunity for the department to evaluate the performance, skills, and compatibility between the new employee and the department business needs, and more importantly, to ensure two-way communication between the supervisor and employee.

## Legal/Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$391,616	\$0	\$394,167	\$0
Contracts	\$0	\$0	\$50,000	\$0
Materials & Supplies	\$5,707	\$0	\$7,523	\$0
Internal Services	\$59,609	\$0	\$50,386	\$0
Total GF/non-GF:	<b>\$456,932</b>	<b>\$0</b>	<b>\$502,076</b>	<b>\$0</b>
Program Total:	<b>\$456,932</b>		<b>\$502,076</b>	
Program FTE	2.95	0.00	1.95	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72000A, DCM Director's Office

In FY12 the structure of the DCM Business Services and DCM Human Resources support units is changing to reflect the Chair's Multnomah Evolves Initiative. Both work units are being moved to the Department of County Assets (DCA) and will combine with similar functions in the Information Services Division. DCA, DCM and NonDepartmental HR and Business Services support will be provided through the new Administrative Services Hub reporting to DCA. Additionally, one FTE is moved from the Director's Office to DCA Business Services as part of the FY11/FY12 plan to achieve greater efficiencies by "centralizing" administrative and support functions for DCM and the Chair's Office, including Commissioners and Non Department entities.

**Lead Agency:** County Management

**Program Contact:** Satish Nath

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing & data integrity, travel & training audits, procurement card administration, vendor master file management and compliance with County Administrative Procedures.

**Program Description**

AP processes approximately 121,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP administers the procurement and travel card programs and facilitates the establishment and monitoring of petty cash accounts countywide; furthermore, it coordinates the fiscal year-end expenditure accruals; conducts internal audits of AP functions ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures and government accounting practices; coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor records for payment and tax reporting purposes.

AP also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, AP provides one-on-one technical assistance/training and also hosts information forums and periodic finance related user-group meetings for the purpose of informational updates, group training, and peer/professional support which ultimately contributing to staff competencies. AP prides itself on fostering continuous process improvement by exploring/adopting AP best practices while leveraging technology to evolve the payables function from a paper intensive process to a more sustainable, electronic process. This single objective has reduced the cost of government—providing operating efficiencies while maintaining internal controls and supporting Climate Action Plan (Action Area 18-8).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Invoice Payments Processed	121,040	115,000	121,000	122,000
Outcome	Percent of Invoices Paid on Time within std NET30	95.5%	85.0%	88.0%	96.0%
Outcome	Percent of Total Payments that are Electronic	38.0%	44.0%	44.0%	45.0%
Outcome	Procurement Card Program Rebates as a result of epayment growth	18,971	26,000	23,000	26,000

**Performance Measure - Description**

Invoice payments processed increased from previous year due to growth of electronic payments which are processed daily as compared to weekly check payment processing.

Percent of total payments that are electronic is quantifying all paperless disbursements made via ACH (Automated Clearing House), wire transfer, government funds transfer or credit card purchase--growth correlates with more cost effective electronic payment methods.

Procurement Card Rebates are directly associated with the total amount spent in the P-Card system; the County experienced significant growth largely due to expanded use of credit card solutions combined with improved rebate rates negotiated with Bank of America.

## Legal/Contractual Obligation

Tax Information Returns (ie. 1099 MISC, 1099 INT, etc) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply could result in the County being assessed penalties and fines.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$555,356	\$0	\$570,551	\$0
Materials & Supplies	\$12,410	\$0	\$9,000	\$0
Internal Services	\$96,474	\$0	\$89,128	\$0
Total GF/non-GF:	<b>\$664,240</b>	<b>\$0</b>	<b>\$668,679</b>	<b>\$0</b>
Program Total:	<b>\$664,240</b>		<b>\$668,679</b>	
Program FTE	6.10	0.00	6.10	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$126,149	\$0	\$125,000	\$0
<b>Total Revenue:</b>	<b>\$126,149</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank and Bank of America are based on the level of annual spending in each of the banks' credit card programs. The majority is from Bank of America's procurement card program; rebates from BOA are generally 1% of total value of transactions processed. Multnomah County is part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

## Significant Program Changes

Last year this program was: #72005, FRM - Accounts Payable

**Lead Agency:** County Management

**Program Contact:** Caren Cox

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Bus Pass Program assists the County with satisfaction of Oregon's Department of Environmental Quality (DEQ) Employee Commute Option (ECO) mandate via the TriMet Universal Pass Program. The program encourages employee use of alternative transportation for daily commuting and workday travel between work locations. Eligible County employees receive an annual transit pass subsidized by the County for bus, light rail, and street car transit in the TriMet service areas including limited use on C-Tran vehicles in Clark County Washington. This transit subsidy program is Multnomah County's primary contribution toward satisfaction of DEQ's Employee Commute Options trip reduction goals. Other County supported options include compressed work week and secure bicycle parking. Within 3 years, the combination of these employer incentives must have the potential to reduce commute trips to the worksite by 10%. The bi-annual DEQ Employee Transportation Survey measures progress toward this goal.

**Program Description**

The Bus Pass Program supports the County's sustainability goals to protect the environment, reduce air/noise pollution, and conserve natural resources by encouraging the use of mass transit for both daily work commute and workday travel between worksites. Since motor vehicles are the largest single source of air pollution in the Portland area, DEQ requires local employers to provide transportation alternatives designed to reduce the number of cars driven to work. Staff provides management of the County's transit pass program, including coordination of the mandatory bi-annual DEQ Employee Transportation Survey, oversight of an inter-governmental contract with TriMet, administration/distribution of individual annual transit passes to eligible County employees (all regular full/part time employees are eligible for transit pass), collection of passes from terminated or ineligible employees throughout the year, management of the Emergency Ride home program and training for Coordinators to administer the Emergency Ride home program, and pursuit of refund dollars available through the state's Business Energy Tax Credit program (which has recovered \$500K in the past two years helping to cover a portion of the program's cost).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of purchased passes distributed	91.0%	85.0%	84.0%	90.0%
Outcome	Cost savings (in dollars per ee compared to purchasing retail Trimet Pass	629	670	615	650

**Performance Measure - Description**

**Output:** New bus pass year begins on September 1. Historically, participation increases throughout the bus pass year. Allocation is based on TriMet's interpretation of data gathered during the bi-annual DEQ Transportation Survey.

**Outcome:** The County's per pass cost using this program is significantly less than the retail cost of a Tri-Met pass. Annual pass cost savings are determined at the end of the bus pass year. Use of the Universal Pass Program to satisfy this labor requirement saves the County from paying the full individual pass price for each pass issued. The savings to the County for bus pass year 9/09-8/10 was \$2,272,577.00 (3613 passes issued with a savings of \$629 savings per pass). The County's savings to date for the 9/10-8/11 bus pass year is \$2,102,070.00 (3418 passes issued to date).

## Legal/Contractual Obligation

Labor contracts require transit pass be provided by employer. OAR Chapter 340, Div 12 requires employers to make a good faith effort to provide incentives for employees to potentially reduce commute trips to worksites by 10% within 3 years. To meet this requirement, County assists DEQ with their bi-annual survey to determine current commute methods, then follows DEQ approved plan to meet target reductions. Compliance is based on submission/implementation of a sufficient plan and on whether employer has made good faith effort to achieve the target. Failure to comply is a Class II environmental violation carrying penalties ranging from \$500-\$2000 per day of violation.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Materials & Supplies	\$0	\$1,305,967	\$0	\$1,270,421
Total GF/non-GF:	<b>\$0</b>	<b>\$1,305,967</b>	<b>\$0</b>	<b>\$1,270,421</b>
Program Total:	<b>\$1,305,967</b>		<b>\$1,270,421</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,030,967	\$0	\$1,270,421
Other / Miscellaneous	\$0	\$275,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,305,967</b>	<b>\$0</b>	<b>\$1,270,421</b>

## Explanation of Revenues

Program is funded via the benefits administration charge (0.90% of gross pay). Revenues are recorded in cost center 705210. The County pays for the program at onset of transit pass year (September) in order to receive a 5% discount on the annual program cost.

Over the past three years the County has been able to "sell" energy tax credits generated by this program to a tax paying entity through the Oregon Business Energy Tax Credit (BETC) program. BETC requires an annual application and match to a tax purchasing partner is not guaranteed. At this time, it is believed that the State of Oregon will discontinue this program but if it remains in place we intend to continue to apply for the credit indefinitely.

## Significant Program Changes

Last year this program was: #72006, FRM - Bus Pass Program



**Lead Agency:** County Management

**Program Contact:** Mindy Harris

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Chief Financial Officer manages the financial health of the entire county and sets administrative policy related to financial management. Direct responsibilities include Accounts Payable, General Ledger, Risk Management, Employee Benefits, Retirement Programs, Tax Administration, Central Purchasing, and Treasury.

**Program Description**

The CFO develops and presents financial guidelines and policy to executive level staff, the County Chair's Office, and Board of County Commissioners (BCC). The CFO presents recommendations related to public financial policy to these groups as well as CEOs and CFOs of other jurisdictions. The CFO interacts with the Oregon legislature, the general public, and the business community in assessing the potential impact of changes in financial policy. The CFO also develops and/or suggests financing alternatives to executive level staff and jurisdiction partners.

The CFO monitors the Public Employees Retirement System (PERS), works with partner jurisdictions to develop and present legislative policy. This involves communication with the BCC, the Oregon Legislature and/or PERS Board and labor groups. The CFO works with the Budget Office, the Chair's Office, the BCC and County departments to establish priorities and guidelines and assure policies are aligned with these priorities. The CFO works with finance sections, DCM divisions, and department stakeholders on all administrative policies and procedures.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aaa	1	1	1	1

**Performance Measure - Description**

**Output:** The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close the fiscal year.

1=achieved; 0=not achieved.

**Outcome:** County maintains highest bond rating of Aaa on general obligation debt. This rating is achieved by continuing to demonstrate prudent financial management.

1=achieved; 0=not achieved.

## Legal/Contractual Obligation

ORS 208, 288,294,295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9,11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$460,671	\$0	\$355,506	\$0
Contracts	\$20,000	\$0	\$101,542	\$0
Materials & Supplies	\$5,938	\$0	\$0	\$0
Internal Services	\$33,298	\$0	\$69,337	\$0
Total GF/non-GF:	<b>\$519,907</b>	<b>\$0</b>	<b>\$526,385</b>	<b>\$0</b>
Program Total:	<b>\$519,907</b>		<b>\$526,385</b>	
Program FTE	3.50	0.00	2.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

Last year this program was: #72007, FRM - Chief Financial Officer

**Lead Agency:** County Management

**Program Contact:** Cara Fitzpatrick

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, audit of the County's expenditures of Federal awards, Federal cost allocation plan, contract fiscal compliance over grants as well as general accounting support and assistance countywide.

**Program Description**

The GL program supports and monitors the County's financial accounting activity by performing corporate level accounting functions, including account reconciliations, review / approval of accounting transactions and preparing required financial reports. The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officer's Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials meeting the reporting standards and requirements noted by GFOA. Approximately 3% of government entities in the US receive this award annually.

The program's fiscal compliance (FC) unit performs site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. GL also prepares the County's cost allocation plans needed to recover central and departmental overhead and administrative indirect costs from external revenue sources. Maintaining internal controls and the chart of accounts are also performed by GL.

Climate Action Plan (18-8) - electronic financial statement reporting for the CAFR on the MINT and internet supports Countywide initiatives for paper/waste reduction.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of properly stated balance sheet accounts per review of external auditors	283	283	295	295
Outcome	% of properly stated balance sheet accounts per review of external auditors	100.0%	100.0%	100.0%	100.0%
Outcome	% of total pass-through dollars actively monitored by Fiscal Compliance	67.0%	65.0%	65.0%	70.0%
Outcome	% of external auditor recommendations successfully implemented in a fiscal year	82.0%	75.0%	60.0%	65.0%

**Performance Measure - Description**

**Output:** In the County's external financial audit, the auditors will analyze and audit our general ledger accounts. Fewer general ledger accounts identified with misstatements will indicate a high degree of accuracy in the financial statements.  
**Outcome:** In the annual external audit, the auditors review and analyze the general ledger. A higher % of accurately stated accounts indicates fewer misstatements in the CAFR.  
**Outcome:** FC unit performs financial monitoring of County funded human service (HS) providers. Monitoring includes Federal, State, County and other funds recorded in the pass-through/program support GL account. A higher percentage monitored indicates greater coverage which results in a decrease in County financial risk as it relates to HS providers.  
**Outcome:** In the County's external financial audit, the auditors provide recommendations to management on noted areas of improvement. A high percent of auditor recommendations successfully addressed indicates a greater degree of internal control and management review over the County's financial data.

## Legal/Contractual Obligation

Oregon Revised Statutes(ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and submitted to the Secretary of State - Audits Division. The Office of Management and Budget (OMB)Circular A-133 (Audits of States, Local Governments & Non-Profit Organizations) requires entities expending Federal funds over \$500,000 in a fiscal year to have a single audit of Federal awards. Also per A-133, Federal funds that are passed on to other organizations (such as non-profits) must perform subrecipient monitoring on those contracts funded with pass-through dollars. OMB A-87 (Cost Principles for State, Local & Indian Tribal Governments) requires organizations to publish an approved indirect cost allocation plan for any indirect or administrative costs allocated to Federal awards.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$925,158	\$0	\$943,763	\$0
Contracts	\$1,100	\$0	\$1,100	\$0
Materials & Supplies	\$24,100	\$0	\$24,922	\$0
Internal Services	\$121,204	\$0	\$135,745	\$0
<b>Total GF/non-GF:</b>	<b>\$1,071,562</b>	<b>\$0</b>	<b>\$1,105,530</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,071,562</b>		<b>\$1,105,530</b>	
Program FTE	9.78	0.00	9.78	0.00
<b>Program Revenues</b>				
Intergovernmental	\$14,842	\$0	\$15,542	\$0
<b>Total Revenue:</b>	<b>\$14,842</b>	<b>\$0</b>	<b>\$15,542</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from Service Districts (Dunthorpe-Riverdale and Mid County Street Lighting) as reimbursement for accounting services provided to them.

## Significant Program Changes

Last year this program was: #72009, FRM - General Ledger

**Lead Agency:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Purchasing oversees the County's goods and services procurement activities and provides leadership, expertise, and training to departments and employees who perform purchasing functions. Purchasing supports departments to procure products and services in human services, construction, materials, and non-professional and professional services. Purchasing ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

**Program Description**

Purchasing provides leadership, policy oversight and monitoring, contract procurement, compliance, staff training, support services and overall accountability for thousands of contracts and millions of dollars awarded each year. Key efforts include: (1) safeguard the County from potential contractual risk and liability exposure; (2) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (3) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (4) research, analyze, recommend, and implement best practices; (5) provide on-going guidance, support, training and consulting to departments and employees; (6) track, monitor, analyze and annually report on contract data and performance measures; (7) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB) and Qualified Rehabilitation Facilities (QRF); (8) participate in community events, meetings and conduct outreach to the MWESB vendor community, and (9) develop and implement sustainable purchasing policies, procedures and training.

CAP: 18-9 All Purchasing staff share in the education, training, and support of County staff to promote and support sustainable purchasing practices. Program Offer 72010B requests a more effective approach to supporting this CAP goal through dedicated staffing.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of contracts awarded to MWESB and QRF businesses	35.0%	30.0%	35.0%	35.0%
Outcome	Minimize the number of sustained protests on formal procurements	0	0	0	0
Output	Number of formal RFP and Bid solicitations issued	53	50	50	50
Output	Number of contracts processed	1,164	1,100	1,100	1,100

**Performance Measure - Description**

These are the same performance measures as in FY11. Purchasing manages formal Request For Proposal (RFP) and bid solicitations (i.e. >\$150,000) for the County because they represent the greatest risk in the County's purchasing activity. Minimizing the number of sustained protests is an indicator of how well Purchasing is managing the risks associated with formal procurement processes. The output measure of the number of formal RFP and bid solicitations is a good indicator of the volume of formal procurements we conduct across all county departments. Likewise, the number of contracts processed is a good indicator of the volume of contracts we review, process and store for county departments.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 279A, 279B, and 279C establish requirements affecting the County's procurement and contracting practices. The County establishes and implements Public Contract Review Board (PCRB) Rules and Administrative Procedures CON-1 and PUR-1 to define its procurement and contracting processes within the constraints of ORS requirements.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,773,709	\$0	\$1,752,540	\$0
Contracts	\$49,000	\$0	\$49,000	\$0
Materials & Supplies	\$73,005	\$0	\$78,910	\$0
Internal Services	\$359,776	\$0	\$339,426	\$0
Total GF/non-GF:	<b>\$2,255,490</b>	<b>\$0</b>	<b>\$2,219,876</b>	<b>\$0</b>
Program Total:	<b>\$2,255,490</b>		<b>\$2,219,876</b>	
Program FTE	19.00	0.00	18.50	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$8,000	\$0	\$2,000	\$0
<b>Total Revenue:</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenues are generated when solicitation plans and specifications are sold or fees are collected for services performed in response to public records requests. During FY11, Purchasing worked with Departments to move access and sales of these documents online via a third party provider. This resulted in significant service improvements for vendors, more efficient use of County staff time, and a reduction of revenue to Purchasing.

## Significant Program Changes

### Last year this program was:

Last year this program was: #72010 - FRM - Purchasing and #72011A - FRM - Purchasing - MWESB Program. They are combined into a single offer as MWESB funds are a small fraction of what they once were and MWESB activities are more integrated into the work of all Purchasing staff.

With substantial completion of the Contract System Redesign (CSR) project anticipated in mid-FY12, this program offer reflects the elimination of the Project Manager position at project close out and a savings of \$58,882. The OA2 position assigned to this project will be retained to perform additional administrative work which has resulted from the CSR project.

**Lead Agency:** County Management

**Program Contact:** Caren Cox

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Employee Benefits program manages a full range of affordable, comprehensive health, life, disability, and retiree benefits for County employees, retirees, and dependents. Annually the County, employees, and retirees spend \$65 million to purchase health plan and other coverages for more than 10,000 employees, retirees, and family members. The highly trained professional staff oversee administration of a complex array of benefit plans ensuring the County remains compliant with labor contracts, federal, state and local laws/mandates. The program provides sound fiscal management of the plans offered, research and recommendations for plan enhancements, changes, or additions, assistance with strategic planning, development and implementation of new programs and administrative enhancements to existing programs, develops/implements new programs as directed by County Management while obtaining the best benefit value for employees and the County. Internal administration of the County's benefit plans allows for tailoring administrative structures to County's unique requirements. The national average increase in costs to employers for benefit programs over the past 4 years has been 5.88%. The County's average has been 5%.

**Program Description**

The Benefits Program consults and coordinates with all County employees and departments to ensure timely enrollment in benefit plans, complete accurate payroll deductions, produces of user friendly benefit communication/educational materials, and acts as an effective liaison between employees and benefit providers to facilitate problem resolution. We work closely with County labor and management to structure benefit components that provide desirable benefit options within budgetary constraints. Benefit administration is standardized to ensure all employees receive the maximum value of their benefit plans. Plans are regularly reviewed for compliance with federal, state, and local laws governing plan administration. Vendors and internal records are regularly audited to verify County funds are being spent appropriately and in compliance with plan requirements. Remittances are made regularly and on time to take advantage of discounts and avoid penalties. Service contracts include performance guarantees to ensure service levels.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of new hire enrollments processed	338	400	460	400
Outcome	Percent of new members needing assistance	15.0%	15.0%	11.0%	15.0%
Quality		0	0	0	0
Efficiency	County's monthly per employee benefit cost - rate of increase	3.0%	3.0%	9.0%	5.0%

**Performance Measure - Description**

Efficiency: Actual dollar costs per FT employee 8/09 rate \$912, 9/10 rate \$942, Jan-Jun 2010 rate \$989, FY11 \$1080. Departmental contribution increased in FY11 to build health plan reserves to acceptable level. New federal benefit requirements will likely cause cost increases over the next few implementation years.

National annual % change in total health benefit cost per employee per MERCER National Survey of Employer Sponsored Health Plans: (rate of increase) 2007 = 6.1%, 2008 = 6.3%, 2009 = 5.5%, 2010 = 5.6%.

We are removing the prior quality measure - which was a new employee benefit survey. Results were consistently at 98% satisfaction rate. This validates the effectiveness of the new hire benefit enrollment process, documents, and service.

## Legal/Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are governed by a variety of federal/state/local laws and agencies, including Internal Revenue Service (IRS), Dept of Labor (DOL), Dept of Health and Human Services (HHS), COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, American Recovery and Reinvestment Act, Genetic Information Nondiscrimination act (GINA), HIPAA, Patient Protection and Affordable Care Act (PPACA), Health Care and Education Reconciliation Act (HCERA), CHIP, as well as civil rights and Equal Employment Opportunity laws.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$855,691	\$0	\$1,099,991
Contracts	\$0	\$1,098,279	\$0	\$1,047,306
Materials & Supplies	\$0	\$75,615,367	\$0	\$78,010,507
Internal Services	\$0	\$164,032	\$0	\$178,473
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$77,733,369</b>	<b>\$0</b>	<b>\$80,336,277</b>
<b>Program Total:</b>	<b>\$77,733,369</b>		<b>\$80,336,277</b>	
Program FTE	0.00	8.12	0.00	9.17
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$70,738,138	\$0	\$73,160,096
Other / Miscellaneous	\$0	\$6,918,681	\$0	\$7,176,181
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$77,656,819</b>	<b>\$0</b>	<b>\$80,336,277</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage, benefit administration charge (0.90% of gross payroll), employee payroll deductions (both pre and post tax) for benefit plan participation, premium payments from retirees and COBRA participants, operational refunds/rebates/performance guarantee penalties from vendors, tax credits due to ARRA subsidies. Revenues are collected under 705210 but pay for expenses recorded under 705200, 705211, 705212, 705213, 705216, 705217, 705218, 705230, 705240, 705245.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72012, FRM - Employee Benefits

This program offer includes the balance from offer # 72027B ODS Flourish from FY 2011. Leave administration functions from 6 of the 8 County personnel offices: DCHS, DCS, Health, Library, DCM, IT were consolidated within Benefits this year. In FY 2011 an additional FTE was added to assist with handling this workload. Benefits staff will coordinate and handle most leave administration functions to focus on ensuring consistent, standardized, and legally compliant processing along with development of reporting tools senior management can use to evaluate presenteeism and manage absences.

A limited duration Asst. Manager position has been added as a training mechanism to ensure a seamless administrative transition when incumbent manager retires. Significant work has been added over the past 2 years including insourcing of COBRA administration, adding offer of Long Term Care insurance and ongoing administrative responsibilities, launching of online wellness coaching benefit, enhanced electronic services for employees, federal Early Retirement Reimbursement Program. Employers must have a well-trained competent benefit staff in order to stay abreast of changes to healthcare programs at the state and federal level, modify programs to retain legal compliance while maintaining the program's functionality and avoiding serious financial penalties imposed for non-compliance. To meet this goal Finance/Benefits has designed a succession plan to provide that result.



**Lead Agency:** County Management

**Program Contact:** Caren Cox

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Multnomah County Wellness Program provides eligible employees, retirees, and their family members with opportunities to improve their health and well being through education, experience, exercise, prevention training, and wellness interventions designed to cultivate a healthier workforce and population covered by County sponsored health plans. This County wide program focuses on broad spectrum wellness, which includes proper nutrition, weight control, fitness, stress management, and peer support. In general, wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, increased employee productivity, enhanced employee retention, and improved employee morale.

**Program Description**

The program provides the County's stable and aging workforce with opportunities to make healthy life choices that will enhance their commitment to the County, increase productivity, and encourage employee retention. Program offerings can be tailored to address the specific health needs of our population as targeted by health plan statistics: weight reduction, stress management, women's health, and cardiovascular health. Available work site wellness programs/initiatives demonstrate the County's commitment to supporting employees, encourage a healthy workforce, improve employee morale, and attract/retain our highly qualified workforce. The program offers a broad range of services to employees including convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules and employee mix (class costs are below market rate and shared by participants), workshops targeting stress management, work-life balance, and other medical concerns for our population, wellness information, community resources, a library of related subject matter, breast pump loan program, incentives program for weight loss, guidance for Peer Support Network, assistance to senior management with development of County wide wellness policies and assistance with many ad-hoc projects that support the program's goals.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of new requests for access to Fitness Ctr.	150	170	150	170
Outcome	Number of individual visits to fitness site	18,000	19,000	18,000	19,000
Outcome	Enrollment in Wellness sponsored activity	18,000	19,000	19,000	19,000

**Performance Measure - Description**

**Output:** Measures number of new requests for access to Wellness Fitness Centers. Increase/decrease may depend on hiring activity.

**Outcome #1:** Reports number of individual visits to County Wellness Fitness Center sites tracking card/fob key access.

**Outcome #2:** Reports number of individual visits to County Wellness Fitness Center sites, plus participation in specific classes or other offered programs (for example Wellness mini-grants, breast pump loan, weight subsidy).

### Legal/Contractual Obligation

Offering wellness activities is not mandated by labor contract or regulation. However, employers offering programs must ensure the programs are non-discriminatory and equally available to all employees.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$105,730	\$0	\$109,978
Contracts	\$0	\$65,000	\$0	\$65,000
Materials & Supplies	\$0	\$49,023	\$0	\$51,335
Internal Services	\$0	\$86,396	\$0	\$75,564
Total GF/non-GF:	<b>\$0</b>	<b>\$306,149</b>	<b>\$0</b>	<b>\$301,877</b>
Program Total:	<b>\$306,149</b>		<b>\$301,877</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$306,149	\$0	\$301,877
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$306,149</b>	<b>\$0</b>	<b>\$301,877</b>

### Explanation of Revenues

Revenues come from fees paid by Wellness fitness class participants (\$35,000.00), revenues from parking garage fees (\$12,000.00), and internal service reimbursements included in the benefit administration fee of 0.90% of gross payroll.

### Significant Program Changes

Last year this program was: #72013, FRM - Employee Wellness

**Lead Agency:** County Management

**Program Contact:** Helen Barkley

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Liability Risk Program (LRP) manages the County liability program in accordance with all legal requirements and County policies/procedures. It focuses on County-wide risk exposures, liability/subrogation claims, insurance, loss control/prevention, and risk management. Our goal is to annually determine the County's "Cost of Risk" benchmark against other entities and continually improve our program by implementing best practices.

**Program Description**

The Liability Risk Program (LRP) purchases Crime, Excess Liability, Bonds, and specialized insurance for the County. The LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance, and develops County-wide policies/procedures. The LRP designs and implements risk management strategies for the prevention of risk exposure and liability losses County-wide. This program adjusts claims with a contracted adjuster and the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss and purchase excess coverage for large claims). This controls the loss adjustment process, minimizes our "total cost of risk" (uninsured claims costs + insurance costs + administrative costs), and motivates internal loss control behavior. A department's internal liability rates are based on their past losses.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of policies for liability ins.,bond,crime coverages purchased/renewed	16	16	16	16
Outcome	Annual premium rate for liability ins/bond-cent per \$1,000 in budget	2	2	2	2

**Performance Measure - Description**

Output: Appropriate types of insurance coverage indicates strong safeguarding of the County's assets.

Outcome: This year's average premium rate per \$1,000 in budget for self-insured Oregon public entities is 6 cents. The County's rate is 2 cents, indicating that the cost of the Liability Risk Program again this year is well below the average premium rate for self-insured Oregon public entities.

## Legal/Contractual Obligation

The Liability Risk Program is mandated by County Code 7.100-7.104. The County is required by the State to have specific insurance and bond coverage. The County is self-insured for liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270, and purchases Excess Liability insurance above the self-insured retention of \$1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The LRP manages the County's compliance with numerous OSHA requirements to promote employee safety, including driver's license verification and inspections by regulatory and insurance carrier representatives.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$239,765	\$0	\$93,433
Contracts	\$0	\$226,948	\$0	\$226,948
Materials & Supplies	\$0	\$1,754,700	\$0	\$2,014,150
Internal Services	\$0	\$24,282	\$0	\$27,846
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,245,695</b>	<b>\$0</b>	<b>\$2,362,377</b>
<b>Program Total:</b>	<b>\$2,245,695</b>		<b>\$2,362,377</b>	
Program FTE	0.00	1.68	0.00	0.68
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$2,241,695	\$0	\$2,356,377
Other / Miscellaneous	\$0	\$4,000	\$0	\$6,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,245,695</b>	<b>\$0</b>	<b>\$2,362,377</b>

## Explanation of Revenues

Departments are charged a liability rate based on claims experience and an actuarial valuation performed every three years. The Liability Risk Program also receives subrogation money and reimbursement related to liability claims.

## Significant Program Changes

Last year this program was: #72015, FRM - Liability Risk Mgmt

**Lead Agency:** County Management

**Program Contact:** Susie Cameron

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension and deferred compensation programs.

**Program Description**

Payroll produces 24 payrolls per year for regular and on-call employees and is responsible for accurately withholding, reporting, and remitting employment taxes to Federal, State and Local taxing authorities; reporting and remitting pension contributions to the Public Employees Retirement System; administering the County's IRC §457 deferred compensation program; and ensuring that payroll expenditures are in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines. Payroll processes, reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues. Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance.

95% of employee's receive payment of wages through electronic disbursements to financial institutions and 91% of these employees participate in paperless notification of their deposits. This countywide process contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average number of payments issued per period.	6,683	6,800	6,700	6,800
Outcome	Percent issued without errors.	99	99	99	99
Output	Percent of employees participating in Deferred Comp program.	42.0%	48.0%	44.0%	46.0%
Quality	Average deferred comp account balance.	49,000	40,000	50,000	51,000

**Performance Measure - Description**

Output: Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits.

Output: The percent of employees participating in the deferred comp plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 29%. The national average account balance is \$27,000. The average account balance and participation rate are measures of the quality of the investment options and overall attractiveness of the plan as a voluntary employee benefit.

## Legal/Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws and by 10 union contracts. Withholding and remitting employment taxes is mandated by the Internal Revenue Service. Pension contributions are mandated by union contracts and the Oregon Revised Statutes. Failure to comply with these laws and regulations could result in the County being assessed penalties and fines.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$712,074	\$0	\$701,092	\$0
Contracts	\$10,100	\$0	\$19,500	\$0
Materials & Supplies	\$13,038	\$0	\$26,571	\$0
Internal Services	\$107,320	\$0	\$123,462	\$0
Total GF/non-GF:	<b>\$842,532</b>	<b>\$0</b>	<b>\$870,625</b>	<b>\$0</b>
Program Total:	<b>\$842,532</b>		<b>\$870,625</b>	
Program FTE	7.62	0.00	7.58	0.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$112,000	\$0	\$154,500	\$0
<b>Total Revenue:</b>	<b>\$112,000</b>	<b>\$0</b>	<b>\$154,500</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue for the program is contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing enables the County to offer the program to employees at no cost to the County. The agreement is for \$120,000 first year (FY12) and CPI-U adjustment for years two through five. FY 2012 also includes a one time only reimbursement of \$34,500 for costs associated with the Request for Proposal (RFP) that was issued in FY 2011.

## Significant Program Changes

Last year this program was: #72017, FRM - Payroll/Retirement Svcs

**Lead Agency:** County Management

**Program Contact:** Helen Barkley

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Property Risk Program (PRP) manages the County property and insurance programs in accordance with related legal requirements and County policies and procedures. It focuses on property insurance for County-owned property, loss control/prevention, and risk management-related issues.

**Program Description**

The Property Risk Program (PRP) negotiates and purchases property insurance for 79 County-owned buildings and their contents, County-owned contents in leased facilities, County vehicle/fleet coverage, marine coverage, and other specialized insurance coverage for the County. The PRP analyzes the County's property risk exposure and consults with departments and elected officials on the County's property risk profile making recommendations on the purchase of specialized coverage options. The PRP develops risk reduction procedures and policies and then works with departments to implement these risk management strategies to prevent property losses. This program adjusts property loss claims up to the County's self-insured retention of \$100,000 and for losses over the retention, works with a contracted insurance broker/risk consultant for claim resolution.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Annual number of property insurance policies	7	7	7	7
Outcome	Annual premium rate for property ins. coverage-cents per \$100 in property value	8	8	8	8
Quality	Number of active claims managed	10	10	8	9

**Performance Measure - Description**

**Output:** Number of property policies, 7, including primary property, Justice Center, Boiler & Machinery, Vehicle, Marine, Terrorism, Flood & Earthquake coverage.

**Outcome:** The average premium rate per \$100 in property value for Oregon public entities this year is 9 cents. The County's rate is 8 cents, indicating that we again this year have kept our property premium costs lower than other Oregon public entities.

**Quality:** This is a measure of the number of active property claims managed. This indicates the ongoing management of this program and the interaction with the departments and insurance carriers for a successful outcome on the claim.

### Legal/Contractual Obligation

The Property Risk Program is mandated by County Code 7.100-7.104. The County is required by its debt financing agreements to have specific property insurance in place. The level of expenditures is based on market value of insurance to cover the County's property risk.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$71,792	\$0	\$73,127
Contracts	\$0	\$75,000	\$0	\$75,000
Materials & Supplies	\$0	\$1,007,405	\$0	\$1,032,510
Internal Services	\$0	\$6,585	\$0	\$8,086
Total GF/non-GF:	<b>\$0</b>	<b>\$1,160,782</b>	<b>\$0</b>	<b>\$1,188,723</b>
Program Total:	<b>\$1,160,782</b>		<b>\$1,188,723</b>	
Program FTE	0.00	0.55	0.00	0.55
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,160,782	\$0	\$1,188,723
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,160,782</b>	<b>\$0</b>	<b>\$1,188,723</b>

### Explanation of Revenues

Revenues for this program are recovered through Internal Service reimbursements from departments to the Risk Management Fund.

### Significant Program Changes

Last year this program was: #72018, FRM - Property Risk Mgmt



**Lead Agency:** County Management

**Program Contact:** Marc R Anderson

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Safety and Health Section oversees the loss prevention efforts of Multnomah County. The section assists each department in meeting the loss prevention requirements for workers' compensation self-insured employer and Oregon OSHA compliance.

**Program Description**

The SHS work is aimed at reducing employee on-the-job injuries and employer liability. The SHS consults with County departments to assist them in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to workplace safety and health regulations. All loss prevention activity needed to maintain the workers' compensation self-insured status is managed by the Safety and Health Section.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of site safety visits designed to meet loss prevention requirements	22	30	30	30
Outcome	Overall loss incident rate lower than industry standard	5.0%	5.0%	5.1%	5.1%

**Performance Measure - Description**

- 1) Perform site safety visits annually and assist departments in abatement efforts for identified deficiencies. Staff goal is to visit high-injury frequency areas on an annual basis and all worksites at least once every three years. Thirty visits a year meets that objective.
- 2) A key industry measurement of safety program effectiveness is the number of claims per 100 full-time employees, known as an incident rate. Using the Oregon average incident rate for local government as a benchmark, the goal is to be below that benchmark on an annual basis. Activities positively impacting the incident rate include training, risk assessments, exposure monitoring, ergonomic evaluations, and various other tasks.

## Legal/Contractual Obligation

Multnomah County Code 7.102 and 7.103 establishes the safety program in the County. Oregon Safe Employment Act, Div. 1 and 2 establishes minimum safety standards for employers. OAR 437-001-1055 and 1060 requires each self-insured employer to have a written loss prevention plan for each location, and to provide safety and health loss prevention services for each work-site.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$342,316	\$0	\$346,103
Contracts	\$0	\$35,000	\$0	\$25,000
Materials & Supplies	\$0	\$12,050	\$0	\$13,439
Internal Services	\$0	\$40,577	\$0	\$54,829
Total GF/non-GF:	<b>\$0</b>	<b>\$429,943</b>	<b>\$0</b>	<b>\$439,371</b>
Program Total:	<b>\$429,943</b>		<b>\$439,371</b>	
Program FTE	0.00	3.00	0.00	3.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$429,943	\$0	\$439,371
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$429,943</b>	<b>\$0</b>	<b>\$439,371</b>

## Explanation of Revenues

The Safety and Health section receives its revenues through internal service reimbursements from each county department.

## Significant Program Changes

Last year this program was: #72019, FRM - Safety

**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships, and broker/dealer relationships. Treasury also provides responsive and pro-active customer support, training, and advice to department staff who handle cash in the course of providing services to county residents.

Treasury also manages the Excise Tax Administration program which includes management of revenue collections for Motor Vehicle Rental Tax (MVRT), Transient Lodgings Tax (TLT) and Business Income Tax (BIT) in accordance with Multnomah County Code, the County's fiduciary responsibilities, and revenue & taxation policies and procedures. Treasury is required to act as custodian of Trust funds for property liens under Oregon Revised Statutes for county residents

**Program Description**

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the CFO in the issuance of debt, including opportunities to refinance existing debt, and maintains contact with rating agencies. It ensures timely and accurate debt service payments and generates arbitrage rebate calculations and reports. Treasury regularly analyzes cash flow. From time to time it is necessary to issue short term Tax and Revenue Anticipation Notes (TRANS) to provide liquidity prior to the collection of property taxes in November.

The County collects and administers three excise taxes. A Business Income Tax (BIT) is assessed against businesses with income generated within the county. It is set at a rate of 1.45% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 15% of General Fund revenues. A Motor Vehicle Rental Tax (MVRT) is charged on the rental of cars and light trucks within the county. It is currently set at a rate of 17% of rental fees. In 2009, the Board of County Commissioners increased the tax from 12.5% to 17% to help offset revenue losses due to the downturn in the regional economy. A portion of the tax (2.5%) is passed through to the Visitor's Development Fund to support tourist activities.

A Transient Lodging Tax (TLT) is charged on the rental of hotel/motel rooms within the county. It is currently set at a rate of 11.5% of rental fees. Most of the revenue generated by the TLT is passed through to other entities. Cities retain 5%, another 3% is dedicated to operating the Oregon Convention Center, and 2.5% is passed through to the Visitor's Development Fund. Treasury maintains effective banking relationship to keep pace with technology and adapting it to the needs of county departments to provide better service to county residents.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Compliance w/ Investment Policy	1	1	1	1
Outcome	Tax Returns Filed	96	97	93	95
Output	Ensure County's Cash Flow Needs Are Met	1	1	1	1
Output	# of Business Accounts in Multnomah County	60,150	60,150	63,000	63,000

**Performance Measure - Description**

Measurement Key: 1 = Goal Achieved  
0 = Not Achieved

The % of tax returns filed is a measure of compliance with applicable code requirements. Compliance has remained high despite the impacts of the recession

The # of business accounts is used as a workload measure and serves as an indicator of economic activity within the county

## Legal/Contractual Obligation

Oregon Revised Statutes (primarily ORS 294.035), Multnomah County Code Chapter 11 (BIT) and Chapter 12 (MVRT and TLT), the Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires in FY 2013.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$444,480	\$0	\$378,914	\$0
Contracts	\$951,000	\$0	\$1,129,000	\$0
Materials & Supplies	\$7,300	\$0	\$16,057	\$0
Internal Services	\$46,687	\$0	\$67,121	\$0
<b>Total GF/non-GF:</b>	<b>\$1,449,467</b>	<b>\$0</b>	<b>\$1,591,092</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,449,467</b>		<b>\$1,591,092</b>	
Program FTE	4.50	0.00	4.50	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$70,000	\$0	\$82,500	\$0
<b>Total Revenue:</b>	<b>\$70,000</b>	<b>\$0</b>	<b>\$82,500</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received through an agreement between the County and the Visitor's Development Fund Board. Under terms of the IGA that created the Visitor's Development Fund the County receives an administrative fee equal to .7% of MVRT and TLT revenues recorded in the fund.

## Significant Program Changes

Last year this program was: #72023A, FRM - Treasury and Tax Administration

**Lead Agency:** County Management

**Program Contact:** Marc R Anderson

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Workers' Compensation Section manages the work-related employee injury and illness aftercare process and assists employees in returning to their jobs after an injury or illness occurs.

**Program Description**

Provides workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for this benefit since 1978. Claims are administered through a contract with a third-party administrator. Staff work with employees, supervisors, physicians, and managed care organizations to accurately and timely process claim benefits for the injured employee. Internal workers' compensation specialists focus on service, cost containment, and compliance efficiency. This section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division's Employer-At-Injury reimbursement program.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Processing required notices and payments timely as measured by OR-WCD	90.0%	95.0%	92.0%	95.0%
Outcome	County Experience rate Modifier less than industry average	30.0%	30.0%	35.0%	30.0%

**Performance Measure - Description**

- 1) Quarterly claims processing performance as reported by the State Workers' Compensation Division. Self-insured employers must be above 90% for timely claim filing, timely first payment of time loss compensation, and compensability determinations. Staying above this level shows high quality of service.
- 2) A workers' compensation experience modifier below industry average demonstrates the County's ability to manage claims better than the insurance industry average, thus paying less in total premiums. Multnomah County pays 30% less in premiums than the industry average. Premiums are calculated based on total payroll.

## Legal/Contractual Obligation

Oregon Revised Statutes Section 656, Oregon Administrative Rules 436, requires workers' compensation coverage be in force for employees. Oregon Administrative Rule 437 outlines Occupational Safety and Health requirements and Multnomah County Code 7.101(5) also defines the functions and uses of the Risk Management Fund. Self-insured employers certify under ORS 656.430 and must meet the qualification described in ORS 656.407.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$661,758	\$0	\$272,746
Contracts	\$0	\$52,000	\$0	\$155,000
Materials & Supplies	\$0	\$1,946,900	\$0	\$2,234,802
Internal Services	\$0	\$45,389	\$0	\$38,248
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$2,706,047</b>	<b>\$0</b>	<b>\$2,700,796</b>
<b>Program Total:</b>	<b>\$2,706,047</b>		<b>\$2,700,796</b>	
Program FTE	0.00	2.50	0.00	2.50
Program Revenues				
Fees, Permits & Charges	\$0	\$2,531,047	\$0	\$2,700,796
Other / Miscellaneous	\$0	\$175,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$2,706,047</b>	<b>\$0</b>	<b>\$2,700,796</b>

## Explanation of Revenues

The Workers' Compensation section receives its revenues through internal service reimbursements assessed using historical data. All liabilities associated with workers' compensation claims are fully funded in a reserve account. External revenue is received from the Workers' compensation Division Employer-At-Injury Program and from recoveries from third parties. The rates vary by department, but in general the County rate is 1.07%.

## Significant Program Changes

Last year this program was: #72024, FRM - Worker's Compensation

**Lead Agency:** County Management

**Program Contact:** Mark Campbell

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement the County entered into in 1994. The transactions for this program are recorded in the Recreation Fund.

**Program Description**

This program's primary purpose is to provide funding to Metro to maintain and operate community parks which in turn build local communities and provide for recreational opportunities. The program's resources are driven by County Marine Fuel Tax and RV License Fee Sharing revenues. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement the County entered into in 1994. These funds may be used to operate, administer and maintain the following Metro natural areas and regional facilities that were transferred from Multnomah County in 1994: Mason Hill Park, Sauvie Island Boat Ramp, Multnomah Channel Park, Bybee-Howell House and Park, Belle View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property, and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Payment Remitted in a Timely Manner	1	1	1	1
Outcome		0	0	0	0

**Performance Measure - Description**

Under state law marine fuel taxes are allocated to counties based on the number of boat registrations and miles of waterway within the county. These revenues are turned over to METRO under terms of an IGA that transferred Multnomah County parks to METRO.

Measurement Key: 1 - Yes; 0 - No

## Legal/Contractual Obligation

Pass through payment under terms of the IGA that transferred parks from the County to METRO.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$100,000	\$0	\$102,500
Internal Services	\$0	\$1,700	\$0	\$2,500
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$101,700</b>	<b>\$0</b>	<b>\$105,000</b>
<b>Program Total:</b>	<b>\$101,700</b>		<b>\$105,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Taxes	\$0	\$101,700	\$0	\$105,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$101,700</b>	<b>\$0</b>	<b>\$105,000</b>

## Explanation of Revenues

Revenues represent Multnomah County's share of state Marine Fuel Tax.

## Significant Program Changes

Last year this program was: #72028, FRM - Recreation Fund Payment to Metro



**Lead Agency:** County Management

**Program Contact:** Karyne Kieta

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners with their budgeting decisions by helping align the County's annual spending plan with the priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program and management analysis.

**Program Description**

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget revenue/expenditure projections;
- Ad Hoc analysis for County Management and the Chair's Office; and
- Cost control analyses;
- Prepares the supplemental budget; and
- Maintains the legal budget throughout the course of the year.

Staff also assist departments in measuring performance of County programs; provide information and training on financial management, planning, budgets, and expenditure and revenue forecasting.

Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and analysis.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of budget modifications processed (includes internal)	215	200	160	200
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	84.0%	82.0%	80.0%	85.0%
Quality	Percent error in the Budget Revenue Forecast	2.0%	2.0%	2.0%	2.0%
Quality	% of customers satisfied with the Budget Office staff performance*	95.6%	95.0%	94.7%	95.0%

**Performance Measure - Description**

\*Because the budget process ends prior to the beginning of the fiscal year the FY 10-11 estimate is the "actual" customer satisfaction rating.

## Legal/Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicates results achieved for public money entrusted to the County.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$958,086	\$0	\$1,058,160	\$0
Contracts	\$30,000	\$0	\$19,330	\$0
Materials & Supplies	\$44,600	\$0	\$41,200	\$0
Internal Services	\$231,419	\$0	\$166,261	\$0
Total GF/non-GF:	<b>\$1,264,105</b>	<b>\$0</b>	<b>\$1,284,951</b>	<b>\$0</b>
Program Total:	<b>\$1,264,105</b>		<b>\$1,284,951</b>	
Program FTE	8.00	0.00	8.94	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

**Last year this program was:** #72029, Budget Office

Reduced the professional services budget by 36% which significantly impacts the office's ability to do any special projects.

Due to a change in the internal service methodology and allocation, our internal service costs for this program have decreased significantly. However, those costs have been reallocated elsewhere in the department.

**Lead Agency:** County Management

**Program Contact:** Karyne Kieta

**Program Offer Type:** Innovative/New Program

**Related Programs:** 72029

**Program Characteristics:** One-Time-Only Request, Out of Target

**Executive Summary**

This program offer requests \$1 million of one-time funding for the purchase and implementation of budget preparation software. The goal of this project is to rationalize, centralize and simplify the various software programs the County and Budget Office uses to prepare the County's \$1 billion plus annual budget. The aim will be to improve productivity and the availability of information, while reducing ongoing operating costs and the chance of legacy application failure.

**Program Description**

Multnomah County's annual budget development and publishing process relies on multiple databases and data processing components supporting multiple manual tasks. The Central Budget Office (CBO) uses several legacy Access applications and a web-based application in conjunction with SAP reports and modules, Excel spreadsheets, and PDF forms to collect, analyze, and manipulate department budget data. Because data is spread across multiple systems, it takes a significant amount of time and effort to keep everything updated and in sync. The business processes and reporting/analysis requirements for department-level budget development are inconsistent across the County, and most cost planning and budget development work is handled using disparate Excel spreadsheets and Access databases that lack the ability to validate data and accurately enforce business rules.

The purchase of a public sector budget system is expected to meet the following objectives:

- Manage all budget components in an integrated system that is adequate to meet the needs of both the CBO, which is responsible for producing and maintaining a legal budget document, and of the County Departments, which are responsible for producing and maintaining operating budgets.
- Eliminate unstable, labor intensive Excel templates used to collect, quality control, analyze, and adjust budget requests, and to produce reports and deliverables at different organization levels.
- Eliminate legacy Access tools used to calculate, assemble, distribute, collect, and analyze position detail, personnel cost planning data, and revenue/expenditure transaction data.
- Eliminate the need to reconcile budget data in three systems.
- Improve data quality.
- Improve process efficiency and provide process management capabilities.
- Reduce and/or eliminate manual and redundant tasks.
- Provide Central and Department Budget staff with adequate reporting and analysis capabilities.
- Provide Departments and Programs with improved performance measurement capabilities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of legacy/shadow systems eliminated*	0	0	13	13
Outcome	Meet all of the scheduled development goals within 10 business days.**	0.0%	0.0%	0.0%	95.0%

**Performance Measure - Description**

\*After system implementation we anticipate a reduction of legacy systems by 90%.

\*\*Once the RFP has been released and we have a timeline we will have a better understanding of the development goals.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$0</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

The total amount of this request is \$1 million of General Fund. This \$1 million is accounted for in program offer 79000A, IT Innovation and Investment Fund.

**Significant Program Changes****Last year this program was:**

This is a new, one-time request for FY 2012.

**Lead Agency:** County Management

**Program Contact:** Randy Walruff

**Program Offer Type:** Administration

**Related Programs:** 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048, 72049, 72050

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

The Division of Assessment Recording & Taxation (DART) Administration Program performs the Assessor and Tax Collector functions required by statute and manages all Property Tax Collection and Property Tax Assessment functions as well as certain County Clerk functions (Recording, Marriage Licenses, Domestic Partnerships, and Board of Property Tax Appeals) and monitors all processes for statutory compliance. Provides leadership, policy, program, fiscal and operational oversight.

**Program Description**

DART Administration program performs the duties of the County Assessor including certifying the property tax roll for collection, maintaining Real Market Value on over 340,000 real and personal property accounts, and capturing/calculating Measure 50 "exception value" defined as new construction, renovation or remodeling which increases total Assessed Value of taxing districts. It also performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over \$1.2 billion in property taxes. DART Administration plans, manages, directs, facilitates and coordinates the activities of the division; is responsible for development and oversight of the budget, financial planning & monitoring, employee performance management and training, strategic direction, tactical/resource planning, program measurements and evaluation, policy development, work plans, and process/technology improvements, including the new Assessment and Taxation System. Administration monitors statutory compliance, oversees over 500,000 customer service interactions, provides internal and external communications, prepares and submits the annual County Assessment Function Funding Account (CAFFA) Grant Document and Annual Appraisal Work Plan to the Oregon Department of Revenue. Administration supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes and Oregon Dept of Revenue Administrative Rules. This Program ensures the collection of property taxes in a timely manner that is fair & equitable to all taxpayers and maintains accurate, accessible property ownership records and property descriptions that are used in the production of county property tax maps. The Program provides responsive, quality customer service to taxpayers for which the interactions may be the only "face of local government" they see. DART has taken steps toward achieving CAP Item #18-8 Local Government Operations, by increasing use of e-files and e-business, and participation in waste recycling efforts, leading to an overall reduction in paper use and paper waste. Operational impacts include a reduction in the number of file cabinets, contributing to a reduced facilities footprint.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total Number of Property Tax Accounts Administered	340,158	342,000	341,000	341,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100.0%	100.0%	100.0%	100.0%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	6.0%	5.0%	5.0%	5.0%
Efficiency	Cost of Collection per Account (in Dollars)	3	3	3	3

**Performance Measure - Description**

The percent of required compliance reports received and accepted by the Department of Revenue (Grant document, Appraisal Plan, Ratio Study) implies adequacy of DART operations and uniform taxation. The goal is to maintain administrative costs at 5% of total DART operating program expenditures. FY09 Actual was 5.8%. In FY10 two FTE added to Admin, Actual was 6%. In FY11, 2 FTE moved out of Admin & Actual is estimated at 5%. In FY12 added 1 FTE, estimated is 5%. The cost of collection per account will fluctuate depending on the number of personnel vacancies and other expenditures. The actual cost per account for FY08 was \$4.25, for FY09 was \$3.26; for FY10 was \$3.52; for FY11 estimated \$3.60; for FY12 estimated \$3.60.

## Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$525,264	\$0	\$535,955	\$0
Contracts	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$41,914	\$0	\$103,401	\$0
Internal Services	\$168,787	\$0	\$120,214	\$0
<b>Total GF/non-GF:</b>	<b>\$737,965</b>	<b>\$0</b>	<b>\$761,570</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$737,965</b>		<b>\$761,570</b>	
Program FTE	5.00	0.00	5.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$85,000	\$0	\$90,000	\$0
Intergovernmental	\$178,500	\$0	\$186,834	\$0
<b>Total Revenue:</b>	<b>\$263,500</b>	<b>\$0</b>	<b>\$276,834</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$203,400 allocated to the DART Administration Program. Program General Fund revenue of \$90,000 is from document recording fees allocated to County Assessment and Taxation Programs (5% of the \$10 per document Recording Fee for the maintenance of county property tax systems.) Document Recording fees may vary annually based upon economic factors affecting the real estate market and the number of documents being recorded. The annual estimated fee revenue is based upon historical trends. The remaining Program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72036, DCM - Div of Assessment, Recording & Taxation Administration

Due to a division reorganization, added 1.00 FTE Vacant position from Program #72037 DCM-DART Customer Service; a reclassification is pending (classification TBD).

**Lead Agency:** County Management **Program Contact:** Randy Walruff  
**Program Offer Type:** Administration  
**Related Programs:** 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048, 72049, 72050  
**Program Characteristics:** One-Time-Only Request, Climate Action Plan

**Executive Summary**

This is a carryover program offer that supports a plan to consolidate all customer service programs and associated staffing resources in the Division of Assessment, Recording and Taxation (DART), to provide one comprehensive point of contact location to access DART's direct services on the first floor of the Multnomah Building. This is expected to achieve operational efficiencies and reduce the cost of targeted operations, and promote improvements in DART's customer service model. This consolidation will result in a reduction in the overall office space requirements for DART, allowing the county to utilize the surplus space for other operational needs.

**Program Description**

This program will achieve the consolidation of all three of DART's direct customer service counters and associated staffing resources into one comprehensive service location on the first floor of the Multnomah Building. The overall objective is to redesign the first floor space to optimize current and future space needs for the organization, with a design that is flexible and efficient, allow for evolving business needs and service delivery requirements, and employ innovative systems and methods for space utilization.

The space and program reorganization merges all DART customer service operations, allowing DART management to leverage staffing and operational resources, and realign business operations. This is expected to improve public access to a wide variety of services in one unified location. Customer service operations will be positioned for seasonal fluctuations, flexible work schedules and hours of operations, and provide for resource sharing, employee cross-training, and development opportunities.

The project plan includes relocation of the Public Research Room and County Recorder into the existing Customer Service Area. A comprehensive approach includes design and installation of flexible workspaces and space efficient workstations throughout DART, and optimizes space utilization for service delivery counters, filing and storage systems, mail services, supplies storage, office equipment and phone systems. Additional opportunities for business process improvements will be implemented and leveraged in conjunction with this service delivery consolidation program to achieve maximum operational savings and efficiencies.

The consolidation and redesign of DART Customer Service programs provides for optimal space utilization, resulting in a reduction of over 7,200 SF of office space required for DART programs, with an initial annual space cost savings of \$185,000. The reduction in DART's space requirements provides surplus office space for the county to use for other operational needs in the Multnomah Building.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Contracts	\$0	\$0	\$20,000	\$0
Materials & Supplies	\$0	\$0	\$580,000	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$600,000</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

Revenues are a one time only carryover from FY11 of general fund savings from DART operating programs.

**Significant Program Changes**

Last year this program was:



**Lead Agency:** County Management

**Program Contact:** Cindy Swick

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72038, 72039, 72040, 72041

**Program Characteristics:** In Target

**Executive Summary**

The Division of Assessment, Recording, and Taxation (DART) Customer Service Program was formed in mid-2008 to enhance and streamline customer service needs. Customer Service staff is responsible as the first point of contact for DART both at the public counter and on the organization's incoming phone system.

**Program Description**

The Customer Service program responds to approximately 92,000 telephone inquiries and 25,000 walk-in customers annually (which includes approximately 16,000 reported in the County Clerk Function Program Offer). Staff processes tax payments, sells copies and certified copies of the records, and provides general information on behalf of the organization. Homeowners, property owners, and taxpayers in general, have an expectation from local government to answer questions and listen to concerns regarding their property taxes and/or values. From the most fundamental questions to the most complex, the Customer Service staff has an implicit obligation to provide responsive, accurate, and quality service. Having the ability to connect directly with the taxpayer increases the understanding of government and its role in property taxation. To do so, the staff spends several hours a year, training with other sections throughout the organization, as well as education through reading a variety of relevant informational material. Customer Service staff also assists the Tax Revenue program by processing approximately 11,336 over-the-counter tax payments totaling approximately \$52.5 million dollars annually.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of counter transactions	24,953	32,000	25,000	25,000
Outcome	Average number of transactions per cashier	3,119	4,000	3,200	3,200
Output	Number of phone calls received and answered	92,217	95,000	90,000	90,000
Outcome	Average number of phone calls per operator	6,148	4,800	6,000	6,000

**Performance Measure - Description**

"Number of counter transactions" includes statistics that are both computer-generated statistics from the operating systems used in Customer Service and from staff production reports. The system tracks revenue generating transactions including Tax Payments, Marriage Licence and Domestic Partnership Registration fees, Passport Application acceptance fees, and fees for copies of various records. Staff production reports track routine, non-payment transactions. An additional 10% was added to the production report statistics for transactions that may not have been tracked.

## Legal/Contractual Obligation

Oregon Revised Statutes(ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$721,369	\$0	\$606,076	\$0
Materials & Supplies	\$16,726	\$0	\$14,733	\$0
Internal Services	\$260,772	\$0	\$236,759	\$0
Total GF/non-GF:	<b>\$998,867</b>	<b>\$0</b>	<b>\$857,568</b>	<b>\$0</b>
Program Total:	<b>\$998,867</b>		<b>\$857,568</b>	
Program FTE	9.50	0.00	8.20	0.00
Program Revenues				
Intergovernmental	\$241,850	\$0	\$220,568	\$0
<b>Total Revenue:</b>	<b>\$241,850</b>	<b>\$0</b>	<b>\$220,568</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$237,240 allocated to the DART Customer Service Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

Last year this program was: #72037, DCM - DART Customer Service

**Lead Agency:** County Management **Program Contact:** Cindy Swick  
**Program Offer Type:** Existing Operating  
**Related Programs:** 72036A, 72037, 72039, 72041, 72044, 72045, 72046, 72047, 72048, 72049, 72050  
**Program Characteristics:** In Target

**Executive Summary**

The County Clerk Functions program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, acceptance of Passport Applications, creation of and maintenance of permanent records, issuance of certified copies, and the Board of Property Tax Appeals (BoPTA). The BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

**Program Description**

Recording is the process of registering legal documents, making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The process for Recording, Marriage Licenses, Domestic Partnership Registrations, and Passport Applications includes the collection of statutory fees. With the exception of Passport Applications, the creation and maintenance of general indexes, and production of microfilm, preserved for permanent retention is a statutory requirement. Approximately 167,000 documents were recorded in FY 2010, 6,276 Marriage Licenses were processed and 340 State Domestic Partnership Registrations were issued in FY 2010. The acceptance of Passport Applications was moved to Customer Service in July, 2010. Since that time approximately 1,400 passports have been issued. All areas within the County Clerk Functions program provide direct customer service by responding to telephone inquiries and walk-in customers. The Recording office assists approximately 15,000 customers at the counter annually and responds to an estimated 15,000 phone inquiries. The Marriage Licenses and Domestic Partnership section assists approximately 16,000 customers at the counter annually and responds to a high volume of calls that are reported within the Customer Service total of approximately 92,000 annually. The Board of Property Tax Appeals is a program which allows taxpayers to appeal the value their real property tax is based on. Last year 2,414 appeals were processed. This program also allows personal property taxpayers to seek a waiver of their personal property late filing fees. All decisions are based on evidence provided by the taxpayer.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Marriage Licenses Issued	6,276	6,300	6,300	6,300
Outcome	Number of Accurately Processed Licenses	6,204	6,240	6,240	6,240
Output	Number of Documents Recorded	167,000	180,000	168,000	168,000
Outcome	Average Number of Business Days to Return Original Recorded Documents	11	8	5	5

**Performance Measure - Description**

Number of Marriage Licenses Issued is a primary measure and includes all marriage licenses issued over the past fiscal year. Of the number of licenses issued, the "Number of Accurately Processed Licenses" is the number of licenses which the State of Oregon (Office of Vital Statistics) reviewed and found to be 100% accurate. The remaining 72 licenses were returned to the county by the state for minor corrections, for an overall accuracy rate of 99%. "Number of Documents Recorded" is the number of documents recorded in the Recorder's Office over the past fiscal year. The "Average Number of Business Days to Return Original Recorded Documents" is set at 10 days by statute. The County has averaged 11 days this past fiscal year.

## Legal/Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntarily register as domestic partners. Additional statutes pertaining to this program are found in ORS 106, 107, 409, 432 (marriage/state domestic partnerships); ORS 86, 87, 93, 100 (requirements for recording); and ORS 306 and 309 (Board of Property Tax Appeals). The County is required to appoint a Board of Property Tax Appeals to conduct hearings and determine if the real market value, specially assessed value, or assessed value are appropriately established by the Assessor. Guidelines for the acceptance of Passports are set by the US State Department and state law does not govern the process.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$978,757	\$0	\$1,051,087	\$0
Contracts	\$145,100	\$0	\$162,600	\$0
Materials & Supplies	\$117,483	\$0	\$111,910	\$0
Internal Services	\$344,820	\$0	\$353,323	\$0
Capital Outlay	\$7,500	\$0	\$8,000	\$0
<b>Total GF/non-GF:</b>	<b>\$1,593,660</b>	<b>\$0</b>	<b>\$1,686,920</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,593,660</b>		<b>\$1,686,920</b>	
Program FTE	13.35	0.00	14.10	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$4,697,000	\$0	\$5,316,425	\$0
Intergovernmental	\$33,250	\$0	\$36,720	\$0
<b>Total Revenue:</b>	<b>\$4,730,250</b>	<b>\$0</b>	<b>\$5,353,145</b>	<b>\$0</b>

## Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence, and \$10 to Court Conciliation Services. Fees are charged for certified copies of licenses. The General Fund portion of marriage license/DP & copy fees is estimated at \$245,000. The County collects a \$25.00 fee for accepting every Passport, with an estimated number of 3,657 passports for FY12 or \$91,425 GF revenue. Fees are collected for the recording of documents, for the Corner Preservation Fund, Records Storage and Retrieval Fund, and Oregon Land Information System Fund (OLIS). A portion of recording fees is transferred to the County Assessment Function Funding Account at the Oregon Department of Revenue for the benefit of Assessment and Taxation functions. Remaining Recording Fees of \$4,800,000 and Document Copy Fees of \$50,000 are retained by the County General Fund as Recording Program revenues. Fees dedicated for records storage and retrieval systems are estimated at \$130,000. BoPTA is supported by participation in the Oregon Dept of Revenue County Assessment Function Funding Account (CAFFA) Grant, providing reimbursement of approx. 25% of BoPTA program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$36,720 allocated to BoPTA, with remaining support for BoPTA from the General Fund.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72038, DCM - DART County Clerk Functions

Due to a division reorganization, .40 FTE Program Mgr 1 and .15 FTE Operations Supervisor, and .60 FTE A&T Technician were reallocated to this program, for an increase of 1.15 FTE. In July 2010, the acceptance of Passport Applications was moved from the Department of Community Services, Elections Division to the Department of County Management, Assessment, Recording and Taxation Division.

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72038, 72041, 72043, 72045, 72046, 72047, 72048, 72049, 72050

**Program Characteristics:** In Target

**Executive Summary**

The Ownership Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for making real property ownership changes and adding sale information, when applicable, to the tax roll. Through examination of recorded and unrecorded documents, this program must verify the documentation and ensure that the documentation is acceptable for ownership transfers to take place. The Ownership Program maintains a transaction file for complex transfers, which is maintained for permanent retention on microfilm. Program staff interact with the public and internal staff both on the phones and at a public counter.

**Program Description**

The Ownership Program updates and maintains the ownership for the majority of real property tax accounts. Recorded documents, such as deeds, contracts and assignments, are the most common instruments used to update the tax roll with correct names and mailing addresses. Additionally, unrecorded documentation is often used for name changes to the tax roll. This documentation includes marriage records, court orders, and death certificates. Providing up-to-date and precise information is essential and expected by the public as well as our staff. The Tax Collector relies on the information provided by the Ownership Program to ensure that tax bills are sent out to the appropriate taxpayers and that the address used is valid. The Ownership Program monitors certain types of accounts for notification to other areas throughout the organization. This program contributes to DART by maintaining up-to-date accessible property ownership and property description records. This information is used in the production of tax statements and county property tax maps. Current ownership ensures that the correct owner is assessed the correct amount, thus the tax is distributed as equitably as possible. Developed databases enable related work units to access shared data, reducing transfer time and the need for paper records.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Ownership Changes Processed	25,000	28,000	25,000	25,000
Outcome	Average Number of Days to Complete Ownership Changes	2	2	2	2

**Performance Measure - Description**

The "Number of Ownership Changes Processed" is a combination of ownership changes processed from actual recorded deeds and ownership changes transferred with unrecorded documents (approximately 5% of transfers are from unrecorded documentation).

The "Average Number of Days to Complete Ownership Changes" is tracked manually by staff, logging the date they began to work the batch of documents and the date they logged the batch back into the tracking book. Those numbers are then combined and divided by actual number of working days in the Fiscal Year.

## Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 93, 199, 205, 222, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$455,477	\$0	\$297,036	\$0
Materials & Supplies	\$3,758	\$0	\$3,228	\$0
Internal Services	\$99,858	\$0	\$86,196	\$0
<b>Total GF/non-GF:</b>	<b>\$559,093</b>	<b>\$0</b>	<b>\$386,460</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$559,093</b>		<b>\$386,460</b>	
Program FTE	6.15	0.00	4.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$135,450	\$0	\$117,610	\$0
<b>Total Revenue:</b>	<b>\$135,450</b>	<b>\$0</b>	<b>\$117,610</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$127,080 allocated to the Ownership Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72039, DCM - DART Ownership

Due to a reorganization personnel changes as follows: 1.00 FTE A&T Tech 1 transferred to Program #72037 DCM-DART Customer Service. Management positions reallocated to this program: increased allocation of Program Mgr 1 by .05 FTE and added Operations Supervisor allocation of .40 FTE. NET Overall reduction of .65 FTE for this program.

**Lead Agency:** County Management

**Program Contact:** Gary Bartholomew

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72043, 72044, 72048, 72050

**Program Characteristics:** In Target

**Executive Summary**

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from interest on past due taxes is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

**Program Description**

The Tax Revenue Management Program sends property tax statements, collects current and delinquent property taxes and various fees, issues property tax refunds, distributes tax revenues to taxing districts in Multnomah County, and performs accounting, auditing and reporting services. The program processes foreclosures, tax roll corrections, bank adjustments, senior and disabled citizen tax deferral applications, and manufactured structure ownership changes. 375,000 tax statements are sent annually and \$1.2 billion in property taxes is levied for collection. Over 400,000 payment and accounting transactions are processed annually.

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program continuously monitors service delivery options available for possible enhancements. Tax statement printing costs have been significantly reduced through streamlining and outsourcing. Payment processing alternatives are being evaluated for cost savings and efficiencies. Customer use of electronic payment continues to increase significantly. Credit card options and payment by phone have been implemented. Roll corrections and issuance of tax refunds are monitored closely for efficiencies and to minimize the amount of interest paid on refunds. Delinquencies are monitored closely and addressed effectively.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Property Tax Statements Issued	373,129	380,000	375,000	375,000
Outcome	Percentage of Current Year Property Taxes Collected	96.8%	97.0%	97.2%	97.0%
Outcome	Tax Collected Via Electronic Payment (in Dollars)	35,757,441	45,000,000	45,000,000	55,000,000

**Performance Measure - Description**

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

## Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of Assessment and Taxation (A&T) staffing. The DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue. The County as an agent of the State carries out the functions under ORS 446.566 to ORS 446.646 related to mobile home ownership document transactions and trip permits.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$865,823	\$0	\$1,011,493	\$0
Contracts	\$38,600	\$0	\$32,600	\$0
Materials & Supplies	\$83,869	\$0	\$83,269	\$0
Internal Services	\$379,894	\$0	\$375,652	\$0
<b>Total GF/non-GF:</b>	<b>\$1,368,186</b>	<b>\$0</b>	<b>\$1,503,014</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,368,186</b>		<b>\$1,503,014</b>	
Program FTE	10.00	0.00	11.70	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$360,700	\$0	\$439,100	\$0
Intergovernmental	\$331,100	\$0	\$339,840	\$0
Other / Miscellaneous	\$500	\$0	\$500	\$0
<b>Total Revenue:</b>	<b>\$692,300</b>	<b>\$0</b>	<b>\$779,440</b>	<b>\$0</b>

## Explanation of Revenues

Participation in Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$339,840 allocated to Tax Revenue Management. Program revenues of \$439,100 are from service fees including foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant & warrant recording fees, mobile home ownership transfer fees, and other miscellaneous tax collection & copy fees. Service fees are required by Oregon Revised Statutes and County Fee ordinance, and may vary in volume due to economic influences, and some are linked to the volume of delinquent property taxes. The County serves as an agent of the State, and pursuant to an IGA, accepts payment on behalf of the State for mobile home ownership document transactions (\$55) and trip permits (\$5 per section). The County is allowed to retain \$30 for each ownership document transaction completed and all of the trip permit fees collected; total annual fees vary by volume of transactions. Exemption late filing fees may vary annually depending upon the timeliness of applications each year. The volume of Service Fees and other revenues is based upon historical averages. The remaining program support comes from General Fund revenues.

## Significant Program Changes

Last year this program was: #72040, DCM - DART Tax Revenue Management



**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72038, 72039, 72043, 72046, 72047, 72048, 72050

**Program Characteristics:** In Target

**Executive Summary**

The Division of Assessment, Recording and Taxation (DART) GIS & Parcel Management program creates and maintains official county maps for property taxation purposes, maintains the base map for the County's Geographic Information System (GIS), maintains property information and property tax roll descriptions, and provides direct customer service to property owners, taxpayers and the community.

**Program Description**

The GIS & Parcel Management program maintains up-to-date accessible property descriptions, county property tax maps and GIS. Current ownership and timely created accounts ensure that the correct owner is assessed the correct amount thus ensuring the tax is distributed as equitably as possible. The program is responsible for maintaining accurate tax maps used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, and partition plats, and describe annexations and County road filings. Program staff develop databases that enable related work units access to shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible and continually maintained. Direct customer service is provided to property owners, taxpayers and the community.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of New Tax Roll Accounts Created	901	830	400	450
Outcome	Average Number of Changes per FTE	15,962	14,000	20,000	20,000
Output	Number of Mapping & Tax Roll Changes	240,155	225,500	97,290	100,000

**Performance Measure - Description**

The number of New Tax Roll Accounts Created is affected by the volume of new plats, condominiums, and subdivisions recorded. There was a significant decrease in the volume during the FY09 and continued in FY10. The number of Mapping & Tax Roll Changes is a new performance measure for FY10 and was difficult to estimate. The actual number is higher than originally estimated due to the additional audits and data clean-up activities that have taken place this year.

## Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86, 92, 93, 100, 198, 199, 222, 227, 271, 274, 275, 306-308, 312, 368, 457, 477, and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA Grant) process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$869,526	\$0	\$837,401	\$0
Contracts	\$6,400	\$0	\$3,000	\$0
Materials & Supplies	\$49,514	\$0	\$45,037	\$0
Internal Services	\$170,666	\$0	\$147,253	\$0
<b>Total GF/non-GF:</b>	<b>\$1,096,106</b>	<b>\$0</b>	<b>\$1,032,691</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,096,106</b>		<b>\$1,032,691</b>	
Program FTE	10.00	0.00	9.45	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$30,000	\$0	\$0	\$0
Intergovernmental	\$265,300	\$0	\$201,039	\$0
<b>Total Revenue:</b>	<b>\$295,300</b>	<b>\$0</b>	<b>\$201,039</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$239,040 allocated to the GIS/Parcel Management Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72041, DCM - DART - GIS & Parcel Management

1 FTE (Vacant GIS Cartographer Sr) transferred from this program to Program Offer #72050 DCM-DART Applications Support, in order to respond to GIS business requirements of new A&T Software System. Due to a division reorganization, reallocated 1.00 FTE AT Technician 1 to Program #72037 DCM-DART Customer Service; and added a reallocation of .20 FTE Program Mgr 1 and .20 FTE Sr. Valuation Manager to this program. Net Overall decrease of 1.60 FTE for this Program.

**Lead Agency:** County Management

**Program Contact:** Rene Grier

**Program Offer Type:** Support

**Related Programs:** 72036A, 72043, 72044, 72045, 72046, 72047, 72048, 72050

**Program Characteristics:** In Target

**Executive Summary**

The Assessment Performance Analysis Unit, within the Division of Assessment, Recording and Taxation (DART), is responsible for annual adjustments to Real Market Value, resulting in assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute.

**Program Description**

The Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. Appraisal Data Analysts analyze sales, trends and other market data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. The Analysis Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports the effectiveness of appraisal programs to the Oregon Department of Revenue. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Projects Maintained	13	13	13	13
Outcome	Percentage of Residential Neighborhoods With Equity Compliance	95.0%	90.0%	90.0%	90.0%

**Performance Measure - Description**

The output measure called "Number of Projects" refers to the many specific annual studies and reports completed by the team, including the largest: Residential. "Residential Equity Compliance" is a measure developed internally to demonstrate the consistency of values among properties in the same neighborhood as valuation models are adjusted. This self-imposed compliance goal is not designed to achieve an ever higher score but instead to prompt deep analysis of value variances that ensures consistent and accurate adjustments to value.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Account (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$345,855	\$0	\$326,390	\$0
Contracts	\$4,045	\$0	\$4,040	\$0
Materials & Supplies	\$5,515	\$0	\$6,650	\$0
Internal Services	\$45,969	\$0	\$45,453	\$0
<b>Total GF/non-GF:</b>	<b>\$401,384</b>	<b>\$0</b>	<b>\$382,533</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$401,384</b>		<b>\$382,533</b>	
Program FTE	3.40	0.00	3.20	0.00
<b>Program Revenues</b>				
Intergovernmental	\$97,300	\$0	\$100,440	\$0
<b>Total Revenue:</b>	<b>\$97,300</b>	<b>\$0</b>	<b>\$100,440</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$100,440 to DART Assessment Performance Analysis Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

Last year this program was: #72042, DCM - DART Assessment Performance Analysis

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72039, 72040, 72041, 72042, 72044, 72045, 72046, 72047, 72048, 72049, 72050

**Program Characteristics:** In Target

**Executive Summary**

Special Programs, within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Additional tax roll responsibilities include creating new tax accounts, processing corrections and verifying correct assessed values.

**Program Description**

Special Programs ensures that exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund County programs. Property taxes account for approximately 65% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation. Special Programs Group (SPG) maintains over 5,200 property tax exemptions for the War Veteran & Surviving Spouse program and the Active Duty Military program. In addition, there are over 9,500 accounts with exemption status for various types of organizations, including charitable, fraternal, and religious. SPG is responsible for specially assessed properties, which include farm, forest, historic, and other specially assessed programs mandated by law. Leasehold records are monitored to maintain accurate, taxable values on over 700 accounts where non-exempt tenants lease from exempt government agencies. Approximately five hundred field inspections are performed as part of the program's compliance activities. Staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year. SPG contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts. This program ensures that exempt and specially assessed property is accurately assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate market values on all property relates to the bonding capacity and general obligation bond tax rates for taxing districts in the County.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Accounts Reviewed and Processed for Current Tax Roll	8,507	11,500	8,600	8,600
Outcome	Taxable Market Value Re-established to the Roll	575,507,518	391,000,000	450,000,000	450,000,000
Input	Total Exempt Accounts Monitored	33,936	34,250	34,000	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll	4,348	4,600	4,500	4,500

**Performance Measure - Description**

Output No. 1 decline attributable to a decrease in condominium plat recordings.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$728,477	\$0	\$636,028	\$0
Contracts	\$2,023	\$0	\$2,020	\$0
Materials & Supplies	\$9,546	\$0	\$10,434	\$0
Internal Services	\$96,306	\$0	\$89,740	\$0
<b>Total GF/non-GF:</b>	<b>\$836,352</b>	<b>\$0</b>	<b>\$738,222</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$836,352</b>		<b>\$738,222</b>	
Program FTE	7.95	0.00	7.05	0.00
<b>Program Revenues</b>				
Intergovernmental	\$202,300	\$0	\$176,198	\$0
<b>Total Revenue:</b>	<b>\$202,300</b>	<b>\$0</b>	<b>\$176,198</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$190,440 to DART Special Programs. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72043, DCM - DART Property Assessment - Special Programs

Due to a division reorganization, reallocated management positions to other programs as follows: .20 FTE Program Mgr 1 and .20 FTE Sr. Valuation Manager reallocated to Program #72041 DCM-DART GIS & Parcel Management; .20 FTE Program Mgr 1 and .05 FTE Sr.Valuation Manager reallocated to Program #72051 DCM-DART Tax Title. Net reduction of .65 FTE overall for this program.

**Lead Agency:** County Management

**Program Contact:** Rick Teague

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72038, 72040, 72042, 72043, 72045, 72046, 72048, 72049, 72050

**Program Characteristics:** In Target

**Executive Summary**

The Personal Property Assessment Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and collecting all taxable Business Personal Property accounts. Personal Property represents 5% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

**Program Description**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 23,000 businesses in the county, comprising more than 40,000 accounts. 40% of those accounts are equipment-leasing companies. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets. Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are performed to defend values under appeal. This program assesses Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business annually reports existing taxable property. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	23,300	23,300	22,200	22,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,497	2,450	2,392	2,350
Output	% of Accounts with Captured Asset Listings	0.0%	60.0%	65.0%	70.0%
Output	% of Accounts Filing Electronically	8.0%	9.0%	13.0%	15.0%

**Performance Measure - Description**

Oregon Revised Statutes requires appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and valued by the third week of September. The Department of Revenue (DOR) annually reviews compliance through the Assessors Appraisal Plan. The DOR's most recent review determined that we are in compliance with standards. Failure to meet these standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. We have increased our focus on improving efficiencies and better utilization of technology. Previously we measured the number of accounts reviewed; we feel the new measure showing the % of accounts with captured asset lists is a better reflection of our focus on efficiency and accuracy in filing. We have begun a project to capture the annual asset listings from businesses in a database and return them to the business each year for updating. In addition, larger businesses are encouraged to file their asset lists electronically. These take less time to process, reduce our costs, improve our accuracy, and reduce the need for account review.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$963,023	\$0	\$812,314	\$0
Contracts	\$107,850	\$0	\$113,050	\$0
Materials & Supplies	\$8,990	\$0	\$9,352	\$0
Internal Services	\$225,450	\$0	\$209,991	\$0
<b>Total GF/non-GF:</b>	<b>\$1,305,313</b>	<b>\$0</b>	<b>\$1,144,707</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,305,313</b>		<b>\$1,144,707</b>	
Program FTE	10.75	0.00	8.70	0.00
<b>Program Revenues</b>				
Intergovernmental	\$336,000	\$0	\$316,119	\$0
<b>Total Revenue:</b>	<b>\$336,000</b>	<b>\$0</b>	<b>\$316,119</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$319,680 allocated to DART Personal Property Assessment & Collection Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72044, DCM - DART Personal Property Assessment & Collection

Due to a division reorganization, reduced the allocation of a management position to this program as follows: reallocation of .05 FTE Sr. Valuation Manager to Program #72051 DCM-DART Tax Title.



**Lead Agency:** County Management **Program Contact:** Rick Teague  
**Program Offer Type:** Existing Operating  
**Related Programs:** 72036A, 72037, 72039, 72042, 72043, 72044, 72046, 72048, 72050  
**Program Characteristics:** In Target

**Executive Summary**

The Property Assessment-Industrial Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing, appraising and/or maintaining all local and state industrial property. Industrial property represents approximately 5% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

**Program Description**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 250 county-responsibility industrial properties and maintenance of 440 accounts appraised by the Oregon Department of Revenue. All industrial property owners are required to file industrial property returns annually. A number of industrial plants are physically inspected and audited every year. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS), maximizing property tax revenues to fund programs. Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Industrial Accounts Maintained	675	680	695	695
Outcome	Assessed Value placed on the Tax Roll (in millions)	2,664	2,665	2,594	2,580
Efficiency	Percentage of Sites Reviewed For Transfer	13.0%	20.0%	12.0%	12.0%

**Performance Measure - Description**

Oregon Revised Statutes (ORS) requires property appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and values placed on the roll by the third week of September. Failure to meet standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. The "Reviewed for Transfer" project began with a list of 75 potentially misclassified sites. Proper classification is required by law and results in more accurate whole plant valuation. Program measures "Accounts Maintained" and "Assessed Value Placed on Roll" include both state and county-responsibility industrial sites in order to better reflect the contribution of this program.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$536,981	\$0	\$530,509	\$0
Contracts	\$4,045	\$0	\$9,679	\$0
Materials & Supplies	\$6,800	\$0	\$5,973	\$0
Internal Services	\$55,136	\$0	\$54,912	\$0
<b>Total GF/non-GF:</b>	<b>\$602,962</b>	<b>\$0</b>	<b>\$601,073</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$602,962</b>		<b>\$601,073</b>	
Program FTE	5.60	0.00	5.55	0.00
<b>Program Revenues</b>				
Intergovernmental	\$145,950	\$0	\$116,439	\$0
<b>Total Revenue:</b>	<b>\$145,950</b>	<b>\$0</b>	<b>\$116,439</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$154,440 allocated to DART Property Assessment-Industrial Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

Last year this program was: #72045, DCM - DART Property Assessment - Industrial

**Lead Agency:** County Management **Program Contact:** Rene Grier  
**Program Offer Type:** Existing Operating  
**Related Programs:** 72036A, 72037, 72042, 72043, 72045, 72047, 72048, 72050  
**Program Characteristics:** In Target

**Executive Summary**

The Commercial Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all commercial, high-rise condominiums, and large multi-family property. Commercial property represents 19% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

**Program Description**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 38,000 commercial, multi-family, and high-rise condominium properties. Staff physically inspects and appraises 1,200 properties annually due to permits having been issued for new construction, remodeling or renovation.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of commercial property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that all commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Accounts Appraised	1,721	1,500	1,500	2,000
Outcome	New Taxable Exception Value in Millions	1,254	850	850	850
Efficiency	% Automated Recalculation	55.0%	25.0%	55.0%	55.0%
Outcome	% Market Groupings with COD Compliance	89.0%	70.0%	70.0%	85.0%

**Performance Measure - Description**

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application. The DOR's most recent review as of 2010 determined that this program complies with standards.

Estimates made regarding new taxable value from Measure 50 exceptions are speculative due to the difficulty in predicting market forces. With the real estate market still in flux, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Account (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,363,476	\$0	\$1,445,462	\$0
Contracts	\$57,475	\$0	\$64,677	\$0
Materials & Supplies	\$32,456	\$0	\$34,549	\$0
Internal Services	\$150,431	\$0	\$144,111	\$0
<b>Total GF/non-GF:</b>	<b>\$1,603,838</b>	<b>\$0</b>	<b>\$1,688,799</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,603,838</b>		<b>\$1,688,799</b>	
Program FTE	14.30	0.00	15.30	0.00
<b>Program Revenues</b>				
Intergovernmental	\$383,950	\$0	\$395,280	\$0
<b>Total Revenue:</b>	<b>\$383,950</b>	<b>\$0</b>	<b>\$395,280</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$395,280 allocated to DART Commercial Appraisal Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72046, DCM - DART Commercial Property Appraisal

High-rise condominiums are now reported under this program instead of program 72047 - Residential Appraisal in order to best represent the work completed by each unit. This reporting change inflates both the actual and estimated percentage of accounts that are automatically recalculated (the third performance measure). Although accurate, the increase to 55% is primarily generated by the new reporting method.

**Lead Agency:** County Management

**Program Contact:** Rene Grier

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72041, 72042, 72043, 72046, 72048, 72049, 72050

**Program Characteristics:** In Target

**Executive Summary**

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all residential-use Real Property. Residential Property represents 62% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

**Program Description**

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 209,000 single family and two-four family properties; 19,000 condominiums; 4,900 manufactured homes; 1,800 floating properties; 2,850 farm/forest deferral properties; and 4,000 business accounts. Staff physically inspects and appraises 8,000 to 10,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 3,000 to 4,000 properties annually discovered through the sales confirmation process as having been significantly improved without apparent issuance of building or trade permits.

Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal; and to verify that sales of property are valid market-based transactions that can be used to adjust automated valuation models, to appraise other property, and to generate the annual Ratio Report that measures the effectiveness of the program. This program primarily contributes to the fair and accurate appraisal of residential property as required by the Oregon Revised Statutes (ORS).

Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues.

Various computer and online tools are used to maximize appraisal effort. Focus is on discovery of new taxable property. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Accounts Appraised	15,952	25,000	25,000	18,000
Outcome	New Taxable Exception Value in Millions of Dollars	459	850	850	500
Efficiency	Accounts Appraised Per Appraiser	665	1,100	1,100	750
Outcome	% Neighborhoods with COD Compliance	100.0%	98.0%	98.0%	98.0%

**Performance Measure - Description**

Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through three required reports: The Assessor's Certified Ratio Study, the Assessor's Appraisal Plan and the CAFFA Grant application. The DOR's most recent review as of 2010 determined that this program complies with standards.

Estimates made regarding new taxable value from Measure 50 exceptions are speculative due to the difficulty in predicting market forces. With the real estate market still in flux, we are focused on physical reappraisal, targeted resource allocation and improved methodology to maximize assessments.

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and related Oregon Administrative Rules regulate virtually all aspects of the assessment and property tax calculation process. ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the County Assessment Function Funding Account (CAFFA) Grant process described in ORS 294.175, the DOR determines the acceptable level of staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$2,592,647	\$0	\$2,594,314	\$0
Contracts	\$0	\$0	\$10,000	\$0
Materials & Supplies	\$123,345	\$0	\$125,075	\$0
Internal Services	\$329,780	\$0	\$324,505	\$0
Total GF/non-GF:	<b>\$3,045,772</b>	<b>\$0</b>	<b>\$3,053,894</b>	<b>\$0</b>
Program Total:	<b>\$3,045,772</b>		<b>\$3,053,894</b>	
Program FTE	28.30	0.00	26.25	0.00
<b>Program Revenues</b>				
Intergovernmental	\$741,300	\$0	\$795,600	\$0
<b>Total Revenue:</b>	<b>\$741,300</b>	<b>\$0</b>	<b>\$795,600</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$795,600 allocated to Residential Property Appraisal Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72047, DCM - DART Residential Property Appraisal

The name of performance measure "Accounts Appraised Per FTE" has been changed to "Accounts Appraised Per Appraiser" for clarification purposes; this is a name change only.

High-rise condominiums are now reported under program 72046 - Commercial Appraisal instead of residential in order to best represent work completed by each unit. This reporting change reduces both the actual and estimated amounts reported for the first three performance measures: "Accounts Appraised," "New Taxable Exception Value in Millions of Dollars," and "Accounts Appraised per Appraiser."

**Lead Agency:** County Management

**Program Contact:** Randy Walruff

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72037, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72050

**Program Characteristics:** In Target

**Executive Summary**

This multi-year system upgrade project was initially approved in the FY07/08 Budget. The Division of Assessment, Recording and Taxation is replacing the outdated Assessment and Taxation system. A request for proposal was published at the end of FY07/08, with the evaluation of proposals, selection of a vendor and contract negotiations proceeding through FY08/09. FY09/10 activities included detailed analysis of the required functionality and the vendor's software application, and defining the programming changes required due to Oregon property tax statutes. FY10/11 will complete the detailed analysis and definition of programming changes, and the beginning of development by the vendor as well as the beginning of data migration analysis. The project's major stages will be completed in FY11/12 with the completion of development, testing of those changes, staff training, and implementation of the new software.

**Program Description**

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution. The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah County by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operation efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A&T business functions; 2) Reduce costs of targeted operations so that human resources can be more productively used; 3) Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of A&T System Project Milestones Met	4	8	5	7
Outcome	% of A&T Project Milestones Completed on Time and within Budget	100.0%	100.0%	100.0%	100.0%

**Performance Measure - Description**

The multi-year project to select and implement a new A&T system has met the following milestones: FY07/08-Publish RFP; FY08/09-Evaluate Proposals, Select Vendor and Negotiate Contract; FY09/10-GAP Analysis Start, Design Start, Development Start (a), and Server/Oracle Installed. The FY10/11 milestones are: GAP Analysis Finish, Design Finish, Development Start (b), Data Migration Start, and Integrations Start. The FY11/12 milestones are: Development Finish, Data Migration Finish, System Testing, Training, PC Deployment, Integrations Finish and Go-Live. FY12/13 milestone is: Post Go-Live Support.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$156,660	\$0	\$154,036
Contracts	\$0	\$2,930,337	\$0	\$2,031,981
Materials & Supplies	\$0	\$1,958,539	\$0	\$1,515,021
Internal Services	\$0	\$54,464	\$0	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$5,100,000</b>	<b>\$0</b>	<b>\$3,701,038</b>
Program Total:	<b>\$5,100,000</b>		<b>\$3,701,038</b>	
Program FTE	0.00	1.00	0.00	1.00
<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,100,000	\$0	\$3,701,038
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$5,100,000</b>	<b>\$0</b>	<b>\$3,701,038</b>

## Explanation of Revenues

Increased revenue is anticipated the first year following implementation (FY 12/13) as a result of productivity improvements for staff as well as a phased-in realignment of personnel from office support to field work finding taxable value. When new value is put on the tax roll, the corresponding tax growth is carried forward every year, and is compounded by the Measure 50 maximum 3% growth. The 10-year total increase in property tax revenue for Multnomah County of \$7.7 M is based on a rate of increase in new taxable value of 4% per year. The 10 year total increase for all taxing districts will be \$32.1 million. BWC Revenue is the estimated carryover of Fund 2504 after FY11 anticipated expenditures. Capital expenditures for Systems upgrades are an allowable expenditure in the annual County Assessment Function Funding Account (CAFFA) grant application, up to a defined cap amount per year. The Department of Revenue (DOR) has approved including the cost of the System Upgrade Project up to the allowable Cap amount annually, thereby maximizing CAFFA grant revenues for programs supported by the grant funds. The increase in budgeted allowable expenditures in the CAFFA Grant application increases the county's share (% distribution) of the available statewide CAFFA funding pool.

## Significant Program Changes

Last year this program was: #72048, DCM - DART Assessment & Taxation System Upgrade



**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Support

**Related Programs:** 72036A, 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72050

**Program Characteristics:** In Target

**Executive Summary**

Division of Assessment, Recording and Taxation (DART) Data Operations contributes to the support of the applications used by the linked programs for DART. Responsibilities include assistance with tax roll calculations, including quality control inspection and tax statement production, computer entry of data for property, taxes, and recorded documents, information and data for public requests, and supporting application users. Additionally, Data Operations performs necessary interdepartmental communication and other support as requested.

**Program Description**

Data Operations calculates and applies taxes to property tax accounts and contributes to production of tax statements, related reports and public information. The program enters a high volume of data, reviews data request changes and performs subsequent quality control in support of linked DART programs. The program supplies data to satisfy public requests for information. The program utilizes staff expertise in answering user questions and resolving application problems, contributing to an efficient work environment. Staff also provides advice on the effective use of the computer assisted mass appraisal system. The program's responsibilities for calculating the special assessment tax roll and contributing to the creation of tax statements are mandated functions of the supported programs. This work positions the program to assist in efficiently and accurately answering public and media questions about property tax bills and related topics. This contributes to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. The program's other duties as described above provide support for linked programs in order to perform their program functions. Data Operations links to all of the DART programs and supports their contributions to accountability in governance.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Records Keyed for Appraisal, Personal Property, Recording, Etc.	178,560	320,000	150,000	150,000
Outcome	% of Residential Appraisal Transactions Re-keyed	3.0%	3.0%	3.0%	3.0%

**Performance Measure - Description**

The number of transactions keyed (output) continues to trend downward with the adoption of efficiencies such as electronic filings. With this downward trend comes opportunity for Data Operations to transition from a "heads down" production based team to a quality control team. This change results in a timely and accurate tax roll.

## Legal/Contractual Obligation

This program supports the rest of the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised statutes (ORS) Chapters 92, 205, 294, 305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$480,713	\$0	\$403,151	\$0
Contracts	\$85,114	\$0	\$21,360	\$0
Materials & Supplies	\$6,587	\$0	\$5,597	\$0
Internal Services	\$87,563	\$0	\$84,165	\$0
<b>Total GF/non-GF:</b>	<b>\$659,977</b>	<b>\$0</b>	<b>\$514,273</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$659,977</b>		<b>\$514,273</b>	
Program FTE	6.20	0.00	5.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$159,600	\$0	\$128,715	\$0
<b>Total Revenue:</b>	<b>\$159,600</b>	<b>\$0</b>	<b>\$128,715</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$142,920 allocated to DART Data Operations Program. Remaining program support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72049, DCM - DART Data Operations

Due to a division reorganization, reallocated management positions to another program as follows: .40 FTE Operations Supervisor and .10 FTE Program Manager 1 reallocated to Program #72039 DCM-DART Ownership. Net overall decrease of .50 FTE for this program.

**Lead Agency:** County Management **Program Contact:** June Tilgner  
**Program Offer Type:** Support  
**Related Programs:** 72036A, 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048, 72049  
**Program Characteristics:** In Target

**Executive Summary**

Division of Assessment, Recording & Taxation (DART) Applications Support Program supports the applications used by all of the DART's linked programs. Responsibilities include tax roll calculation and certification, tax statement production, requests for information and data files from both internal and external sources, and supporting the DART application users.

**Program Description**

DART's Application Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the DART's business application systems.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Requests & Support Activities Completed	0	0	0	6,500
Outcome	% of Requests Associated with Program Revenue	0.0%	0.0%	0.0%	4.0%

**Performance Measure - Description**

The Number of Requests & Activities Completed was a new performance measure for FY10. One Activity represents a single request or contact, even if that request is for 5 data files to be created and sent to the client. The percent of Requests Associated with Program Revenue is also a new measure, indicating the portion of the program's work activities associated with a portion of our revenue.

## Legal/Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA Grant) process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined staffing levels are at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$608,603	\$0	\$677,981	\$0
Contracts	\$1,750	\$0	\$15,750	\$0
Materials & Supplies	\$295,979	\$0	\$304,755	\$0
Internal Services	\$107,500	\$0	\$253,242	\$0
Capital Outlay	\$12,000	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$1,025,832</b>	<b>\$0</b>	<b>\$1,251,728</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,025,832</b>		<b>\$1,251,728</b>	
Program FTE	5.00	0.00	5.80	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$80,000	\$0	\$70,000	\$0
Intergovernmental	\$248,150	\$0	\$317,880	\$0
<b>Total Revenue:</b>	<b>\$328,150</b>	<b>\$0</b>	<b>\$387,880</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Account (CAFFA) Grant, which supports Assessment & Taxation Programs, provides reimbursement of approximately 25% of program expenditures. Total annual Multnomah County share of CAFFA is estimated at \$3.6 Million, with \$317,880 allocated to DART Applications Support Program. Additional program revenue of \$70,000 is from service fees for access to Assessment & Taxation information (subscription website user fees) and requests for Assessment & Taxation Data files. Service fee rates are as authorized in the Department of County Management Fee Ordinance. Fees are projected based upon historical trends. Remaining support is from General Fund revenues.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72050, DCM - DART Applications Support  
1.00 FTE (Vacant GIS/Cartographer Sr) was transferred to this program from Program #72041 GIS/Parcel Management, in order to respond to GIS business requirements of new A&T Software System.

**Lead Agency:** County Management

**Program Contact:** Sally Brown

**Program Offer Type:** Existing Operating

**Related Programs:** 72036A, 72040

**Program Characteristics:** In Target

**Executive Summary**

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for the management and disposition of the County's tax foreclosed property inventory. The County's foreclosed property portfolio consists of slightly less than 390 properties. Every year, 15 to 20 properties are deeded to the county in the fall with the taking of the Tax Foreclosure Deed. Of the current inventory, approximately 73% of the properties are strips of various sizes, 24% are vacant lots that are mostly irregular in shape and not buildable, and 3% are properties with improvements or structures sited on them. Properties are sold at public auction and by entering into private sales with adjacent owners. The inventory is also reduced by transferring properties to government agencies, non-profit housing developers, and non-profit corporations for public use.

**Program Description**

The County comes into ownership of real property, bare land and those with improvements, at least once a year through the foreclosure of delinquent property tax liens. The foreclosed properties are placed into the Tax Title inventory of properties that have been acquired through tax foreclosure. Multnomah County Code Chapter 7 specifically states how tax foreclosed properties are to be managed and the process to be used for disposition. Shortly after the properties come into Tax Title inventory they are made available for repurchase to the former owners of record. Some properties not repurchased and odd shaped parcels not suitable for construction are made available to government agencies within the county for transfer. Depending on availability, selected properties consisting of vacant land that is buildable and parcels with improvements, are made available to the Affordable Housing Development Program for low income housing purposes. Properties with certain desired environmental characteristics not requested by government are made available to other organizations. Any remaining properties are available to be sold at public auction or private sale. In recent years, the number of properties deeded to the County through tax foreclosure has averaged 15 to 20 parcels. All properties are responsibly managed to insure that the surrounding neighborhood is not negatively affected. Tax Title maintains communication with other government agencies within the County to insure that all foreclosed properties comply with current nuisance and building codes. A goal is to sell or transfer as many Tax Title properties as possible to place them back on the tax roll so they once again become an integral part of the neighborhood. When a Tax Title property is occupied by an individual with human services needs we work with the County's Department of County Human Services, Aging & Disability Services Division to arrive at practical solutions acceptable to all parties.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Properties remaining in Tax Title Inventory	381	388	361	349
Outcome	Properties placed back on the tax roll & into community use	13	40	39	30
Outcome	Revenue disbursed to taxing districts for public use	188,187	20,000	400,000	356,400

**Performance Measure - Description**

The main goal of the program is to reinstate properties received through tax foreclosure back onto the tax roll. This is accomplished by sales to the public and government agencies. A parallel goal is to place foreclosed properties into public use which is accomplished by transfer to government agencies and non-profit corporations. At the end of every budget year, the Tax Title revenues are totaled, operating expenses and passthrough expenses for liens and other obligations are accounted for, and the balance of revenue is disbursed to taxing districts within the county. For FY2011 under current year purchased, the amount estimated for revenues in excess of expenses, for disbursement to taxing districts, was understated by \$380,000

## Legal/Contractual Obligation

Oregon Revised Statutes (ORS) 275 details how counties have to manage & dispose of tax foreclosed properties. ORS 312 details the foreclosure process & responsibilities of the county to include providing guidance on how the redemption period can be reduced when there is evidence of waste and abandonment. ORS 271 provides information on how counties are allowed to transfer foreclosed properties to non-profits & government agencies. ORS 98 details the processes to follow when there is abandoned property & vehicle at a foreclosed property. Multnomah County Code Chapter 7 specifically state how tax foreclosed properties are to be managed and the process to be used for disposition.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$78,066	\$0	\$106,426	\$0
Contracts	\$368,260	\$0	\$452,888	\$0
Materials & Supplies	\$61,500	\$0	\$38,199	\$0
Internal Services	\$29,660	\$0	\$15,787	\$0
Total GF/non-GF:	<b>\$537,486</b>	<b>\$0</b>	<b>\$613,300</b>	<b>\$0</b>
Program Total:	<b>\$537,486</b>		<b>\$613,300</b>	
Program FTE	1.00	0.00	1.20	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$329,477	\$0	\$564,300	\$0
Intergovernmental	\$7,000	\$0	\$0	\$0
Taxes	\$45,000	\$0	\$24,000	\$0
Other / Miscellaneous	\$156,009	\$0	\$25,000	\$0
Total Revenue:	<b>\$537,486</b>	<b>\$0</b>	<b>\$613,300</b>	<b>\$0</b>

## Explanation of Revenues

The Program has to be financially self sustaining. Program revenues include contract principle estimated at \$24,000 and interest on contracts and repurchases est. at \$25,000. Sales of properties at auction, private sales and repurchases are estimated at \$564,200. When actual revenues exceed the program's operating costs, the balance is distributed to taxing districts in Multnomah County, in accordance with ORS 275.275, per formula provided in ORS 311.390.

## Significant Program Changes

✔ Significantly Changed

### Last year this program was:

Allocated management positions to reflect actual program requirements over the past year. Allocated .25 FTE Program Manager 1 and .10 FTE Sr. Valuation Manager. Net overall increase of .35 FTE for this program.

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:** In Target, Climate Action Plan

**Executive Summary**

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to guide consistent, efficient and cost effective HR processes and practices across the County organization. It also provides administrative and business services management for Central HR programs, including Labor Relations; Classification and Compensation; Talent Development, and the Unemployment Insurance Program.

**Program Description**

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse, talented, workforce necessary to achieve results across the organization. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input, and engaging in collaborative problem resolution to implement plans and achieve results. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness. Central HR administration oversees countywide service program integration and performance measurement and reporting; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements. Effective July 2010, the County transitioned to an Online Only paperless job application process. This countywide process contributes to the Climate Action Plan, Local Govt Operations section, item 18-8 related to reduction of waste.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of countywide job applications in the Neogov applicant tracking system.	16,860	17,000	21,000	21,000
Outcome	Countywide employee turnover rate.	10.0%	13.0%	10.0%	10.0%

**Performance Measure - Description**

These measures are among several used to provide performance information for decision-making. Due to previous budget reductions, HR reporting capacity is limited.

## Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$562,229	\$0	\$514,597	\$0
Contracts	\$56,400	\$0	\$79,005	\$0
Materials & Supplies	\$45,750	\$0	\$33,240	\$0
Internal Services	\$144,061	\$0	\$90,145	\$0
Total GF/non-GF:	<b>\$808,440</b>	<b>\$0</b>	<b>\$716,987</b>	<b>\$0</b>
Program Total:	<b>\$808,440</b>		<b>\$716,987</b>	
Program FTE	4.50	0.00	4.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported exclusively by General Fund revenues.

## Significant Program Changes

**Last year this program was:** #72056, Central Human Resources - Administration

FY11 Adopted Budget approved the transfer of .5 FTE HR Tech to the DCM Business Services Unit effective January 2011.

Reduction in FY12 FTE compared to FY11 is due to this previous budget action.



**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Central Human Resources (HR) Services, comprised of the Classification and Compensation and the Talent Development units, provides critical infrastructure systems and tools to attract, train, and retain a diverse workforce at all levels of the organization. Classification & Compensation provides pay and classification structures necessary for the County to offer competitive pay and career paths. Talent Development provides countywide training for all employees and leads organizational development activities.

**Program Description**

Central HR Services implements strategies to address key components of the Countywide Human Resources Strategic Plan in order to attract and select diverse, high-performing employees; establish employee retention strategies that support the organization's job market competitiveness; implement programs to strengthen skills and build knowledge necessary for an effective, culturally competent workforce; and formalize an employee performance management system that fosters individual growth and accountability, aligning performance goals with business requirements. Even in the current economic environment, a shrinking qualified workforce combined with future retirements requires a strategic focus on the county's ability to recruit and retain a highly-skilled workforce.

Classification and Compensation provides the pay and job classification frameworks that facilitate external competitiveness, ensure internal equity, promote employee retention and support career growth. The Classification and Compensation team identifies and analyzes job duties and qualifications that define the scope and complexity of work performed as documented in position descriptions. The unit also researches labor market pay range data for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Talent Development provides or coordinates all countywide training including: employee, management and supervisory development (including the Multnomah Leadership Academy); diversity awareness and skills building; and technology training and policy or process-focused learning opportunities. The Countywide Training Needs Survey informs training offerings. Talent Development develops training options by using the survey findings, as well as core competencies and job skills aligned with the employee performance management system to develop training options. This comprehensive system is essential to build and monitor individual employee accountability and support the achievement of organizational program goals.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	# of positions reviewed as a result of class/comp studies.	530	300	400	430
Outcome	Percent of total positions reclassified, revised, updated.	19.0%	13.0%	14.0%	15.0%
Output	# of positions reviewed as a result of individual requests.	285	250	210	225
Output	Number of Countywide training class attendees.	3,077	3,500	4,500	4,000

**Performance Measure - Description**

The number of FY11 Countywide training classes estimate includes Google g-mail transition classes. The percentage of all positions re-classed, revised, or updated as a result of classification or compensation review indicates County positions better aligned to current competitive job market factors, such as technology changes, regulatory requirements, and the inability to fill vacancies and/or impact on essential public services.

### Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,080,127	\$0	\$1,091,391	\$0
Contracts	\$176,000	\$0	\$164,000	\$0
Materials & Supplies	\$25,600	\$0	\$30,314	\$0
Internal Services	\$240,375	\$0	\$286,566	\$0
Total GF/non-GF:	<b>\$1,522,102</b>	<b>\$0</b>	<b>\$1,572,271</b>	<b>\$0</b>
Program Total:	<b>\$1,522,102</b>		<b>\$1,572,271</b>	
Program FTE	9.00	0.00	9.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported exclusively by General Fund revenues.

### Significant Program Changes

Last year this program was: #72057, Central Human Resources - Central HR Services

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 10 labor contracts, representing 85% of the County workforce.

**Program Description**

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during the last round of negotiations in achieving staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload, it does better support Labor Relations and department management staff to focus and prepare for each labor agreement.

Forums such as Employee Relations Committee and Employee Benefits Team along with tools such as negotiated memoranda create the foundation of open communication, clear and accessible decision making, and collaborative problem solving needed to achieve uniform labor/management practices throughout the County. Labor Relations:

- Leads collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation;
- Guides development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees;
- Ensures consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies;
- Provides internal expertise for dispute resolution, grievance handling, and cooperative problem-solving;
- Maintains and develop personnel rules and administer the county's drug and alcohol testing process;
- Coordinates countywide layoff activities and the merit council appeals process;
- Manages the Unemployment Claims process; and
- Ensures compliance with federal, state, local laws, rules, regulations and labor agreements, and communicates, trains, and coaches supervisors, managers, and department human resources units on these requirements.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of Labor disputes.	225	200	185	200
Outcome	Percentage of labor disputes settled collaboratively.	96.0%	95.0%	76.0%	85.0%

**Performance Measure - Description**

Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. The resolution of labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. The alternative is an external arbitrator imposing a decision binding on all parties.

## Legal/Contractual Obligation

Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$777,053	\$38,108	\$796,210	\$38,493
Contracts	\$20,000	\$0	\$20,000	\$0
Materials & Supplies	\$11,500	\$0	\$14,124	\$0
Internal Services	\$155,808	\$0	\$130,094	\$0
Total GF/non-GF:	<b>\$964,361</b>	<b>\$38,108</b>	<b>\$960,428</b>	<b>\$38,493</b>
Program Total:	<b>\$1,002,469</b>		<b>\$998,921</b>	
Program FTE	5.60	0.25	5.60	0.25
Program Revenues				
Fees, Permits & Charges	\$0	\$38,108	\$0	\$38,493
Total Revenue:	<b>\$0</b>	<b>\$38,108</b>	<b>\$0</b>	<b>\$38,493</b>

## Explanation of Revenues

This offer is supported primarily by County General Fund with .25FTE Labor Relations Manager personel costs from the Risk Fund.

## Significant Program Changes

Last year this program was: #72058, Central Human Resources - Labor Relations

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** In Target

**Executive Summary**

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income that employees lose when they become unemployed.

**Program Description**

The Unemployment Insurance Program ensures eligible workers secure financial assistance. The program provides accurate and timely monitoring and reporting, and participates in all hearings to decrease costs and liability due to fraudulent claims. A benefits claim decision will typically favor the applicant if reports are late, data is inaccurate or an employer fails to respond to requested clarification.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of employee claims.	540	650	500	500
Outcome	Percentage of claim appeals found in the County's favor.	73.0%	70.0%	80.0%	80.0%
Output	Number of appeals.	11	15	10	10

**Performance Measure - Description**

It is the County's goal to support maximum benefit claims for eligible applicants and minimize fraudulent claims. A higher percentage of claims appeals found in the County's favor means a lower expense and lower risk to the County.

## Legal/Contractual Obligation

Unemployment Insurance benefits are mandated by federal and state laws. Oregon Employment Law, statues 657.005 and 657.010 Federal Unemployment Act Social Security Act.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$26,158	\$0	\$29,679
Materials & Supplies	\$0	\$1,342,685	\$0	\$1,745,059
Internal Services	\$0	\$4,216	\$0	\$3,494
Total GF/non-GF:	<b>\$0</b>	<b>\$1,373,059</b>	<b>\$0</b>	<b>\$1,778,232</b>
Program Total:	<b>\$1,373,059</b>		<b>\$1,778,232</b>	
Program FTE	0.00	0.15	0.00	0.15
<b>Program Revenues</b>				
Fees, Permits & Charges	\$0	\$1,373,059	\$0	\$1,778,232
Total Revenue:	<b>\$0</b>	<b>\$1,373,059</b>	<b>\$0</b>	<b>\$1,778,232</b>

## Explanation of Revenues

Unemployment claims are funded by assessing a rate based on .6% of monthly payroll for each department.

## Significant Program Changes

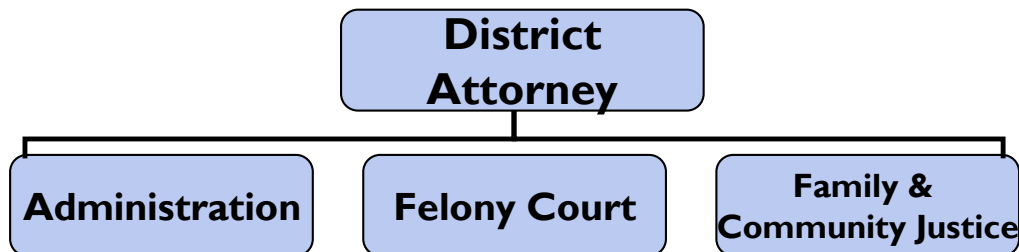
Last year this program was: #72059, Central Human Resources - Unemployment Insurance

### Department Overview

Prosecution services are the cornerstone of any effective public safety system. The District Attorney's office reviews and prosecutes criminal cases presented by seven police agencies within the county; represents the State in cases of juvenile dependency, delinquency, child support and provides services to victims.

The mission of this District Attorney's office is "To provide the citizens of Multnomah County with fair, timely and cost effective justice services." The guiding principles under which the District Attorney's Office operates are:

- To enforce the Rule of Law by providing fair, equitable and unbiased prosecution services.
- To be responsive to the needs of the Citizenry and communities by pro actively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, guiding them through legal processes with compassion, and communicating case outcomes.
- To be responsive to our Law Enforcement partners by remaining flexible enough to address emerging trends in criminal activity and providing expert legal advice and guidance.
- To work collaboratively within the Criminal Justice system to affect positive change by looking at and developing new and innovative programs, streams of offenders, best practices and leveraging technological advancements.
- To find ways at both the adult and juvenile levels to provide education and rely upon community services to divert people from coming back into the criminal justice system.
- To provide the best and most cost effective Child Support Services.



### Budget Overview

The District Attorney's Office has a budget of \$24.6 million in FY 2012, \$86,000 less than in FY 2011. The General Fund budget of \$18.2 million, a decrease of \$50,000 from the FY 2011 Adopted budget. This decrease was the result of the Victim's Assistance program moving to the Fed/State Fund due to accounting rules changes. Net of this accounting change, the FY 2012 General Fund budget increased \$350,000, or 1.4%.

The District Attorney's FY 2012 budget saw a reduction in the Fed/State fund of \$163,000 from FY 2011, most of which was expiring federal stimulus grants. Net of the Victim's Assistance move, the Fed/State Fund declined by \$566,000., or 9.0%

The FY 2012 budget saw a decrease of 5.00 FTE from the FY 2011 Adopted level. The reduced FTE were administrative positions or positions funded by federal stimulus grants that expired. The FY 2012 budget preserves several prosecutor positions funded through federal stimulus money by reducing management and administrative positions, saving prosecution capacity for domestic violence offenses, elder financial abuse, and gang crimes.

The Medical Examiner moved from the District Attorney to the Health Department in FY 2012. The budget history, including budgeted positions and expenditures, has also been moved to the Health Department and is not displayed in the tables below.

The District Attorney's FY 2012 budget includes one new program in FY 2012, Program Offer 15019B - Restitution Clerk. This program funds a position that will investigate and process requests for restitution from victims of violent crime, ensuring that offenders are held accountable for their actions.

Budget Trends*	FY 2010	FY 2011	FY 2011	FY 2012	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	196.00	203.00	201.00	196.00	(5.00)
Personal Services	\$20,072,939	\$21,300,307	\$20,969,091	\$20,927,769	(41,322)
Contractual Services	924,854	\$226,958	912,680	861,908	(50,772)
Materials & Supplies	2,535,809	\$3,169,839	2,871,240	2,877,037	5,797
Capital Outlay	0	\$42,849	0	0	0
<b>Total Costs</b>	<b>\$23,533,602</b>	<b>\$24,739,953</b>	<b>\$24,753,011</b>	<b>\$24,666,714</b>	<b>(\$86,297)</b>

\*Does not include cash transfers, contingencies or unappropriated balances.



## Successes and Challenges

### Successes:

The Office, in collaboration with its public safety partners, implemented the Success Through Accountability, Restitution and Treatment Court known as Start. The court focuses on post sentencing treatment for offenders who have committed felony property crimes in Multnomah County.

The Office completed development and installed the Alfresco Document Management System. Over the past year, the office has scanned approximately 5 million documents into the system and should ultimately reduce the number of archived file boxes by 65 % or more.

With the use of grant money the office was able to double the number of prosecutions of sex offenders whom have failed to register, target child sexual predators and successfully prosecuted 98.8% of defendants charged with financial crimes against the elderly.

Child support collections were approximately \$34 million dollars which included a 144 thousand dollar collection on one case. All of these collections are passed through to parents.

### Challenges:

The impact of potential state reductions in the next biennium are an issue for all departments. Funding at the most risk supports the Child Abuse, Juvenile Dependency and Victims Assistance programs. The office is closely monitoring potential impacts criminal justice partners including impacts on State Court operations.

The Office continues to be an integral part of the Horman investigation, the largest of its kind in Oregon history. The Board of Commissioners remain supportive of the investigation and have provided the office some additional resources through the 2011 fiscal year.

In 2009, an audit by the Secretary of State highlighted the need for District Attorney's to focus greater attention on Victims restitution issues. The office continues to work on identifying additional resources needed, better ways of involving victims of crime and tracking accomplishments.

### Diversity and Equity

It is the policy of the District Attorney that all staff and attorneys maintain the highest ethical and professional standards of the legal profession. Cases reviewed by the office are treated fairly and equitably with the Deputy District Attorney responsible for exercising discretion to submit only those charges which are consistent with the evidence and in the best interest of Justice.

The office works to ensure that victims of crime are treated fairly and with respect. Programs like the Victims Assistance program work hard to eliminate barriers that may prevent victims from taking advantage their legal rights and to part of the criminal justice process. Our Victim Advocates, using tele-language lines, interpreters, translation services, legal documents written in plain language and other tools, help thousands of victims each to year understand the legal process, solve language and transportation problems, social service referrals and will accompany the victim to their court proceeding.

The Office also honors the diversity of its staff by learning about and celebrating our cultural differences. In addition, the office continuously reviews our recruitment and hiring process to make sure that we have not created unnecessary barriers for anyone wishing to apply for an available position in the office.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Office Administration	\$4,217,859	\$0	\$4,217,859	28.00
Felony Court	7,100,976	735,542	7,836,518	60.00
Community and Family Justice	<u>6,884,257</u>	<u>5,728,080</u>	<u>12,612,337</u>	108.00
<b>Total District Attorney's Office</b>	\$18,203,092	\$6,463,622	\$24,666,714	196.00

### Office Administration

The Office of the District Attorney sets policy and provides leadership, coordination, resource allocation, and direction for all of the Office's divisions, other law enforcement agencies, and private organizations. The division includes Administrative Services, Human Resources, Information Technology, Finance, and Records/Discovery.

#### **Administrative Services**

District Attorney Administrative Services provide office management functions to the entire office as well as budget, finance, information technology, records/discovery and human resource management. It is responsible for ensuring that managerial functions are efficiently and correctly performed within the parameters of office policy, County Administrative Rules, and state and federal requirements.

### Significant Changes

The Division is eliminating the Staff Assistant position and will delay filling a vacant HR Tech position until January of 2012.

The Medical Examiners Office has been moved from the District Attorney's Office and made part of the Multnomah County Health Department. This change is reflected in the Program Offers.

### Felony Court

The Felony Court Division prosecutes felonies in County Courts. This entails reviewing, investigating, and trying felony cases brought to the District Attorney by local law enforcement agencies and the public. The Felony Court Division is divided into two areas:

#### **Felony Trial Units**

Felony trial units review, issue and prosecute felony charges involving property offenses (Unit A), drug and vice cases (Unit B), burglary and robbery, negligent homicides, and gang cases (Unit C/Gangs), rape and sexual assault cases and other person crimes (Unit D), murder cases are distributed throughout the trial units. Each of the trial teams insures that police arrests, citations, and public complaints involving criminal activity are reviewed, filed and prosecuted.

#### **Investigations**

In partnership with the Multnomah County Sheriff's Office, the Portland Police Bureau and Gresham Police Department, the District Attorney's Office provides investigation services for the office in each area of felony, juvenile, and family crimes.

### Significant Changes

After more than twenty years in operation the Regional Organized Crime Narcotics Task Force (ROCN) will close down operations in the spring of 2011. This group has funded a Deputy District Attorney and a Senior Legal Assistant for many years.

Based on organizational changes identified during the budget process the Property Crime Unit A will eliminate one of two Level 4 Deputy DA positions.

### Community and Family Justice

The Family Justice Division was created to strengthen services for children and families in Multnomah County. The Family and Community Justice Division consists of the following: Misdemeanor Prosecution includes the Community Courts, which prosecute community-related, non-violent, and quality of life crimes; the Misdemeanor Court, which receives and prosecutes misdemeanor crimes, traffic crimes and city ordinance violations.

The Neighborhood District Attorney works closely with community groups, Neighborhood Associations, business groups and local law enforcement to identify emerging criminal activity develop and implement strategies to prevent crime.

The Juvenile Section prosecutes juveniles who have committed crimes ranging from misdemeanors to homicides; intervenes to protect abused or neglected children; and frees children for adoption.

The Domestic Violence Unit prosecutes domestic violence cases including misdemeanors, felonies, homicides, and violation of restraining orders. Victims' Assistance offers crisis intervention, short term counseling, and information and referral; assists victims in obtaining restitution; and keeps victims and their families advised of the progress of the case and assists victims through the case disposition.

The Child Abuse Team reviews/processes criminal cases involving child abuse. Support Enforcement establishes and enforces child support & medical orders.

### Significant Changes

The ARRA funding for the Child Support program was discontinued effective September 30th 2010. This meant that replacement funding from the State general fund was needed to backfill and leverage available matching federal funding.

A 1.00 level 4 Deputy DA position was eliminated in the Misdemeanor/Intake program offer as part of some departmental restructuring identified during the budget process.

### District Attorney's Office

The following table shows the programs that make up the departments total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>Administration</b>					
I5000	Management Services	\$854,368	\$0	\$854,368	6.50
I5001	Administrative Support Services	897,455	0	897,455	3.00
I5002	Information Technology	1,392,228	0	1,392,228	6.00
I5003	Finance/Human Resources	464,234	0	464,234	5.50
I5004	Records/Discovery	609,574	0	609,574	7.00
<b>Felony Division</b>					
I5006	Felony Administration	378,124	0	378,124	2.00
I5007A	Unit A Property Crimes	1,782,035	96,983	1,879,018	16.00
I5007B	Financial Elder Abuse	146,198	0	146,198	1.00
I5008	Unit B Drugs/Vice	937,752	369,685	1,307,437	10.00
I5009	Unit C Gangs, Robbery, Weapons	1,567,741	78,120	1,645,861	11.50
I5010	Unit D Violent Person Crimes	880,306	154,754	1,035,060	7.00
I5011	Pre-Trial	909,687	0	909,687	8.50
I5012	Investigations	499,133	36,000	535,133	4.00
<b>Community and Family Justice</b>					
I5013	Family and Community Justice Administration	255,849	0	255,849	1.00
I5014	Juvenile Court Trial Unit	1,058,551	1,342,093	2,400,644	19.00
I5015	Domestic Violence Unit	1,057,845	78,750	1,136,595	10.00
I5016	Child Abuse Team - MDT	875,019	811,288	1,686,307	7.00
I5017	Misdemeanor Trial, Intake, Community Court	2,275,936	0	2,275,936	25.00
I5018	Neighborhood DA	588,610	643,453	1,232,063	8.50
I5019A	Victims Assistance	159,923	655,656	815,579	9.50
I5019B	Restitution Clerk	67,524	0	67,524	1.00
I5020	Child Support Enforcement	545,000	2,196,840	2,741,840	27.00
	<b>Total District Attorney</b>	<b>\$18,203,092</b>	<b>\$6,463,622</b>	<b>\$24,666,714</b>	<b>196.00</b>

**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The District Attorney and his Senior Management team provide the leadership, vision, policies and oversight that enable the office to operate each day in a manner consistent with the needs of citizens and making best use of the resources provided.

**Program Description**

The District Attorney and Senior Management provide leadership, public relations, policy direction, daily operations oversight, long and short range planning, and internal labor relations for the entire department. Managers work with other departments and state and federal agencies on committees and initiatives relating to the criminal justice system and other governmental endeavors. This unit includes two Administrative Secretaries that provide support for the District Attorney and other senior management. The District Attorney's Administration-Management Programs provide leadership, policy direction, long and short range planning and daily operational oversight across the department and/or at the division level and includes all of the District Attorney's operational programs that assigned to County's Safety and Basic Needs Priority areas.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total number of all staff communications	52	52	52	52
Outcome	Total number of cases resolved	19,778	19,000	19,750	19,750

**Performance Measure - Description**

Output-The number of all staff communications

Outcome- Total number of cases resolved in the office during the fiscal year.

## Legal/Contractual Obligation

Oregon Constitution: Article VII Section 17, Prosecuting attorneys. There shall be elected by districts comprised of one, or more counties, a sufficient number of prosecuting Attorneys, who shall be the law officers of the State, and of the counties within their respective districts, and shall perform such duties pertaining to the administration of Law, and general police as the Legislative Assembly may direct., 8.850 Offices, supplies and stenographic assistance for district attorneys and deputies.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$857,441	\$0	\$853,868	\$0
Internal Services	\$402	\$0	\$500	\$0
Total GF/non-GF:	<b>\$857,843</b>	<b>\$0</b>	<b>\$854,368</b>	<b>\$0</b>
Program Total:	<b>\$857,843</b>		<b>\$854,368</b>	
Program FTE	7.00	0.00	6.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last year this program was:** #15000, District Attorney's Office -Management Services  
The elimination of the Staff Assistant position.



**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This Administrative support services program provides clerical support for the department's main reception desk and mail handling at the County Courthouse and clerical floaters that provide backup clerical coverage throughout the department.

**Program Description**

The Administrative Support Services program provides reception for the main District Attorney's Office at the County Courthouse and is the point of first contact for members of the public both in person and on the telephone.

The staff provides general information about the responsibilities of the office and direct inquiries to the appropriate unit. The reception staff also processes all incoming and outgoing internal and external mail.

The program also includes two clerical floater positions that act in a support and back-up function for the departments clerical staff. A number of contracted services which are used by the entire department are also a part of this program.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Witness Subpoenas paid	3,636	3,500	3,575	3,600
Outcome	Amount of witness fees paid	26,932	26,000	27,000	26,500

**Performance Measure - Description**

Witness subpoenas processed- witnesses who receive a subpoena turn them into the DA main reception area after testifying in order to receive payment.

Amount of witness fees paid- the amount paid to witnesses who have turned in their subpoenas and testified.

**Legal/Contractual Obligation**

8.850 Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office. [1953 c.652 §3]

**Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$202,438	\$0	\$210,800	\$0
Contracts	\$25,000	\$0	\$28,080	\$0
Materials & Supplies	\$113,183	\$0	\$115,222	\$0
Internal Services	\$654,811	\$0	\$543,353	\$0
<b>Total GF/non-GF:</b>	<b>\$995,432</b>	<b>\$0</b>	<b>\$897,455</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$995,432</b>		<b>\$897,455</b>	
Program FTE	3.00	0.00	3.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$118,891	\$0	\$137,967	\$0
<b>Total Revenue:</b>	<b>\$118,891</b>	<b>\$0</b>	<b>\$137,967</b>	<b>\$0</b>

**Explanation of Revenues**

\$137,967 indirect revenue

**Significant Program Changes**

Last year this program was: #15001, District Attorney's Office- Administrative Support Services

**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Information Technologies Unit provides PC fast and economical desktop support, software application and server support and maintains the document management, Juvenile and Adult case tracking systems (Crimes) for the entire office.

**Program Description**

The IT unit purchases, installs, and maintains all hardware and software for the District Attorney's Office. The Unit supports all servers, desktop and laptop personal computers and is responsible for the Adult Crime and Juvenile Crimes case tracking systems. It also maintains the new document management system and a help line for all DA users. It is also responsible for the collection and preparation of statistical data reports.

This program allows the District Attorney to fulfill a legal responsibility under state law to maintain a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Help Desk Calls	4,651	4,500	4,600	4,600
Outcome	Average time in minutes to resolve ticket	20	23	21	23

**Performance Measure - Description**

Help desk calls- the number of calls coming through the DA help desk.

The average time it takes to resolve held desk calls expressed in minutes.

## Legal/Contractual Obligation

ORS 8.700 Register to be kept. The district attorney must keep a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the district attorney to the successor in office.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$664,949	\$0	\$690,226	\$0
Contracts	\$52,018	\$0	\$30,000	\$0
Materials & Supplies	\$217,057	\$0	\$242,476	\$0
Internal Services	\$460,957	\$0	\$429,526	\$0
Total GF/non-GF:	<b>\$1,394,981</b>	<b>\$0</b>	<b>\$1,392,228</b>	<b>\$0</b>
Program Total:	<b>\$1,394,981</b>		<b>\$1,392,228</b>	
Program FTE	6.00	0.00	6.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #15002, District Attorney's Office-Information Technology

**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:** Climate Action Plan

**Executive Summary**

This program provides all daily processing in finance, purchasing, travel & training, budget preparation, fiscal reports, grant reporting and monitoring, human resources, payroll, HR maintenance for SAP, recruitment.

**Program Description**

The program provides all accounts payable, accounts receivable, general ledger, petty cash accounts, travel & training, fiscal reporting, budget preparation, grant reporting and monitoring, purchasing, inventory, contracts, recruitment, payroll, position control, HR maintenance and other human resources functions for the entire District Attorney's Office. This program allows the District Attorney to fulfill a legal responsibility under state law to maintain a register of official business, in which the District Attorney make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

This program contributes to the County's Climate Action Plan by purchasing "green" products and supplies for the entire office and by working to reduce paper usage throughout the office.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total number of vendors paid	5,448	5,700	5,500	5,500
Outcome	percent of vendors paid within 30 days	93.0%	90.0%	92.0%	92.0%
Output	Total number of applications screened	0	600	0	0

**Performance Measure - Description**

Total number of vendors paid- payments made to vendors

Total number of vendors paid within 90 days

Percent of Vendors paid with 30 days

## Legal/Contractual Obligation

ORS 8.700 Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein. The register shall, at the expiration of the term of office of the district attorney, be delivered by the District Attorney to the successor in office.

8.850 Offices, supplies and stenographic assistance for district attorneys and deputies. Each county shall provide the district attorney and any deputies for such county with such office space, facilities, supplies and stenographic assistance as is necessary to perform efficiently the duties of such office.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$497,056	\$0	\$457,631	\$0
Materials & Supplies	\$2,248	\$0	\$2,248	\$0
Internal Services	\$4,269	\$0	\$4,355	\$0
Total GF/non-GF:	<b>\$503,573</b>	<b>\$0</b>	<b>\$464,234</b>	<b>\$0</b>
Program Total:	<b>\$503,573</b>		<b>\$464,234</b>	
Program FTE	6.00	0.00	5.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last year this program was:** #15003, District Attorney's Office- Finance/Human Resources  
Reduction of the HR Tech position to .5 FTE

**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Support

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program supports the entire office by processing discovery requests and maintaining the physical files and records on open and recently closed felony and misdemeanor cases in the District Attorney's office.

**Program Description**

The Discovery/Records program fulfills the offices statutory responsibility to provide case specific discovery documents such as police reports to the public and private defense attorney's.

The program also provides file storage and retrieval for the entire District Attorney's office maintaining approximately 34,000 closed and open cases files at any given time. This program produces general fund revenue of \$275,000 to \$300,000 each year.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total number of Discovery Packets created	19,253	21,000	21,000	21,000
Outcome	Total Discovery Revenue	273,280	285,000	285,000	285,000

**Performance Measure - Description**

The number of Discovery packets created.

General fund revenue received from the sale of Discovery.

## Legal/Contractual Obligation

ORS 8.850 Offices, supplies and stenographic assistance for district attorneys and deputies, ORS 8.700 Register to be kept. The district attorney must keep a register of official business, in which the district attorney shall make a note of every action, suit or proceeding commenced or defended by the district attorney in official capacity, and the proceedings therein.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$289,212	\$0	\$443,091	\$0
Contracts	\$0	\$0	\$4,250	\$0
Materials & Supplies	\$16,891	\$0	\$17,382	\$0
Internal Services	\$73,568	\$0	\$144,851	\$0
Total GF/non-GF:	<b>\$379,671</b>	<b>\$0</b>	<b>\$609,574</b>	<b>\$0</b>
Program Total:	<b>\$379,671</b>		<b>\$609,574</b>	
Program FTE	5.00	0.00	7.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$275,000	\$0	\$285,000	\$0
<b>Total Revenue:</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$285,000</b>	<b>\$0</b>

## Explanation of Revenues

\$285,000 in Discovery revenue

## Significant Program Changes

**Last year this program was:** #15004, District Attorney's Office- Records/Discovery internal transfer of two positions to consolidate function.



**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program includes a Chief Deputy District Attorney and Chief Investigator that provide leadership, policy direction, long and short range planning and daily operational oversight for the Felony Division.

**Program Description**

The Chief Deputy and Chief Investigator provide leadership, policy direction, long and short range planning. The Chief Deputy District Attorney of the Felony Division is a member of senior level management with specific division level responsibilities.

The Chief Deputy has direct and daily oversight responsibility over the Pre-Trial unit, Drug and Vice Unit B, Property and Theft Unit A, Weapons Crime and Gangs Unit C, Violent Person/Sex Crimes unit D and the Investigations unit. The Chief Investigator supervises all Investigators that are assigned to felony, misdemeanor and juvenile cases.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total Felony cases issued	4,021	4,250	4,150	4,250
Outcome	Total Felony cases resolved	4,127	5,600	4,200	4,200

**Performance Measure - Description**

Total Felony Cases Issued-The total of all cases issued by the Felony Division during the fiscal year.

Total Felony Cases Resolved- The total of cases resolved in the Felony Division during the fiscal year.

## Legal/Contractual Obligation

Per ORS 8.760 Deputies may be authorized and paid by county. ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4].

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$340,839	\$0	\$352,510	\$0
Contracts	\$21,060	\$0	\$21,060	\$0
Materials & Supplies	\$4,414	\$0	\$4,414	\$0
Internal Services	\$1,380	\$0	\$140	\$0
Total GF/non-GF:	<b>\$367,693</b>	<b>\$0</b>	<b>\$378,124</b>	<b>\$0</b>
Program Total:	<b>\$367,693</b>		<b>\$378,124</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$25,000	\$0	\$0	\$0
<b>Total Revenue:</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #15006, District Attorney's Office- Felony Administration

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Scott Marcy

**Program Characteristics:**

**Executive Summary**

The Felony Trial Unit A or theft unit holds offenders accountable by prosecuting fraud, auto theft, forgery, identity theft, white collar crime and theft crimes that target the elderly. These are mid-level offenders within the public safety system.

**Program Description**

This program works in co-operation with local law enforcement agencies and other public safety partners to provide aggressive prosecution of persons arrested and charged with serious property and theft crimes. The work of this unit includes reviewing and prosecuting cases from the auto theft task force, commercial burglaries, fraud and theft crimes against the elderly. This program also reviews and prosecutes crimes involving theft of identity which has been one of the fastest growing areas of crime. The program reviews and prosecutes offenders who commit crimes against the businesses in the community. These crimes, which are commonly referred to as white collar crimes include forgery, aggravated theft and theft by deception. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding offenders accountable for committing serious property crimes. In the continuum of prosecution services, this unit prosecutes Medium-level offenders and is key to making sure that offenders are held accountable for their criminal behavior.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Cases Issued	1,139	957	1,100	1,100
Outcome	Cases Resolved	1,077	1,030	1,050	1,050
Input	Cases Reviewed	1,687	1,537	1,500	1,550

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.

Cases resolved-the number of cases completed and closed in that unit.

Cases reviewed-the total number of cases that have been submitted to that unit.

## Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,748,737	\$226,440	\$1,754,186	\$96,983
Contracts	\$10,809	\$0	\$10,809	\$0
Materials & Supplies	\$5,876	\$2,500	\$5,876	\$0
Internal Services	\$11,793	\$2,377	\$11,164	\$0
<b>Total GF/non-GF:</b>	<b>\$1,777,215</b>	<b>\$231,317</b>	<b>\$1,782,035</b>	<b>\$96,983</b>
<b>Program Total:</b>	<b>\$2,008,532</b>		<b>\$1,879,018</b>	
Program FTE	15.00	2.00	15.00	1.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$231,317	\$0	\$96,983
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$231,317</b>	<b>\$0</b>	<b>\$96,983</b>

## Explanation of Revenues

\$96,983 START Court grant

## Significant Program Changes

**Last year this program was:** #15007A, District Attorney's Office- Unit A Property Crimes  
reduction of 1 DDA 3 loss of Elder Abuse dollars

**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

This position has, for the past 3 years, been funded with congressional mandated funding. The Deputy District Attorney works closely with the community, public safety partners and forensic experts to prosecute financial fraud crimes committed against the elderly.

**Program Description**

This position engages the community and local law enforcement agencies to educate them on financial fraud committed against elder citizens. The Deputy meets with the Interagency Committee for Abuse Prevention on a bi-monthly basis to discuss issues surrounding the abuse of elder citizens. Working closely with Investigators and Forensic Experts the Deputy prosecutes Fraud cases involving crimes against the growing Elder population. In addition this position takes calls and letters from the community regarding potential fraud and abuse situations and connects these victims with both Adult Protective Services as well as law enforcement, so that the victim can be protected from the perpetrator. The Deputy DA has successfully prosecuted 99% of offenders which has resulted in over 2 million in restitution being ordered.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Restitution ordered	2,229,004	0	2,000,000	2,000,000
Outcome	percentage of defendants convicted	98.7%	0.0%	98.0%	98.0%

**Performance Measure - Description**

conviction Rate- percentage of defendants convicted

restitution ordered- the amount of restitution ordered as a result of the case.

## Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$146,198	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$146,198</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$146,198</b>	
Program FTE	0.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

### Last year this program was:

This position is outside of constraint due to lost federal funding.

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Scott Marcy

**Program Characteristics:**

**Executive Summary**

The Felony Trial Unit B holds offenders accountable by prosecuting drug and vice cases involving: manufacturing, distribution and possession of controlled substances, promoting prostitution and works closely with the Regional Organized Crime and Narcotics task force (ROCN) in the tri-county region.

**Program Description**

This program engages in the review and prosecution of cases involving drug and vice crimes such as the manufacture, distribution and possession of controlled substances and the promotion of prostitution. This program has a key role in the local drug control strategy of reducing the supply of drugs through aggressive enforcement and prosecution. The program works co-operatively with other state and local law enforcement agencies and the Department of Community Justice and the Courts, to reduce the demand for illegal drugs by requiring offenders to enter into mandatory treatment programs and drug courts. This program stands as the gatekeeper for holding offenders accountable, improving social conditions by requiring addiction treatment, reducing illegal drug activity in our schools and helping to support the cost of local drug treatment programs. In the continuum of prosecution services, this unit prosecutes mid-level and some low level offenders and is key to making sure that offenders are held accountable for their criminal behavior.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	1,421	1,585	1,450	1,450
Outcome	cases resolved	1,568	1,650	1,500	1,550
Input	cases reviewed	1,982	2,200	2,150	2,150

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.  
 Cases resolved-the number of cases completed and closed in that unit.  
 Cases reviewed-the total number of cases that have been submitted to that unit.

## Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

8.680 Prosecuting and collecting penalties and forfeitures; prosecuting and defending for state.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$991,842	\$312,305	\$905,104	\$213,685
Contracts	\$4,658	\$0	\$4,658	\$0
Materials & Supplies	\$9,766	\$130,000	\$9,766	\$156,000
Internal Services	\$18,246	\$0	\$18,224	\$0
<b>Total GF/non-GF:</b>	<b>\$1,024,512</b>	<b>\$442,305</b>	<b>\$937,752</b>	<b>\$369,685</b>
<b>Program Total:</b>	<b>\$1,466,817</b>		<b>\$1,307,437</b>	
Program FTE	10.00	2.50	8.00	2.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$0	\$0	\$183,712
Other / Miscellaneous	\$0	\$442,305	\$0	\$185,973
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$442,305</b>	<b>\$0</b>	<b>\$369,685</b>

## Explanation of Revenues

29,973 Forfeitures, \$156,000 liquor Control, 64,009 City of Portland

## Significant Program Changes

**Last year this program was:** #15008, District Attorney's Office- Unit B Drugs/Vice  
Regional Organized Crime Narcotics Task Force closed, loss of 1 DDA 4 and 1 Sr. Legal Assistant funding.



**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Felony Trial Unit C prosecutes a variety of serious or high and medium level felony crimes including: Robberies, residential burglary, weapons, gang crimes, vehicular homicides and assaults, arson and felony animal abuse.

**Program Description**

This program works closely with federal, state and local law enforcement agencies to prosecute serious person and property crimes involving gangs, weapons, arson, animal abuse, robbery, residential burglary, assaults and crimes involving weapons. As an active member of the Youth Gun Anti-Violence task force (YGAT), the program works cooperatively with the Bureau of Alcohol Tobacco and Firearms and the Portland Police Bureau and the US Attorney's Office to reduce or eliminate illegal possession and transfer of firearms and has been involved in hundreds of state and federal prosecutions.

The Gang unit works cooperatively with state and local law enforcement agencies and communities to target and reduce the instance of gang related crime through aggressive enforcement and prosecution.

In the continuum of prosecution services, this unit prosecutes high and medium level offenders and is key to making sure that offenders are held accountable for their criminal behavior.

The program holds offenders accountable for committing serious person and property crimes, and seeks to engage other community partners in reducing gang related violence and illegal activities in the schools and neighborhoods.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	717	687	720	725
Outcome	cased resolved	743	727	740	735
Input	cases reviewed	913	884	900	900

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.

Cases resolved-the number of cases completed and closed in that unit.

Cases reviewed-the total number of cases that have been submitted to that unit.

## Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations: Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,451,858	\$204,796	\$1,499,749	\$74,710
Contracts	\$43,463	\$0	\$37,308	\$0
Materials & Supplies	\$14,688	\$0	\$14,688	\$0
Internal Services	\$15,801	\$3,058	\$15,996	\$3,410
<b>Total GF/non-GF:</b>	<b>\$1,525,810</b>	<b>\$207,854</b>	<b>\$1,567,741</b>	<b>\$78,120</b>
<b>Program Total:</b>	<b>\$1,733,664</b>		<b>\$1,645,861</b>	
Program FTE	10.00	1.00	10.97	0.53
<b>Program Revenues</b>				
Indirect for dep't Admin	\$2,018	\$0	\$2,133	\$0
Intergovernmental	\$0	\$207,854	\$0	\$78,120
<b>Total Revenue:</b>	<b>\$2,018</b>	<b>\$207,854</b>	<b>\$2,133</b>	<b>\$78,120</b>

## Explanation of Revenues

\$6500 remaining JAG ARRA grant, \$71620 JAIB grant

## Significant Program Changes

**Last year this program was:** #15009A, District Attorney's Office- Unit C/Gangs- robbery, weapons, and gangs

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Scott Marcy

**Program Characteristics:**

**Executive Summary**

Felony Trial Unit D prosecutes cases involving violent person crimes such as aggravated assault, rape, kidnap, sex offenses, attempted murder, compelling prostitution and official misconduct. These cases involve some of the most serious or highest level offenders and some medium level offenders.

**Program Description**

This program works in close cooperation with federal, state and local law enforcement agencies to prosecute some of the most serious crimes that occur in Multnomah County. The program is a key partner in the East County Major Crimes Unit which target and respond to the most serious crimes and serves the East County communities. The program protects the public and holds offenders accountable through the prosecution of crimes involving aggravated assault, rape, kidnap, sex offenses, attempted murder and compelling prostitution. In cooperation with a variety of law enforcement and other agencies, this program investigates and when appropriate prosecutes cases involving official misconduct of public officials. The program, through its inter-agency cooperation, collaboration, and prosecution efforts, is a key part of holding high and medium level offenders accountable for committing serious person crimes or official misconduct.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	470	440	475	475
Outcome	cases resolved	474	450	465	465
Input	cases reviewed	807	775	800	810

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.  
 Cases resolved-the number of cases completed and closed in that unit.  
 Cases reviewed-the total number of cases that have been submitted to that unit.

## Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$814,377	\$287,975	\$836,888	\$154,754
Contracts	\$20,152	\$0	\$20,152	\$0
Materials & Supplies	\$9,003	\$6,265	\$9,003	\$0
Internal Services	\$6,987	\$11,192	\$14,263	\$0
<b>Total GF/non-GF:</b>	<b>\$850,519</b>	<b>\$305,432</b>	<b>\$880,306</b>	<b>\$154,754</b>
<b>Program Total:</b>	<b>\$1,155,951</b>		<b>\$1,035,060</b>	
Program FTE	6.00	2.00	6.00	1.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$5,977	\$0	\$0	\$0
Intergovernmental	\$0	\$305,432	\$0	\$154,754
<b>Total Revenue:</b>	<b>\$5,977</b>	<b>\$305,432</b>	<b>\$0</b>	<b>\$154,754</b>

## Explanation of Revenues

Child sexual predator grant 154,754

## Significant Program Changes

**Last year this program was:** #15010, District Attorney's Office-Unit D Violent Person Crimes reduced by one FTE loss of SORD grant

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Scott Marcy

**Executive Summary**

The pre-trial unit represents and/or coordinates judicial appeal cases for the District Attorney's office, civil litigations, post conviction relief, felony arraignments, coordinates extraditions and transport of material witnesses, post conviction expungements and provides Grand Jury administration.

**Program Description**

This program provides a variety of important functions within the District Attorney's office including felony arraignment court appearances, civil litigations, post conviction relief and appeals. The program also provides administration for the Grand Jury which meets to review evidence on felony criminal cases to determine if an indictment should be issued. For those people convicted of crimes who qualify, this program provides a process for the expungement of records. The program also processes cases involving fugitives who have been arrested in Multnomah County on outstanding warrants from other states or jurisdictions. The program works, through citizen involvement in the Grand Jury system, to indict persons involved in felony crimes.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	274	325	280	285
Outcome	cases resolved	265	320	265	265

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.  
 Cases resolved-the number of cases completed and closed in that unit.

## Legal/Contractual Obligation

ORS 138.081 appeals, ORS chapter 34 Writs of Habeas Corpus, ORS chapters 132 and 135 Grand Jury and pre-trial and felony arraignments. 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$971,802	\$0	\$901,764	\$0
Materials & Supplies	\$1,756	\$0	\$1,310	\$0
Internal Services	\$6,357	\$0	\$6,613	\$0
Total GF/non-GF:	<b>\$979,915</b>	<b>\$0</b>	<b>\$909,687</b>	<b>\$0</b>
Program Total:	<b>\$979,915</b>		<b>\$909,687</b>	
Program FTE	9.50	0.00	8.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #15011, District Attorney's Office- Pre-Trial

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Scott Marcy

**Executive Summary**

The Investigation unit provides case specific felony investigation, evidence gathering, witness interviews and transport, Subpoena service and other trial assistance as is determined by the Deputy District Attorney.

**Program Description**

The Investigations unit works closely and in cooperation with federal, state and local law enforcement agencies and Deputy District Attorneys to provide investigation services on high, medium and low level felony cases. With a combination of District Attorney Investigators and Investigators assigned to the office from the Portland Police Bureau, the program provides case specific evidence gathering and evaluation, witness interviews and transport for testimony, background investigations and service of subpoenas that compel witness appearance. Investigations are a crucial and integral part of the prosecution of all felony cases. The Investigations program works to assist in holding offenders accountable by effective and aggressive prosecution.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	subpoenas issued	7,297	7,000	0	0
Outcome	subpoenas served	6,194	5,600	0	0

**Performance Measure - Description**

Number of subpoenas issued- the number of subpoenas given to the Investigators for personal service.  
 Number of Subpoenas served- the number of subpoenas for which personal service was completed.

**Legal/Contractual Obligation**

8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

**Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$352,863	\$36,000	\$357,466	\$36,000
Contracts	\$26,410	\$0	\$26,410	\$0
Materials & Supplies	\$18,950	\$0	\$18,950	\$0
Internal Services	\$87,199	\$0	\$96,307	\$0
<b>Total GF/non-GF:</b>	<b>\$485,422</b>	<b>\$36,000</b>	<b>\$499,133</b>	<b>\$36,000</b>
<b>Program Total:</b>	<b>\$521,422</b>		<b>\$535,133</b>	
Program FTE	3.63	0.37	3.63	0.37
<b>Program Revenues</b>				
Intergovernmental	\$0	\$36,000	\$0	\$36,000
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$36,000</b>	<b>\$0</b>	<b>\$36,000</b>

**Explanation of Revenues**

\$36,000 received from Gresham PD

**Significant Program Changes**

Last year this program was: #15012, District Attorney's Office- Investigations



**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This is a Chief Deputy District Attorney that provides leadership, policy direction, long and short range planning and daily operational oversight for the Family and Community Justice Division.

**Program Description**

The Chief Deputy District Attorney of the Family and Community Justice Division is a member of senior level management with specific division level responsibilities. The Chief Deputy has direct and daily oversight responsibility over the Misdemeanor units, Neighborhood DA program, Community Court, Domestic Violence trial unit, Juvenile trial unit, Child Abuse unit, Support Enforcement Division, and Victims Assistance unit. The Chief Deputy provides leadership, policy direction, long and short range planning and daily operational oversight.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	total cases issued by Family Justice Division	15,232	15,800	15,300	15,300
Outcome	total cases resolved by Family Justice Division	15,651	13,820	15,500	15,500

**Performance Measure - Description**

Total cases issued in Family and Community Justice Division includes felony and misdemeanor cases but does not include juvenile cases.

Total cases resolved in Family and Community Justice Division includes felony and misdemeanor cases but does not include juvenile cases.

### Legal/Contractual Obligation

ORS 8.760 Deputies may be authorized and paid by county. ORS 8.760 Deputies may be authorized and paid by county. The county court or board of county commissioners may empower the district attorney to appoint one or more deputy district attorneys whose compensation shall be fixed by the county court or board of county commissioners and paid out of the county funds in the same manner as county officers are paid. [Amended by 1961 c.586 §4]

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$234,029	\$0	\$244,384	\$0
Contracts	\$6,105	\$0	\$6,105	\$0
Materials & Supplies	\$4,860	\$0	\$4,860	\$0
Internal Services	\$759	\$0	\$500	\$0
Total GF/non-GF:	<b>\$245,753</b>	<b>\$0</b>	<b>\$255,849</b>	<b>\$0</b>
Program Total:	<b>\$245,753</b>		<b>\$255,849</b>	
Program FTE	1.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

Last year this program was: #15013, District Attorney's Office- Family and Community Justice Administration

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Scott Marcy

**Program Characteristics:**

**Executive Summary**

The Juvenile Court Trial Unit prosecutes juvenile crimes ranging from misdemeanors to homicides. It has three primary functions: delinquency: prosecuting juveniles who have committed criminal offenses; dependency: litigating child protection cases in Juvenile Court; Termination of Parental Rights: litigating cases where the abuse or neglect of a child has reached such a level that effort must be made to free the child for adoption.

**Program Description**

The Delinquency function involves the prosecution of juveniles who have committed non-Ballot Measure 11 crimes. This includes cases ranging from misdemeanors to felonies to homicides. The unit works closely with the Department of Juvenile Community Justice (DCJ) in developing appropriate sanctions aimed at accountability, community protection and reformation. The dependency function involves working closely with the State Department of Human Services (DHS) and other agencies to protect children who come to the attention of authorities as a result of abuse or neglect. Deputy District Attorneys are responsible for litigating child protection cases (dependency cases) in Juvenile Court and for working with DHS and other agencies and partners to fashion plans which will provide protection for the child and opportunities for the parents to mitigate the dangers which brought the child to the attention of the court in the first place. All efforts are made to keep the family unit intact however when those efforts are exhausted the Termination of Parental Rights section, works in close collaboration with the State Department of Human Services to free these children for adoption. Services provided to law enforcement, juvenile courts, DCJ and DHS include filing petitions for delinquency, dependency or termination of parental rights, meeting with victims and witnesses, seeking restitution on behalf of victims, coordinating with juvenile court counselors, DCJ and DHS and trying cases in court.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of dependency cases	567	600	575	575
Outcome	number of children protected on dependency cases	662	640	650	650

**Performance Measure - Description**

Output- the number of new and reopened dependency cases.  
 Outcome- the number of children protected as a result of work on dependency cases.

## Legal/Contractual Obligation

Juvenile Trial Court/Termination of Parental Rights: 8.685 Assisting juvenile court; right to appear. (1) The District Attorney shall, upon request of the juvenile court, appear in the juvenile court to assist the court in any matter within its jurisdiction. (2) In counties having a population of more than 150,000, according to the latest federal decennial census, the district attorney shall designate a deputy to assist the juvenile court as provided in subsection (1) of this section. (3) The District Attorney is entitled to appear on behalf of the state in the juvenile court in any matter within the jurisdiction of the court. [1959 c.432 §63 (enacted in lieu of 8.750); 1991 c.681 §4

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$846,320	\$1,279,996	\$913,633	\$1,314,593
Contracts	\$11,700	\$27,500	\$11,700	\$27,500
Materials & Supplies	\$19,285	\$0	\$22,520	\$0
Internal Services	\$112,883	\$0	\$110,698	\$0
Total GF/non-GF:	<b>\$990,188</b>	<b>\$1,307,496</b>	<b>\$1,058,551</b>	<b>\$1,342,093</b>
Program Total:	<b>\$2,297,684</b>		<b>\$2,400,644</b>	
Program FTE	8.65	11.35	8.30	10.70
<b>Program Revenues</b>				
Intergovernmental	\$0	\$1,307,496	\$0	\$1,342,093
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$1,307,496</b>	<b>\$0</b>	<b>\$1,342,093</b>

## Explanation of Revenues

215,040 Juv. Dependency contract, 1,127,053 TPR contract

## Significant Program Changes

**Last year this program was:** #15014, District Attorney's Office- Juvenile Court Trial Unit  
1 DDA 2 JAIB moved to Gang unit in po 15009

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Scott Marcy

**Executive Summary**

The Domestic Violence program screens and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and restraining order violations. It provides outreach and access to support services to all domestic violence victims with special emphasis on victims from under-served populations.

**Program Description**

The Domestic Violence program screens and prosecutes domestic violence cases including misdemeanors, felonies, homicides, and restraining order violations. In conjunction with the Victims Assistance program, it provides outreach and access to support services to all victims of domestic violence with a special emphasis on victims from under-served populations. Working in collaboration with state and local law enforcement, Community Justice and a variety of local nonprofit domestic violence organizations and shelters, the program includes a six month deferred prosecution program with individualized treatment plans closely monitored by probation officers. Support includes specialized services; personal contact by a victim advocate; information resources and referrals for social services, coordination with social service agencies, accompaniment to court proceedings, notification of rights and remedies and assistance in exercising those rights. This program provides a specialized emphasis on prosecution of elder abuse cases in Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	1,453	1,275	1,450	1,450
Outcome	cases resolved	1,377	1,300	1,365	1,365
Input	cases reviewed	3,469	3,075	3,450	3,450

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.  
 Cases resolved-the number of cases completed and closed in that unit.  
 Cases reviewed-the total number of cases that have been submitted to that unit.

## Legal/Contractual Obligation

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.670 Proceedings before magistrates and grand jury. The district attorney shall institute proceedings before magistrates for the arrest of persons charged with or reasonably suspected of public offenses, when the district attorney has information that any such offense has been committed, and attend upon and advise the grand jury when required.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$788,396	\$257,574	\$1,025,904	\$73,784
Contracts	\$15,739	\$0	\$15,739	\$0
Materials & Supplies	\$4,211	\$0	\$4,212	\$0
Internal Services	\$22,603	\$0	\$11,990	\$4,966
<b>Total GF/non-GF:</b>	<b>\$830,949</b>	<b>\$257,574</b>	<b>\$1,057,845</b>	<b>\$78,750</b>
<b>Program Total:</b>	<b>\$1,088,523</b>		<b>\$1,136,595</b>	
Program FTE	7.97	2.03	9.40	0.60
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$3,106	\$0
Intergovernmental	\$0	\$257,574	\$0	\$78,750
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$257,574</b>	<b>\$3,106</b>	<b>\$78,750</b>

## Explanation of Revenues

\$78,750 Violence Against Women Act grant

## Significant Program Changes

Last year this program was: #15015A, District Attorney's Office- Domestic Violence Unit

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Scott Marcy

**Program Characteristics:**

**Executive Summary**

The Child Abuse Team reviews and processes cases and reports involving child abuse in a domestic setting or by child care providers. Using an integrated team of prosecutors, child specialists, and police investigators, the team reviews, coordinates and investigates cases, then decides how to proceed.

**Program Description**

Also known as the Multidisciplinary Child Abuse Team (MDT) this group of Deputy District Attorneys and staff are part of a larger group of dedicated child and health care professionals, law enforcement officers and prosecutors. They review and investigate all reported cases of child abuse or child mistreatment in the county and all fatalities which involve a child under the age of 18 years and where abuse is suspected.

Located at the Gateway Children's Center campus, this program prosecutes some of the most troubling and serious crimes every year and handles the corresponding child abuse and neglect proceeding in Juvenile Court. Each team member and those conducting child abuse investigations and interviews of child abuse victims are trained in risk assessment, dynamics of child abuse, child sexual abuse and rape of children and legally sound and age appropriate interview and investigatory techniques.

This program also coordinates the distribution Child Abuse Multidisciplinary Intervention (C.A.M.I) funds which are generated from unitary assessment funds from the state, to a variety of local partners on an annual basis for projects associated with child abuse intervention.

The program keeps children safe by removing them from dangerous and abusive home or day care situations when necessary and working with families to address the issues which brought the child to the attention of authorities in the first place.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	number of dependency cases	90	75	90	90
Outcome	number of children protected	163	129	150	150
Output	felony cases issued	90	65	75	80
Input	felony cases reviewed	228	240	240	250

**Performance Measure - Description**

Output- the number of new dependency cases opened or reopened.  
 Outcome- the number of children protected on dependency cases.  
 Felony cases issued- number cases with a charging instrument  
 Felony cases reviewed- total number of cases submitted for review.

## Legal/Contractual Obligation

ORS 418.747 Interagency teams for investigation; duties; training; method of investigation; fatality review process. (1) The district attorney in each county shall be responsible for developing interagency and multidisciplinary teams to consist of but not be limited to law enforcement personnel, Department of Human Services child protective service workers, school officials, county health department personnel, child abuse intervention center workers, if available, and juvenile department representatives, as well as others specially trained in child abuse, child sexual abuse and rape of children investigation.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$751,250	\$154,574	\$781,840	\$154,472
Contracts	\$22,060	\$533,103	\$22,060	\$533,104
Materials & Supplies	\$8,022	\$84,610	\$8,039	\$84,961
Internal Services	\$70,177	\$39,001	\$63,080	\$38,751
Total GF/non-GF:	<b>\$851,509</b>	<b>\$811,288</b>	<b>\$875,019</b>	<b>\$811,288</b>
Program Total:	<b>\$1,662,797</b>		<b>\$1,686,307</b>	
Program FTE	5.00	2.00	5.00	2.00
Program Revenues				
Indirect for dep't Admin	\$25,498	\$0	\$24,241	\$0
Intergovernmental	\$0	\$811,288	\$0	\$811,288
<b>Total Revenue:</b>	<b>\$25,498</b>	<b>\$811,288</b>	<b>\$24,241</b>	<b>\$811,288</b>

## Explanation of Revenues

\$24,241 indirect revenue, \$811,288 CAMI

## Significant Program Changes

Last year this program was: #15016A, District Attorney's Office- Child Abuse Team- MDT



**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program holds offenders accountable by providing prosecution services for low level quality of life crimes. The types of cases include driving under the influence of intoxicants (DUII), traffic, theft, prostitution, harassment, trespass and other misdemeanor crimes. The Community Court holds non-violent offenders accountable to the community and connects offenders to needed social service programs. The program has been reduced by five Deputy DA positions from the current service level.

**Program Description**

This program works collaboratively with the State courts and local law enforcement agencies to prosecute all misdemeanor crimes except domestic violence.

The Misdemeanor trial and Intake units attend arraignments, review, issue cases, and prosecute all misdemeanor quality of life crimes in Multnomah County. Attorney's in the trial unit work collaboratively with the Neighborhood DA program by prosecuting their issued cases.

Because of the large volume of cases and the continued expansion of East County, prosecutors present cases to courts located in downtown and also in Gresham. Cases involving non-violent offenders can also now be referred to Community Courts located in downtown and Gresham. These courts not only issue sanctions against offenders but also provide access to needed social services such as alcohol and drug treatment. With over 6000 cases processed each year, holding offenders accountable through the Community Courts represents a cost effective collaboration between the state courts, prosecution and social service providers.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	13,689	11,350	13,700	13,700
Outcome	cases resolved	14,214	9,770	14,000	14,500
Input	cases reviewed	16,658	14,045	15,800	16,500

**Performance Measure - Description**

Cases issued- the number of cases for which a charging document has been created in that unit.

Cases resolved-the number of cases completed and closed in that unit.

Cases reviewed-the total number of cases that have been submitted to that unit.

**Legal/Contractual Obligation**

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred.

ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$2,416,344	\$0	\$2,177,346	\$0
Contracts	\$45,973	\$0	\$45,973	\$0
Materials & Supplies	\$19,650	\$0	\$18,817	\$0
Internal Services	\$32,625	\$0	\$33,800	\$0
Total GF/non-GF:	<b>\$2,514,592</b>	<b>\$0</b>	<b>\$2,275,936</b>	<b>\$0</b>
Program Total:	<b>\$2,514,592</b>		<b>\$2,275,936</b>	
Program FTE	28.00	0.00	25.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

Last year this program was: #15017A, District Attorney's Office- Misdemeanor Trial, Intake, Community Court

**Lead Agency:** District Attorney

**Program Contact:** Scott Marcy

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Neighborhood DA program reviews and issues charging documents on misdemeanor cases, and works with local individual citizens, community groups, neighborhood associations, business associations and law enforcement agencies to identify and develop strategies to combat quality of life crimes.

**Program Description**

This is a nationally recognized model program for engaging a variety community, business and law enforcement partners in identifying crime issues and developing strategies within a community to combat quality of life crime in neighborhoods. The Neighborhood prosecutors are strategically located in East, Northeast, West and the Gresham areas. Specialized prosecutors are contracted with Lloyd Business District and Tri-Met to prosecute misdemeanor crimes specific to those entities. In addition the program issues approximately one third of all misdemeanors processed by the office. The program also has one prosecutor assigned to Project Safe Neighborhoods. This project works collaboratively with El Programma Hispano to educate Latino youth and their families about gun crimes and penalties and in developing strategies to reduce gun crimes in neighborhoods and schools. The program works cooperatively with law enforcement agencies and other public safety partners to review and issue charging documents on misdemeanor cases.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases issued	6,666	5,413	6,500	6,500
Outcome	problem solving contacts	39,418	30,000	38,500	38,500
Input	cases reviewed	7,585	5,821	7,500	7,500

**Performance Measure - Description**

Cases issued- the number of cases for which a charging instrument has been created in the unit.

Problem solving activities- the number of annual problem solving contacts Neighborhood DA have with citizens, law enforcement, business and neighborhood associations or other special interest organizations.

Cases reviewed-total number of cases submitted to the unit.

## Legal/Contractual Obligation

ORS 8.665 Prosecuting violations. Upon the issuance of a citation by any person authorized to issue citations for violations, a district attorney shall prosecute the case if it appears that a violation has occurred. ORS 8.660 Attending court and prosecuting offenses. (1) The district attorney shall attend the terms of all courts having jurisdiction of public offenses within the district attorney's county, and, except as otherwise provided in this section, conduct, on behalf of the state, all prosecutions for such offenses therein.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$571,878	\$475,171	\$554,869	\$616,245
Contracts	\$0	\$35,986	\$0	\$6,000
Materials & Supplies	\$17,065	\$0	\$15,150	\$11,763
Internal Services	\$18,774	\$0	\$18,591	\$9,445
Total GF/non-GF:	<b>\$607,717</b>	<b>\$511,157</b>	<b>\$588,610</b>	<b>\$643,453</b>
Program Total:	<b>\$1,118,874</b>		<b>\$1,232,063</b>	
Program FTE	5.00	3.00	4.86	3.64
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$5,908	\$0
Intergovernmental	\$0	\$264,004	\$0	\$395,207
Other / Miscellaneous	\$0	\$247,153	\$0	\$248,246
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$511,157</b>	<b>\$5,908</b>	<b>\$643,453</b>

## Explanation of Revenues

\$75,000 Lloyd Business District, \$128,019 Prostitution grant, \$173,246 Tri-Met, \$149,789 PSN

## Significant Program Changes

**Last year this program was:** #15018A, District Attorney's Office- Neighborhood DA SE Neighborhood DA reduced to .5 FTE

**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Scott Marcy

**Executive Summary**

The Victims Assistance Program assists victims of crime with crisis response, advocacy, court preparation and accompaniment, referral to services and assistance with obtaining a restitution order from the court. Advocates provide immediate crisis intervention and response and assists victims in accessing other needed social services and temporary shelter, if necessary. The advocates coordinate with social service agencies and other providers to assure that the victims get the services they need.

**Program Description**

The program provides legal information and support for victims throughout the processing of the case and is responsible for ensuring that victims are provided a notice of rights and remedies available (like the rights to be present at court hearings, to be heard, and to restitution, among others). The Victims Assistance Program provides victim advocates who work directly with victims of crime to assist them in advocating for and exercising their rights in the criminal justice system. Advocates provide immediate crisis intervention and response, accompaniment to court hearings, referral to services, assistance with obtaining restitution orders from the court, and information and notice of the case progress through the criminal justice system. The program includes an extensive network of approximately 60 on-call advocate volunteers trained to provide on site assistance, (generally at the hospital where the victim has been taken following a report) aid and referral to services to victims of sexual assault 24 hours per day, 7 days per week.

The program educates and assists victims in accessing other needed social services and temporary shelter, if necessary. The advocates coordinate with social service agencies and other providers to assure that the victims get the services they need. The program is required by law to educate victims about their rights and the remedies available to them under the law and provides assistance in working with the public safety system.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	number of cases assigned to Victims Advocates	2,200	2,250	2,200	2,200
Outcome	Number of Court Appearances	1,502	1,450	1,500	1,500
Outcome	Number of referrals made	10,086	8,000	10,000	10,000

**Performance Measure - Description**

Output- The number of cases which were assigned a Victims Advocate to assist the crime victim.  
 Outcome- the number of court appearances attended to support the victim.  
 Outcome- the number of referral services provided to victims.

## Legal/Contractual Obligation

Article I Section 42 Oregon Constitution; Rights of Victims in criminal prosecutions and juvenile delinquency proceedings. ORS 147.405, ORS 147.410, ORS 147.417 Victim to be notified of constitution rights. ORS 147.227 Disbursement of moneys to be used for comprehensive victim's assistance programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$451,986	\$249,236	\$132,854	\$625,201
Contracts	\$944	\$0	\$1,000	\$0
Materials & Supplies	\$4,121	\$5,000	\$4,218	\$5,000
Internal Services	\$28,838	\$0	\$21,851	\$25,455
Total GF/non-GF:	<b>\$485,889</b>	<b>\$254,236</b>	<b>\$159,923</b>	<b>\$655,656</b>
Program Total:	<b>\$740,125</b>		<b>\$815,579</b>	
Program FTE	5.90	3.10	1.83	7.67
<b>Program Revenues</b>				
Indirect for dep't Admin	\$0	\$0	\$15,923	\$0
Intergovernmental	\$397,462	\$249,236	\$0	\$650,656
Other / Miscellaneous	\$0	\$5,000	\$0	\$5,000
<b>Total Revenue:</b>	<b>\$397,462</b>	<b>\$254,236</b>	<b>\$15,923</b>	<b>\$655,656</b>

## Explanation of Revenues

\$75,237 DV 1stop city, \$1500 emergency restitution, \$403,662 unitary assessment, \$171,737 VOCAbasic

## Significant Program Changes

Last year this program was: #15019A, District Attorney's Office- Victims Assistance

**Lead Agency:** District Attorney  
**Program Offer Type:** Innovative/New Program  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Scott Marcy

**Executive Summary**

Restitution means repayment of economic damages caused by a crime. However, for many victims of crime it can also mean accountability for the actions of the defendant and generally can affect the victims' view of justice. A victim of crime has the right to be informed. Victims have a right to prompt restitution for crime-related costs. This program offer would add a Restitution Clerk position to the Victims Assistance program.

**Program Description**

Restitution means repayment of economic damages caused by a crime. However, for many victims of crime it can also mean accountability for the actions of the defendant and generally can affect the victims' view of justice. A victim of crime has the right to be informed. Victims have a right to prompt restitution for crime-related costs.

Restitution Clerk shall investigate evidence of the nature and amount of the damages suffered by victims of crime. Review and implement Secretary of State Audit Report, current procedures and propose alternate methods to improve collection and/or tracking of restitution information.

The Clerk shall receive and process all restitution requests from DOJ/CVC, Circuit Court and victims. Forms from victims are reviewed for completeness and when necessary contact is made to clarify or request additional needed information.

Receive all returned (unable to deliver) restitution forms and attempt contact with victim via telephone.

Case files set-over for restitution hearings will be sent to Restitution Clerk who will track these cases and follow up to resolve individual issues.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	The number of victims served	0	0	0	0
Outcome	percentage increase in the number of restitution orders established	0.0%	0.0%	0.0%	10.0%

**Performance Measure - Description**

The number of served by the Restitution Clerk.

Percentage of increase in the number of restitution orders established.

### Legal/Contractual Obligation

ORS 137.106 When a person is convicted of a crime, or a violation as described in ORS 153.008, that has resulted in economic damages, the district attorney shall investigate and present to the court, prior to the time of sentencing, evidence of the nature and amount of the damages.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$67,524	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$67,524</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$67,524</b>	
Program FTE	0.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

Last year this program was:



**Lead Agency:** District Attorney  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Scott Marcy

**Program Characteristics:**

**Executive Summary**

The Child Support Enforcement program provides parents with minor children with legal assistance in establishing, modifying and collecting child support, medical support and with legally establishing paternity.

**Program Description**

The program works cooperatively and collaboratively with all Oregon county jurisdictions, state and federal agencies, with all 50 states and dozens of foreign governments in the establishment and collection of child support and medical coverage. In addition the program works to legally establish paternity when necessary through DNA analysis and legal proceedings. With two locations (downtown, Gresham) the program routinely carries average caseload of approximately 8300 cases and collects approximately \$34 million annually. Every dollar collected through the program is sent out directly to custodial parents for the benefit of the minor child or children. This program benefits over 10,000 children annually in Multnomah County. This program helps provide economic stability for thousands of families and over ten thousand children in Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	cases worked per year	7,704	7,975	7,700	7,700
Outcome	amount of child support collected	34,401,000	33,250,000	34,000,000	34,000,000

**Performance Measure - Description**

Cases worked per year- the average number of cases that were assigned to the office during the year.

Amount of Child Support Collected- The total amount of Child Support and past due Child Support collected during the year.

**Legal/Contractual Obligation**

Child Support Enforcement: ORS 25.080 Entity primarily responsible for support enforcement services.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$484,015	\$1,757,392	\$545,000	\$1,714,507
Contracts	\$0	\$10,000	\$0	\$10,000
Materials & Supplies	\$0	\$22,980	\$0	\$30,290
Internal Services	\$0	\$444,782	\$0	\$442,043
<b>Total GF/non-GF:</b>	<b>\$484,015</b>	<b>\$2,235,154</b>	<b>\$545,000</b>	<b>\$2,196,840</b>
<b>Program Total:</b>	<b>\$2,719,169</b>		<b>\$2,741,840</b>	
Program FTE	6.29	20.71	7.01	19.99
<b>Program Revenues</b>				
Indirect for dep't Admin	\$85,399	\$0	\$86,656	\$0
Fees, Permits & Charges	\$0	\$45,000	\$0	\$39,862
Intergovernmental	\$0	\$2,190,154	\$0	\$2,156,978
<b>Total Revenue:</b>	<b>\$85,399</b>	<b>\$2,235,154</b>	<b>\$86,656</b>	<b>\$2,196,840</b>

**Explanation of Revenues**

\$314,528 incentive, \$39,862 fees, \$240,424 state gf, \$1602,026 fed matching

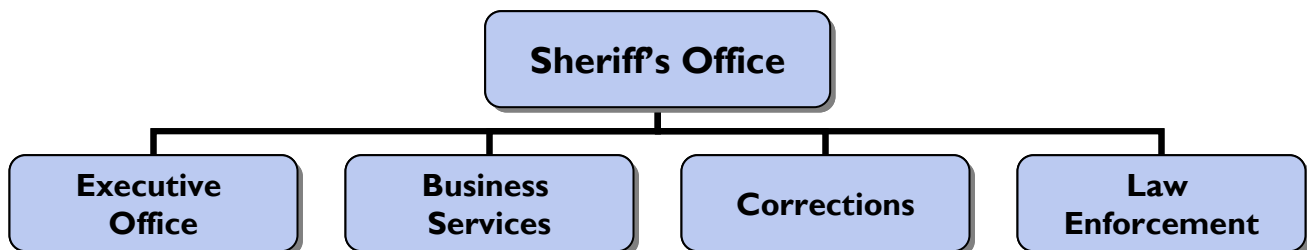
**Significant Program Changes**

Last year this program was: #15020, District Attorney's Office- Child Support Enforcement

## Department Overview

The Sheriff's Office plays a unique, comprehensive role in the continuum of Public Safety Services here in Multnomah County. The Sheriff's reach is extensive, providing law enforcement services, search and rescue operations, civil process, civic emergency coordination and community policing to unincorporated areas in the Columbia River Gorge, east and west county communities, forested public watersheds and waterways both remote and urban. The Sheriff is also the first responder in providing social service contacts to these areas, coordinating Health Department, Human Services and other responses as needed. When police contact in any of these areas results in arrest, Sheriff's deputies transport arrestees to the Sheriff Office Booking Facility, located in the basement of the Multnomah County Detention Center. There arrestees are searched, medically screened by Health Department staff and evaluated by court and corrections staff for release options or potential housing. If housed in one of the Sheriff's Office jail facilities, pretrial inmates and sentenced offenders are assessed for potential placement in programs offered in the jails – programs targeting mental health, addiction treatment and services, and post-release housing and job training to name a few. Through all these activities, arrest and booking, court transport to housing, programming to release, Sheriff's staff are directly involved in the care, custody and control of these individuals, giving the Multnomah County Sheriff and staff a uniquely comprehensive role in county Public Safety.

All of these services are important elements to a "stream of offenders" approach to public safety services and serve to fulfill the priority of safety at home, work, school, or play.



### Budget Overview

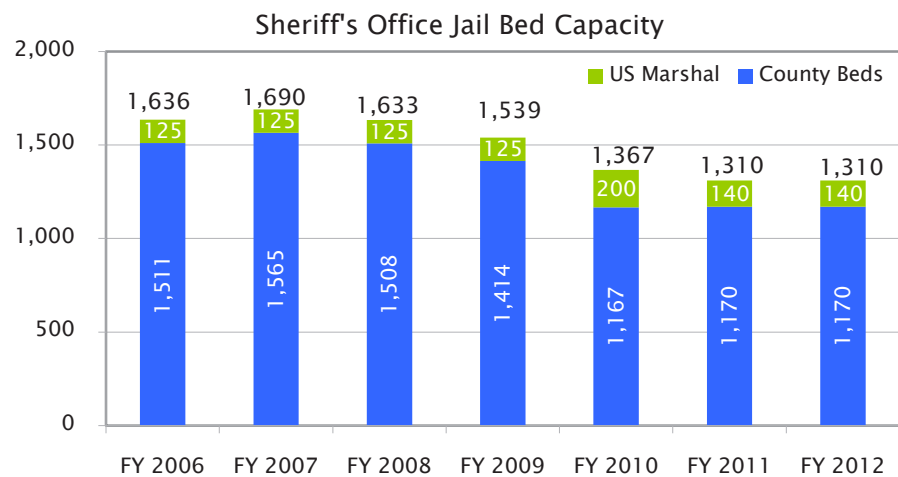
The Sheriff's Office total budget for FY 2012 is \$116.6 million. General Funds total \$101.8 million, or 87.3% of the budget. A year over year comparison shows the General Fund increased by \$1.47 million, or 1.5%. Most of this increase is due to increases in personnel costs. Other funds account for \$14.8 million or 12.7%. Other funds decreased by 13.2% or \$2.24 million from FY 2011. This decrease is attributable to a \$1.0 million reduction in beginning working capital, a \$300,000 reduction in State Department of Corrections funds and moving the State Criminal Alien Assistance Program (SCAAP) award of \$600,000 into General Fund contingency.

FTE have decreased by (11.94) mainly in the Federal/State fund due to the expiration of grants and loss of state funding as described above.

The budget includes the following new programs:

- 60005B Professional Standards - addition of 1.00 FTE to address using best practices, communications and selected protocols.
- 60040A Suicide Watch Deputies - increase of 3.64 FTE at MCDC creating a housing area dedicated exclusively to inmates assigned to suicide watch.

The Sheriff has maintained the budgeted capacity to support 1,310 beds, 140 of which are contracted for by the US Marshals Services.



Budget Trends*	FY 2010	FY 2011	FY 2011	FY 2012	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	765.47	789.68	789.68	777.74	(11.94)
Personal Services	\$92,221,430	\$96,940,135	\$95,980,332	\$95,768,912	(\$211,420)
Contractual Services	1,080,448	931,755	994,721	1,021,517	26,796
Materials & Supplies	19,454,094	18,923,672	20,187,403	19,655,507	(531,896)
Capital Outlay	377,177	147	195,074	145,398	(49,676)
<b>Total Costs</b>	<b>\$113,133,149</b>	<b>\$116,795,709</b>	<b>\$117,357,530</b>	<b>\$116,591,334</b>	<b>(\$766,196)</b>

\*Does not include cash transfers, contingencies or unappropriated balances.

## Successes and Challenges

The Sheriff's Office has seen a number of successes over the course of the last year, many of which were noted by the Corrections Grand Jury in their annual report for 2010 with regard to Sheriff's Office jail facilities. In particular, grand jury member's noted:

- A dramatic, "positive change" in leadership;
- Jail cost containment through the analysis and enforcement of sick leave abuse;
- A multi-discipline analysis of local jail bed costs to be used as a platform for data-driven budgeting;
- The redesign and implementation of an Objective Jail Classification System;
- The completion of a door replacement project at the Multnomah County Detention Center aimed at reducing risk of inmate assault and suicide;
- Efficiencies in commissary and warehouse functions providing for self-sustained operations.

The Sheriff Office also enjoyed a renewed relationship with the County Chair and Board, working collaboratively on public safety issues including youth gang violence, human trafficking and search and rescue operations including a missing child case that gained national attention.

Two primary challenges face the Sheriff's Office moving forward - stabilizing funding for core law enforcement and corrections services and succession planning. This year represents the 11th consecutive year of service level reductions for the Sheriff's Office in a county-wide population that has increased in the same time period. As tourism increases in the Columbia River Gorge, commercial and recreational marine activity remains active on our waterways and reductions in our jail capacity increase pressure on police, the courts and parole and probation operations, the Sheriff's Office must continually prioritize, adjust and reinvent efficiencies to protect service vital to protecting the public.

This effort will become increasingly challenging as MCSO prepares for the retirement eligibility of nearly all its current command staff and a significant percentage of its line officers over the next five years.

### Diversity and Equity

We serve Multnomah County by holding the Sheriff's Office management and staff accountable to ensure access, equity, and inclusion with its services, policies, practices, and procedures. The Sheriff's Office fully embraces county policy with specific regard to the prohibition of workplace harassment and discrimination, and conducts agency-wide training regarding these policies on an on-going basis.

We ensure our investments in the community build a more just and equitable Multnomah County. We have a culture of open collaboration, and respectful, courageous conversations about institutional barriers to equity. We unite around shared values of access, equity, inclusion and equity. Our workplaces are safe and our services are culturally responsive. Our workforce reflects community experience, needs and perceptions, and we actively participate in community events that value cultural diversity, equity, social justice and celebration of diverse lifestyles.

### Budget by Division

Division Name	FY 2012 General Fund	Other Funds	Total Division Cost	Total FTE
Executive Office	\$3,439,460	\$0	\$3,439,460	21.00
Business Services	11,421,232	0	11,421,232	68.00
Corrections Division	67,662,050	10,324,862	77,986,912	524.74
Law Enforcement	<u>19,281,303</u>	<u>4,462,427</u>	<u>23,743,730</u>	<u>164.00</u>
<b>Total Sheriff's Office</b>	<b>\$101,804,045</b>	<b>\$14,787,289</b>	<b>\$116,591,334</b>	<b>777.74</b>

### Executive Office

The MCSO Executive Office plays the critical role of oversight for the operations of the entire agency, a focus on staff well being through the agency Chaplain, a single point of contact for the Office of Sheriff in through the Public Information Officer, and a commitment to standards and ethical conduct through Professional Standards.

The Executive Office acts as the first point of policy for Sheriff's Office operations and interests. The Executive Office sets the course for the agency to follow, and ensures operations are safe and on target through units within the Office. The Inspections Unit accounts for agency firearms and other critical equipment, and oversees Life Safety functions for all of MCSO. Human Resources coordinates member's health and family concerns, as well as providing support for members day to day work needs. They also conduct extensive background investigative work on each Sheriff's Office member prior to hiring, to ensure the agency employs men and women with the highest level of integrity. The Public Information Officer relays information about agency operations to the public through public records requests, media inquiry and periodical publication. The Internal Affairs Unit assures a commitment to effective and ethical conduct, both through investigation of complaints against members and through oversight of agency high-risk practices.

### Significant Changes

The position of Undersheriff was filled mid-year FY 2011 to supplement oversight for the Sheriff's Office while we increase involvement with both public safety organizations here and legislative processes in Salem. A staff assistant was added mid-year FY 2011 to work with the community and legislative process.

## Business Services

Business Services is responsible for financial management, information technology, research and analysis, corrections records, staff training and other support. The programs operated by Business Services support both the Corrections and Enforcement Divisions which directly contribute to Public Safety and citizens feeling safe at home, work, school and play.

The Business Services Division support begins with the Fiscal Unit, which provides the necessary payroll, budget and accounting services to every unit in the Sheriff's Office. Analysis and reporting for all MCSO Public Safety activities happens at the Resource Analysis Unit, where analysts provide data and reporting affecting budget, planning, and policy decisions at MCSO and throughout the Public Safety community. All operations, both uniform and civilian, rely heavily on information technology support provided by the Criminal Justice Information Systems Unit. CJIS connects MCSO to the local community and the world through internet support, and keeps key information systems vital to investigation, booking and inmate data management up and running 24 hours a day, 7 days a week. The Training Unit assures members maintain both mandated certifications and perishable skills, as well as providing necessary training with regard to Life Safety issues, OSHA requirements, job skills and member career development.

## Significant Changes

The Training Unit (6.00 FTE) was added to Business Services from the Enforcement Division mid-year FY 2011, the Corrections Support Unit (37.00 FTE) was also moved to Business Services from the Corrections Division mid-year FY 2011, and a development analyst was added to the CJIS Unit mid-year FY 2011. The Auxiliary Services Unit (34.50 FTE) was moved from Business Services to the Enforcement Division during midyear FY 2011.

Beyond structural changes, planned efficiencies in operations for FY 2012 allowed the reduction of supply lines within Business Services and across the agency, as well as reductions in FTE in Training and Corrections Support. These reductions resulted in a loss of 1.70 FTE overall and a net change of \$2.2 million in funding.



### Corrections Division

The MCSO Corrections Division's mission is to provide effective detention, rehabilitation and transitional services that together stabilize, protectively manage and positively impact arrestees, pretrial inmates and sentenced offenders, resulting in both cost-effective management of populations in jail and successful reentry into our communities at release from jail. At the core of Corrections Division services are providing jail beds to the Public Safety system as the critical piece for providing offender accountability, and the maintenance of these beds provides a strong deterrent to criminal behavior.

As the sole provider of jail beds in a county serving a largely urban population, the Corrections Division encounters a wide variety of persons, often with a multitude of issues, from mental and physical illness, to addiction or a propensity for violence. The division meets this challenge by providing medical screening of all arrestees at booking, and skilled, evidence-based objective classification of pretrial inmates and sentenced offenders leading to safe and appropriate housing choices. Many housing areas are designed to address special needs, including mental and medical health concerns and treatment, protective housing for vulnerable persons and high security custody for the most dangerous offenders. The division focuses on stabilizing pretrial inmates and sentenced offenders, fulfilling court requirements, then moving them to in-jail programming and work opportunities to support successful reentry into our communities by providing job skills, addiction and transitional services, and reduced sentences through service on inmate Work Crews.

### Significant Changes

Significant changes to the Corrections Division programs include a number of reductions to support programs (largely through elimination of vacant positions) and a reduction in Corrections Administrative Staff positions, and well as the movement of the Corrections Support Unit (37.00 FTE) to Business Services. These reductions result in a division loss of 41.07 FTE overall and \$3.1 million in funding.

The In-jail Human Trafficking Sergeant which would have been cut due to an expiring grant has been extended for another year using one time only funds.

### Law Enforcement

The MCSO Law Enforcement Division's mission is to provide exemplary public safety services to citizens and visitors to Multnomah County. Operating under statutory mandates, each unit accomplishes specific functions that supports Multnomah County's overall mission.

This division protects citizens by providing 24/7 law enforcement and human services to those who reside in or visit unincorporated areas and the communities of Maywood Park, Wood Village and Corbett. Deputies respond to 911 emergency calls, investigate traffic accidents, arrest wanted subjects and engage in solving community safety problems present in schools, businesses and neighborhoods. Tourism and recreation create conditions where citizens need emergency rescue assistance on land and in waterways.

This division provides education, enforcement and prevention of emergencies which occur on waterways. River patrol resources provide safe commercial and recreational access and passage to the county's 100 miles of rivers which operate within the United States' fifth largest port. Deputies enforce boating laws and provide security protection for marine communities.

Dangerous drug abuse and addiction account for most crime in our community and this division helps reduce impact by providing county-wide narcotics enforcement. Division detectives help children by investigating and arresting persons who exploit children for sex, labor and use technology as a tool to lure children. Detectives help citizens by investigating and arresting persons who abuse elderly and domestic violence victims.

### Significant Changes

Reductions due to constraint include support services to Detectives and the Child Abuse Team, reductions in Law Enforcement Administration and the Logistics Unit. The movement of Auxiliary Services Unit (34.50 FTE) into the Enforcement Division increased the staffing numbers, with the overall increase from FY 2011 of 28.33 FTE and \$4.3 million.

The Child Abuse Team Detective which would have been cut due to an expiring grant has been extended for another year using one time only funds.

### Sheriff's Office

The following table shows the programs that make up the departments total budget. The individual programs follow in numerical order.

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
<b>Executive Office</b>					
60000	MCSO Executive Office	\$1,423,272	\$0	\$1,423,272	7.00
60003	MCSO Human Resources	880,367	0	880,367	7.00
60005A	MCSO Professional Standards	1,039,885	0	1,039,885	6.00
60005B	MCSO Professional Standards Scaled	95,936	0	95,936	1.00
<b>Business Services</b>					
60010	MCSO Business Services Admin	1,200,743	0	1,200,743	1.00
60012	MCSO Criminal Justice Information Systems	3,870,663	0	3,870,663	9.00
60013	MCSO Fiscal Unit	742,378	0	742,378	6.00
60014	MCSO Time & Attendance Unit	479,386	0	479,386	5.00
60015	MCSO Resource Analysis Unit	585,327	0	585,327	4.00
60021	MCSO Corrections Support	3,462,225	0	3,462,225	37.00
60022	MCSO Training Unit	1,080,510	0	1,080,510	6.00
<b>Corrections Division</b>					
60030	MCSO Corrections Division Admin	1,002,578	0	1,002,578	2.00
60032	MCSO Transport	2,570,736	0	2,570,736	16.00
60033A	MCSO Booking & Release	7,640,055	0	7,640,055	58.24
60033B	MCSO Gresham Temp Hold	129,878	0	129,878	1.30
60034A	MCSO Court Services - Courthouse	3,451,602	0	3,451,602	23.00
60034B	MCSO Court Services - Justice Center	953,879	0	953,879	7.00
60034C	MCSO Court Services - JJC	243,130	0	243,130	2.00
60034D	MCSO Turn Self In Program	242,543	0	242,543	2.00
60035A	MCSO Facility Security - Courts	1,111,451	425,807	1,537,258	16.60
60035B	MCSO Facility Security - Jails	1,913,866	0	1,913,866	21.50
60035C	MCSO Facility Security - Library	731,577	0	731,577	7.00
60035D	MCSO Facility Security - JJC	156,683	0	156,683	2.00
60035E	MCSO Domestic Violence Gateway One Stop	67,248	0	67,248	1.00
60036	MCSO Classification	3,031,897	0	3,031,897	21.00

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
60037	MCSO Inmate Programs	2,489,951	0	2,489,951	22.00
60038	MCSO CERT/CNT	155,331	0	155,331	0.00
60039	MCSO Corrections Work Crews	1,070,193	824,586	1,894,779	12.00
60040A	MCSO MCDC Core Jail & 4th Floor	11,318,793	0	11,318,793	59.60
60040B	MCSO MCDC 5th Floor	3,580,512	0	3,580,512	25.48
60040C	MCSO MCDC 6th Floor	1,790,783	0	1,790,783	12.74
60040D	MCSO MCDC 7th Floor	3,131,600	0	3,131,600	23.66
60040E	MCSO MCDC 8th Floor	1,977,950	0	1,977,950	18.20
60040F	MCSO MCDC 4th Floor SWD Additions	437,320	0	437,320	3.64
60041A	MCSO MCIJ Dorms 10, 11, and 18	5,904,149	8,542,454	14,446,603	73.20
60041B	MCSO MCIJ Dorms 12 & 13	2,934,959	0	2,934,959	20.02
60041C	MCSO MCIJ Dorms 14 & 15	1,808,347	0	1,808,347	12.74
60041D	MCSO MCIJ Dorms 16 & 17	582,631	0	582,631	3.64
60041E	MCSO MCIJ Dorms 6 & 7	2,053,493	0	2,053,493	14.56
60041F	MCSO MCIJ Dorms 8 & 9	1,318,062	0	1,318,062	9.10
60041G	MCSO MCIJ Dorm 5	1,773,543	0	1,773,543	14.56
60041H	MCSO MCIJ Dorm 4	651,681	0	651,681	5.46
60043	MCSO Close Street	1,218,137	0	1,218,137	9.00
60044	MCSO Volunteers	56,809	0	56,809	0.50
60045	MCSO Inmate Welfare	0	532,015	532,015	3.00
60050	MCSO In-Jail Human Trafficking	160,683	0	160,683	1.00
<b>Enforcement Division</b>					
60060	MCSO Enforcement Division Admin	925,659	250,000	1,175,659	3.00
60061	MCSO Enforcement Division Support	2,175,982	0	2,175,982	25.00
60063	MCSO Patrol	5,854,967	206,996	6,061,963	37.00
60064	MCSO Civil Process	1,687,274	0	1,687,274	13.00
60065A	MCSO River Patrol	1,804,037	747,987	2,552,024	15.00
60066	MCSO Detectives, INTERCEPT, Elder Abuse	1,158,267	61,032	1,219,299	8.00
60067A	MCSO Special Investigations Unit	661,251	303,632	964,883	6.00
60067B	MCSO SIU ROCN Captain	0	204,764	204,764	1.00
60068A	MCSO Warrant Task Force	560,681	0	560,681	4.00
60069	MCSO Alarm Program	0	316,769	316,769	1.50

Prog. #	Program Name	FY 2012 General Fund	Other Funds	Total Cost	FTE
60070	MCSO Concealed Handgun Permits	24,086	294,302	318,388	3.00
60071	MCSO TriMet Transit Police	0	793,420	793,420	6.00
60073	MCSO Human Trafficking Task Force	47,301	123,012	170,313	1.00
60074	MCSO Metro Services	0	399,153	399,153	3.00
60076A	MCSO Domestic Violence Enhanced Response Team	67,060	44,707	111,767	1.00
60077	MCSO Corbett Community Resource Deputy	128,102	0	128,102	1.00
60078A	MCSO Logistics Unit	839,807	0	839,807	3.00
60079	MCSO Procurement and Warehouse	939,561	0	939,561	7.77
60080	MCSO Property and Laundry	2,289,268	0	2,289,268	20.00
60081	MCSO Commissary	0	716,653	716,653	3.73
60083	MCSO Child Abuse Team Detective	<u>118,000</u>	<u>0</u>	<u>118,000</u>	<u>1.00</u>
	<b>Total Sheriff's Office</b>	<b>\$101,804,045</b>	<b>\$14,787,289</b>	<b>\$116,591,334</b>	<b>777.74</b>

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**Lead Agency:** Sheriff

**Program Contact:** Sheriff Dan Staton

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The Sheriff and executive staff engage the community in defining and prioritizing public safety needs. The Sheriff establishes agency direction and standards to consistently demonstrate responsible leadership, ensure that citizens both trust and believe that they are receiving a quality level of law enforcement and corrections services.

**Program Description**

Activities include working with other agencies and departments to ensure the public safety system is balanced, works effectively together, and meets the expectations of the community in a fair and equitable manner. The Sheriff frequently contacts business and community leaders to assess and define their needs then applies that information to the priorities and strategies of the agency. The Sheriff is a member of the Oregon State Sheriff's Association, which guides industry standards and policies. The Sheriff maintains regular communications with employee, union, community and government leaders. The Sheriff swears in sworn employees, conveying a personal commitment between the employee and Sheriff personally. Through the Public Information Officer, the community is informed and educated about important issues relating to the Sheriff's Office. An independent review of revenues and expenditures are routinely performed by staff for efficient use of taxpayer's dollars. This program supports the public trust and confidence by identifying and understanding the citizen's need to communicate between themselves and their elected officials. Public interaction through meetings, media events, public web site, and electronic mail create frequent, genuine-feeling interactions with their elected Sheriff. ORS 206.010 describes the Sheriff as "the chief executive officer and conservator of the peace of the county." Elected countywide, the Sheriff is accountable to the public for delivery of law enforcement and corrections services to ensure all citizens are protected in a fair and equitable manner.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of voluntary resignations agency wide	9	9	0	0
Outcome	Number of divisions that achieve the majority of their performance measures	4	4	4	4
Outcome	Percent of performance measures met agency wide	90.0%	92.0%	90.0%	90.0%

**Performance Measure - Description**

Measures represent a summation of total agency performance measures. MCSO has four divisions/sections: exec office including professional standards, business services, corrections and enforcement. Number of voluntary resignations does not include retirements.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$689,651	\$0	\$995,139	\$0
Contracts	\$32,462	\$0	\$32,949	\$0
Materials & Supplies	\$121,168	\$0	\$127,020	\$0
Internal Services	\$154,860	\$0	\$268,164	\$0
Total GF/non-GF:	<b>\$998,141</b>	<b>\$0</b>	<b>\$1,423,272</b>	<b>\$0</b>
Program Total:	<b>\$998,141</b>		<b>\$1,423,272</b>	
Program FTE	5.00	0.00	7.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60000, MCSO Executive Office

Due to a new administration, there was a re-organization at the command staff level. A Staff Assistant and an Undersheriff were added.



**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Jennifer Ott

**Program Characteristics:**

**Executive Summary**

The Sheriff's Office Human Resources perform the staffing and personnel functions for its approximately 850 positions and employees.

**Program Description**

This program conducts staffing-related functions including: recruitment, position tracking, promotional assessment centers, interviews, fingerprinting, documentation, arrangements for psychological testing, hiring, photography and preparation of identification cards, records maintenance (including compliance with HIPAA rules regarding medical files), termination activities, conduct of labor-management interaction, affirmative action, leave administration including the Family Medical Leave Act, the Oregon Family Leave Act, military leave, Workers Compensation and administrative leave. This program is essential to support the Sheriff's Office's staffing functions. The Sheriff's Office has three unions, is a 24/7 workplace, requires thorough and in depth backgrounds of all employees and maintains a high level of staff security. These conditions require HR to function in a highly specialized environment.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of leave requests (Admin/LOA/FMLA/OFLA/WC/Military)processed	340	374	391	410
Outcome	Percent of all applicants that are screened within two weeks of the closing day	100.0%	94.0%	100.0%	100.0%

**Performance Measure - Description**

HR strives to ensure that the increased number of applications is processed in a timely manner as well as ensuring employees' appropriate and applicable state and federally-protected coverage is applied. This comes in an environment of increased FMLA/OFLA usage and where we also continue to address inappropriate sick time usage.

## Legal/Contractual Obligation

Support for Sheriff's Mandates, including ORS Chapters 206 and 169.  
 Family Medical Leave Act (FMLA) of 1994.  
 Health Insurance Portability and Accountability Act (HIPAA) of 1996.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$780,326	\$0	\$769,699	\$0
Contracts	\$10,743	\$0	\$10,904	\$0
Materials & Supplies	\$20,594	\$0	\$22,347	\$0
Internal Services	\$146,324	\$0	\$77,417	\$0
Total GF/non-GF:	<b>\$957,987</b>	<b>\$0</b>	<b>\$880,367</b>	<b>\$0</b>
Program Total:	<b>\$957,987</b>		<b>\$880,367</b>	
Program FTE	7.20	0.00	7.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60011A, MCSO Human Resources

The Human Resources Unit and the Backgrounds Unit were moved from the Business Services Division to the Executive Office.

In order to meet constraint, 1.0 backgrounder was cut from this program and from Volunteers:

Volunteers - .80 FTE  
 HR - .20 FTE

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Monte Reiser

**Program Characteristics:**

**Executive Summary**

Professional Standards consists of Inspections and Internal Affairs Units (IAU). Inspections ensures the agency's operations and staff conform to established policies, procedures, existing laws, and ethical standards through scheduled and unscheduled inspections and audits. IAU investigates allegations of employee misconduct to ensure accountability of MCSO public employees. Professional Standards is headed by an Inspector, who reports directly to the elected Sheriff.

**Program Description**

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit develops policies and procedures based on public safety industry best practices. The unit inspects and audits MCSO operations and correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety education and training. Inspections Unit conducts performance audits of specific operations to discover and correct policy deficiencies. The Internal Affairs Unit conducts independent investigations of allegations of employee misconduct to ensure the integrity of and confidence in MCSO employees. Each complaint is initially evaluated by a Pre-Investigative Assessment (described below). IAU investigations are conducted in accordance with established due process requirements to ensure accountability of not only employees but the IAU process itself.

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to take human life. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently and in the most cost-effective manner possible. Professional Standards, operating independent of the chain-of-command and reporting directly to the elected official in charge of the agency, ensures that accountability.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total inspections and audits of Agency properties and assets	100	79	80	80
Outcome	Number of cases initiated to investigate leave abuse	12	7	8	8
Outcome	Number of cases initiated to investigate conduct related complaints	18	9	4	9

**Performance Measure - Description**

Total inspections and audits of agency properties and assets - Includes the following: Include individual narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits (county owned/seized), and quality control audits.

## Legal/Contractual Obligation

Labor contracts: Deputy Sheriff's Assn.: Article 19 Local 88: Article 17 Mult. Cty. Corr. Deputies Assn: Article 18 MCSO Agency manual

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$981,468	\$0	\$869,602	\$0
Contracts	\$67,161	\$0	\$68,168	\$0
Materials & Supplies	\$22,376	\$0	\$25,857	\$0
Internal Services	\$104,255	\$0	\$76,258	\$0
Total GF/non-GF:	<b>\$1,175,260</b>	<b>\$0</b>	<b>\$1,039,885</b>	<b>\$0</b>
Program Total:	<b>\$1,175,260</b>		<b>\$1,039,885</b>	
Program FTE	7.00	0.00	6.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60005A, MCSO Professional Standards

Due to SB1145 reductions, there was fund shifting between several budgets which resulted in the County Counsel liaison position being cut during the FY 11 Mid-year.

**Lead Agency:** Sheriff  
**Program Offer Type:** Innovative/New Program  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Monte Reiser

**Executive Summary**

This program offer adds a "Management Assistant" to the Professional Standards Unit. The "Management Assistant" has the function of providing for the writing of office policies and addressing selected protocols, best practices and communications with other stakeholders affiliated with the county corrections grand jury. This program provides for the communication and preparation of civil cases by working with the county attorney's office. This program is charged with the disseminating directives to employees and preparing for the Oregon State Sheriff's Association Jail Standards Inspections.

Professional Standards consists of Inspections and Internal Affairs Units (IAU). Inspections ensures the agency's operations and staff conform to established policies, procedures, existing laws, and ethical standards through scheduled and unscheduled inspections and audits. IAU investigates allegations of employee misconduct to ensure accountability of MCSO public employees. Professional Standards is headed by an Inspector, who reports directly to the elected Sheriff. The Policy Research and Development "Management Assistant" (class code 9710) provides for the development of policy and procedures for the sheriff's office. This position is responsible for the research, evaluation, development of office-wide policies which are recommended to the Sheriff.

**Program Description**

Professional Standards ensures accountability through continual inspections and investigations of MCSO operations and personnel. The Inspections Unit develops policies and procedures based on public safety industry best practices. The unit inspects and audits MCSO operations and correctional facilities, facilitates and monitors safety committees, conducts accident reviews, and provides Life Safety education and training. Inspections Unit conducts performance audits of specific operations to discover and correct policy deficiencies. The Internal Affairs Unit conducts independent investigations of allegations of employee misconduct to ensure the integrity of and confidence in MCSO employees. Each complaint is initially evaluated by a Pre-Investigative Assessment (described below). IAU investigations are conducted in accordance with established due process requirements to ensure accountability of not only employees but the IAU process itself.

MCSO is an agency whose sworn members are authorized by law to arrest and confine citizens against their will. Its sworn members are authorized under justifiable circumstances to take human life. With that enormous responsibility and potential liability, the public deserves assurance that the agency is conducting its mandated duties lawfully, efficiently and in the most cost-effective manner possible. Professional Standards, operating independent of the chain-of-command and reporting directly to the elected official in charge of the agency, ensures that accountability.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total inspections and audits of Agency	100	79	80	80
Outcome	Number of cases initiated to investigate leave abuse	12	7	8	8
Outcome	Number of cases initiated to investigate conduct related complaints	18	9	4	9

**Performance Measure - Description**

Total inspections and audits of agency properties and assets - Includes the following: Include individual narcotics case audits, weapons audits, weapons destruction processing, program unit audits, property audits (county owned/seized), and quality control audits.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$95,936	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$95,936</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$95,936</b>	
Program FTE	0.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

Last year this program was: #60005A, MCSO Professional Standards

**Lead Agency:** Sheriff

**Program Contact:** Drew Brosh

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Division administration provides administrative leadership and strategic direction to the Sheriff's Office Business Services Division. The Division administration turns Sheriff's policies and directives into the Program offerings that serve citizens in Multnomah County and supports the functions within the Corrections and Law Enforcement Divisions.

**Program Description**

Business Services is responsible for financial management, human resource management, information technology, procurement, research and analysis, inmate laundry, commissary, property services, and other logistical support. The programs operated by Business Services supports both the Corrections and Law Enforcement Divisions which directly contribute to citizens feeling safe at home, work, school and recreation – primarily the public safety system, social conditions and communities. Programs offered hold offenders accountable for their actions. The Business Services Director is responsible for policy development, assignment of resources, and oversight for all Division functions. The Business Services Director ensures that programs are assessed for cost effectiveness, are culturally competent and structured to complement each other within the Sheriff's Office and Multnomah County government.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent performance measurements met in Division	81.0%	85.0%	90.0%	90.0%
Outcome	Number of voluntary resignations	2	5	0	0

**Performance Measure - Description**

**Legal/Contractual Obligation****Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$366,056	\$0	\$359,750	\$0
Contracts	\$11,728	\$0	\$11,902	\$0
Materials & Supplies	\$995,340	\$0	\$815,155	\$0
Internal Services	\$22,864	\$0	\$13,936	\$0
<b>Total GF/non-GF:</b>	<b>\$1,395,988</b>	<b>\$0</b>	<b>\$1,200,743</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,395,988</b>		<b>\$1,200,743</b>	
Program FTE	1.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$869,004	\$0	\$834,790	\$0
Other / Miscellaneous	\$5,000	\$0	\$5,000	\$0
<b>Total Revenue:</b>	<b>\$874,004</b>	<b>\$0</b>	<b>\$839,790</b>	<b>\$0</b>

**Explanation of Revenues**

\$5000 for Faces of Meth & Drugs to Mugs Sales. Calculation is based on actual collections during the first 6 months of FY 2011.

\$5000 for Faces of Meth & Drugs to Mugs Donations. Calculation is based on actual collections during the first 6 months of FY 2011.

\$829,790 is the Departmental Indirect Revenue. This amount is based on the Sheriff's Office FY 12 indirect rate of 6.22% on all non-general fund budgets, where applicable.

**Significant Program Changes**
 **Significantly Changed**

**Last year this program was:** #60010, MCSO Business Services Admin

There was a total of \$439,000 in Material & Supplies line-item reductions in order to get to constraint:

\$175,000 Supplies Line Item

\$25,000 Communications Line Item

\$139,000 Repairs/Maint Line Item (Previously budgeted in Facilities ISR Line Item as an enhanced service)

\$100,000 Communications Line Item (Previously budgeted in the Telecomm ISR Line Item as an enhanced service)



**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Andrew Potter

**Executive Summary**

The Criminal Justice Information Systems (CJIS) Unit's goal is to provide the highest quality, most cost effective IT services to MCSO users, so that they can provide exemplary service for a safe livable community. We strive to provide the right information to the right people in a timely manner to make informed decisions.

**Program Description**

The MCSO CJIS Unit supports all aspects of IT for the Sheriff's Office, including but not limited to PCs, laptops, servers, printers, directory services (including email, authentication and security), mobile computer systems in the MCSO fleet and a number of CJIS and non-CJIS applications. MCSO currently supports upwards of 2500 users, between our internal users and partner agency users, which all need access to SWIS, IWS (Mugshot system) and other MCSO supported shared applications. We work closely with our Justice Partner agencies to provide access to their users, to our applications. MCSO CJIS also supports external partners' access and authentication to MCSO CJIS applications as well as public access to MCSO data via our web site at www.mcso.us. MCSO CJIS is a partner with Multnomah County District Attorney IT, Portland Police IT and Multnomah County Courts IT in RJNet. RJNet is the foundation for a Regional Justice Network, that in the future will allow the partner agencies to share data electronically as an offender moves through the Criminal Justice process. The CJIS Unit has added an internal development FTE to build customized MCSO Inmate and Jail applications, as well as work on custom configuration and enhancements to commercially purchased systems used within MCSO.

FACT – MCSO CJIS supports over 500 desktop PCs, 100 mobile data connections, 100 network printers, 50 servers and over 2500 users between MCSO staff, volunteers and External Partners needing access to MCSO CJIS Applications and IT Systems.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of work orders completed	3,854	3,800	3,000	3,200
Outcome	Average time to complete work orders (hours)	69	69	110	100

**Performance Measure - Description**

Note that some work orders take several days or weeks to complete, while others are completed within a few minutes. In the current year, work complexity has gone up and preventative work has increased, reducing the number of calls for service.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,035,378	\$0	\$1,242,617	\$0
Contracts	\$25,000	\$0	\$25,375	\$0
Materials & Supplies	\$317,691	\$0	\$323,642	\$0
Internal Services	\$2,648,341	\$0	\$2,279,029	\$0
<b>Total GF/non-GF:</b>	<b>\$4,026,410</b>	<b>\$0</b>	<b>\$3,870,663</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,026,410</b>		<b>\$3,870,663</b>	
Program FTE	8.00	0.00	9.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$2,482	\$0	\$2,700	\$0
<b>Total Revenue:</b>	<b>\$2,482</b>	<b>\$0</b>	<b>\$2,700</b>	<b>\$0</b>

**Explanation of Revenues**

\$2700 for Crime Capture Reports to the PPB/FBI/City of Gresham. This calculation is based on actual revenue collection in the first 6 months of FY 2011.

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60012, MCSO Criminal Justice Information Systems

An addition of 1.0 Development Analyst FTE to this budget to develop and support corrections jail management systems and the TeleStaff scheduling system.

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Wanda Yantis

**Program Characteristics:**

**Executive Summary**

The MCSO Fiscal Unit program provides comprehensive budget and fiscal services to the entire Multnomah County Sheriff's Office. The Sheriff's Office has approximately 800 employees and a \$120 million dollar agency budget. The Fiscal Unit conducts data entry, analysis, expenditure oversight as well as information reporting to the Sheriff's Office management and staff. The Fiscal Unit works with the Executive Office in providing information to the public.

**Program Description**

The Fiscal Unit performs a core agency function by gathering data, entering, analyzing and reporting to Command Staff fiscal information so that strategic operating decisions can be made. The Fiscal Unit makes certain that funds are available for running the agency's operating programs and documents their use by performing budget development and monitoring; fiscal projections; accounts receivable and payable; inmate welfare fund accounting; contract development and monitoring; grant accounting as well as monitoring County internal service reimbursements.

Fiscal Services provides the necessary skills and tools to analyze and review the programs that the MCSO is delivering, which is an essential part of the program success feedback loop. The analysis contributes to offender accountability, collaboration with other departments and agencies, and the information generated provides the basis for a public dialog regarding the criminal justice system.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent of payments over 60 days	4.6%	5.0%	2.8%	5.0%
Outcome	Number of accounts payable payments made	4,267	4,286	4,390	5,000

**Performance Measure - Description**

## Legal/Contractual Obligation

Assist in the contract development and procurement process as well as provide accounting and time information reports on contracts, grants and IGA's for the Sheriff's Office.

ORS Chapter 294 — County and Municipal Financial Administration

ORS 206.020 Keeping records of and disposition of fees.

ORS 294.085 Examining books and papers of county officers.

ORS 297.515 County audits include judicial and law enforcement agencies and officers.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$642,005	\$0	\$662,546	\$0
Contracts	\$853	\$0	\$866	\$0
Materials & Supplies	\$11,362	\$0	\$12,655	\$0
Internal Services	\$75,727	\$0	\$66,311	\$0
Total GF/non-GF:	<b>\$729,947</b>	<b>\$0</b>	<b>\$742,378</b>	<b>\$0</b>
Program Total:	<b>\$729,947</b>		<b>\$742,378</b>	
Program FTE	6.00	0.00	6.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60013A, MCSO Fiscal Unit

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Wanda Yantis

**Program Characteristics:**

**Executive Summary**

The Time and Attendance Unit's role is to provide time entry, audit and reporting to management ensuring that agency staff are accurately paid as well as policies, contract language and work rules are being consistently followed. The Unit works with employees and management to resolve any overpayment/underpayment issues that occur.

**Program Description**

The Time & Attendance Unit's responsibility is to enter and report working and non-working time accurately and in a timely manner for all 800 Sheriff's Office employees. The Sheriff's Office is a 24 hour, 365 days per year operation with many different employee schedules. The Unit performs time audits before the payroll cycle is run to ensure that employees are accurately paid and issues are found before they become paycheck problems.

The management of time is an important element to the efficient use of public money and is a common issue in 24/7 public safety operations across the nation. The Time & Attendance Unit is a major component of the Sheriff's Office time management and accountability initiative which includes appropriate levels of staffing, use of overtime; use of planned time off such as vacation, personal holidays, and comp time; and the use of sick leave.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of time entry approvals per year	370,772	370,000	370,194	370,000
Outcome	Total time entry hours approved per year	1,847,212	1,800,000	1,841,009	1,800,000

**Performance Measure - Description**

**Legal/Contractual Obligation**

Local 88 Contract; Multnomah County Deputy Sheriff's Contract; Multnomah County Corrections Deputy Association Contract; Multnomah County Personnel Rules; Federal Fair Labor Standards Act; Oregon BOLI laws

**Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$402,794	\$0	\$412,963	\$0
Materials & Supplies	\$12,638	\$0	\$12,921	\$0
Internal Services	\$47,230	\$0	\$53,502	\$0
<b>Total GF/non-GF:</b>	<b>\$462,662</b>	<b>\$0</b>	<b>\$479,386</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$462,662</b>		<b>\$479,386</b>	
Program FTE	5.00	0.00	5.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

Last year this program was: #60014, MCSO Time & Attendance Unit

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Jeffery Wheeler

**Program Characteristics:**

**Executive Summary**

The Resource Analysis Unit provides research and evaluation services to the Sheriff's Office. Analysis and reports from this unit provide information to the Sheriff's Office, local public safety partners and to the public.

**Program Description**

The Resource Analysis Unit supports the data analysis needs of the Sheriff's Office, including producing information for policy decisions, budget development, and program support. Specific projects include activity-based costing, budget performance measures and jail population monitoring. With access to multiple data systems, and an effective knowledge of analysis tools, this unit works on issues ranging from examining complex public safety systems to specialized data requests. Specific, on-going projects include daily reporting of emergency population release data and monthly statistics for jail population, bookings, and the average length of stay for arrestees, pretrial inmates and sentenced offenders. The unit also engages in cost benefit analysis studies to find and explain appropriate staffing levels. These studies include analyses on compensatory time, overtime, sick time and overall leave. Data analysis and reporting for Sheriff's office program activities is essential to effective budgeting, sound policy and public accountability.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of quantitative analytics	3,098	750	3,932	3,900
Outcome	Number of qualitative analytics	1,126	75	1,272	1,200

**Performance Measure - Description**

Quantitative analytics refers to numeric documents, datasets, spreadsheets produced and/or analyzed. Qualitative analytics refers to narrative documents produced and/or analyzed.

"Time Analysis Unit: Analysis and Reporting" functions currently resides in RAU. Responsibilities include creating reports on employee time usage.

Data do not include Visio charts, PowerPoint presentations, Access databases and other files not produced in Excel or Word. These projects can also be time consuming to the unit.

"Current year purchased" did not take into account Time Analysis Unit data. "Next Year Offer" corrects this.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$358,254	\$0	\$541,729	\$0
Contracts	\$3,732	\$0	\$3,788	\$0
Materials & Supplies	\$662	\$0	\$1,409	\$0
Internal Services	\$26,317	\$0	\$38,401	\$0
Total GF/non-GF:	<b>\$388,965</b>	<b>\$0</b>	<b>\$585,327</b>	<b>\$0</b>
Program Total:	<b>\$388,965</b>		<b>\$585,327</b>	
Program FTE	3.00	0.00	4.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60015A, MCSO Resource Analysis Unit  
 Addition of 1.0 Corr Lt. FTE.



**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Joyce Griffin

**Program Characteristics:**

**Executive Summary**

The Corrections Support Unit maintains records and data concerning every arrestee, pretrial inmate and sentenced offender in MCSO custody. Corrections Support processes inmate bookings, transports, release dates, court orders, release information, and monitors Federal prisoners. CSU has most recently assumed the task of processing Forced Population Releases in accordance with the Capacity Management Plan as adopted by the Board of Commissioners. Corrections Support is currently staffed 24 hours per day, 365 days per year.

**Program Description**

Corrections Support creates and maintains computerized bookings and releases, captures all inmate mug shots, processes all inmate court orders, calculates release dates for sentences, makes inter and intra-state transport arrangements for inmates and case manages all Federal inmates, Parole and Probation inmates and Fugitive inmates. Corrections Support provides receptionist duties for the MCDC, processes and releases Forced Releases when a Population Emergency arises, answers the primary public telephone line for all Multnomah County Jails, scans and maintains all custody documents according to State archive rules and regulations and schedules and monitors all persons sentenced to serve weekend sentences.

Corrections Support has the responsibility to ensure all arrestee information is entered into multiple criminal justice information systems correctly, quickly and efficiently. In order to ensure the safety and security of corrections staff, law enforcement agencies and the community, Corrections Support must be meticulous and thorough in processing bookings, transports, court orders, sentences and releases. Corrections Support must be diligent in safeguarding the rights of all inmates and arrestees, thereby limiting the county's liability exposure. Corrections Support works work extremely closely and cooperatively with other agencies such as The United States Marshal's Service, US Immigration and Customs Enforcement, the State of Oregon Court system, the District attorney's office, the Department of Community Justice of Multnomah County.

Corrections Support processes and performs the duties associated with Forced Population Releases which occur during a jail population emergency. This ensures the "least dangerous" offenders are released to the community.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of computer bookings	39,500	39,500	37,500	38,500
Outcome	Number of sentence release date calculations	15,500	15,500	15,500	16,000

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$3,406,132	\$0	\$3,353,989	\$0
Contracts	\$3,931	\$0	\$3,990	\$0
Materials & Supplies	\$70,456	\$0	\$66,771	\$0
Internal Services	\$34,241	\$0	\$37,475	\$0
<b>Total GF/non-GF:</b>	<b>\$3,514,760</b>	<b>\$0</b>	<b>\$3,462,225</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,514,760</b>		<b>\$3,462,225</b>	
Program FTE	39.00	0.00	37.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$10,000	\$0	\$10,000	\$0
Intergovernmental	\$70,000	\$0	\$70,000	\$0
<b>Total Revenue:</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$0</b>

**Explanation of Revenues**

\$70,000 for Social Security Incentive Pay. The Sheriff's Office reports inmates that are Social Security recipients and are housed in our jails. Social Security then pays the Sheriff's Office for each inmate reported. Calculation based on actuals collected the first 6 months of FY 2011.

\$10,000 for Corrections Report Requests. Calculations based on actuals collected the first 6 months of FY 2011.

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60031A, MCSO Corrections Support

Due to agency-wide re-organization, The Corrections Unit was previously in the Corrections Division. It is now in The Business Services Division.

In order to meet constraint, 1.0 Corrections Tech FTE was cut.

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Harry Smith

**Program Characteristics:**

**Executive Summary**

The Training Unit provides the coordination of courses and instruction to meet training requirements for law enforcement, corrections and civilian members. The Training Unit ensures compliance with federal and state laws, MCSO policy, work rules, safety considerations and professional standards, as well as addressing the needs and direction of agency leadership

**Program Description**

The Training Unit delivers the training required by law and administrative rule, and training necessary for certification maintenance, to manage risk, and to support major policy focuses for each year. The Training Unit delivers this through annual in-service training, firearms/defensive tool (see bullet point below for details) training and certification, recruit and new supervisor field training programs, individual unit training support and records maintenance.

The Training Unit ensures each member is equipped to perform the necessary duties to support his or her operational task. The Training Unit maintains requirements for all uniform presence in the community, including schools, waterways, patrol districts, courts and jails to ensure reliable and responsible public interaction and protection. The Training Unit ensures state requirements are met regarding newly hired enforcement and corrections deputies field training programs and basic certifications. Additionally, all sworn members attend mandated occupational health training.

MCSO Firearms/Defensive tools consist of Pistol, Rifle, TASER, OC, Baton, Shotgun (lethal), Shotgun (less- Lethal), 40 MM (less- Lethal), Pepper Ball Gun (less- Lethal), FN 303 (less- Lethal).

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Training sessions held	554	554	439	475
Outcome	Students receiving training	0	0	3,637	3,600
Output	Firearm and defensive tool training	380	380	233	250
Outcome	Qualifications, certifications and re-certs to carry firearms/defensive tools	0	0	1,374	1,300

**Performance Measure - Description**

 **Measure Changed**

The reports and methods used for estimating FY10-11 and offered for FY11-12 are no longer available, so the new manager created estimates with a method based on clear documentation and which is reproducible.

“Training sessions held” is the number of training sessions that include in-service training sessions, special classes offered to MCSO members, firearms qualification sessions, ORPAT sessions, and classes hosted by MCSO.

The Outcome of “Number of members completing training” was changed to “Number of students receiving training.” This outcome will more accurately reflect the number of students served, as many students are served more than once (i.e. a member may receive only one training session while another will receive six training sessions; this way the total of “7” student services is accurately tracked rather than showing only “2”). The former outcome merely count the number of personnel currently employed. Additionally, by changing this outcome to reflect the number of students through the door, we will capture the personnel from outside agencies that the Training Unit will serve.

“Number of firearm and defensive tool training sessions held” is the number of training sessions offered in training, qualification, certification, and re-certification in firearms, OC, TASER, baton, and other weapons.

The Outcome of “Number of people trained to carry a firearm or defensive tool” was changed to “Number of qualifications, certifications, and re-certifications to carry a firearm or defensive tool”. The former outcome measurement only reflects the number of personnel who come through. However, the new outcome will reflect the fact that each member may obtain several certifications each year which require multiple training sessions. The new outcome more appropriately measures the quantity of output by the Training Unit.

## Legal/Contractual Obligation

Basic certification requirement for law enforcement and corrections - Oregon Administrative Rule 259-008-0025

(1)(a) Certification requirements for enforcement and corrections supervisors - OAR 259-008-0025 (3) Certification requirements

for enforcement and corrections middle managers - OAR 259-008-0025 (4)

Law Enforcement members must additionally maintain a certain number and type of training hours under maintenance standards for police - OAR 259-008-0065 (2) (a,b)

The Training Unit command officer is designated by the agency to report and track all convictions of sworn members to DPSST, a requirement under OAR 259-008-0010 (5)

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$791,259	\$0	\$799,509	\$0
Materials & Supplies	\$158,079	\$0	\$150,761	\$0
Internal Services	\$27,779	\$0	\$130,240	\$0
Total GF/non-GF:	<b>\$977,117</b>	<b>\$0</b>	<b>\$1,080,510</b>	<b>\$0</b>
Program Total:	<b>\$977,117</b>		<b>\$1,080,510</b>	
Program FTE	6.00	0.00	6.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

**Last year this program was:** #60006, MCSO Training Unit

The Training Unit moved to its new facility in FY 2011. As a result, the Training Unit will be able to more effectively and efficiently deliver training sessions to MCSO members. This was the first time where the all of the agency training (with the exception of firearms and EVOG) can be delivered at one location. This will save personnel time in class preparation, setup, and transportation. The facility will also be used to host non-MCSO developed courses for both MCSO and outside agency personnel for training and instructor development. Some of these courses, such as the Gracie Combatives (defensive tactics) Instructor Certification course will be offered for the Facility space itself. However, the Training Unit will be able to achieve some cost recovery for Facility costs as we will open the facility to rental by outside public safety agencies for times when the facility will not be in use by MCSO personnel.

In FY 2012, the Training Unit will institute on-line education to meet some of the annual In-Service Training needs of members. The anticipated subjects for on-line learning are: PREA, OSHA, TASER re-certification, ASP Baton re-certification, OC spray re-certification, Harassment and Discrimination Policy, and Use of Force Policy. First Aid/CPR/AED operation curriculum is being examined for appropriateness for on-line learning. Significant savings in personnel training costs is anticipated for the Agency as these lessons can be completed during the members' duty hours (or directly adjacent to shift) thus reducing the total number of overtime hours spent training. The live/on-site students demonstrations skills (i.e. TASER cartridge deployment) can be conducted by Training Unit deputies during roll call sessions. Other physical skills such as baton use will be trained live every other year. The anticipated annual on-line lessons will be equivalent to one full day In-Service Training per sworn member. The estimated \$30,000 purchase price for the on-line curriculum is within the existing FY 2011 Training Unit budget.

**Lead Agency:** Sheriff

**Program Contact:** Michael Shults

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Corrections Division administration provides administrative leadership and strategic direction to the Sheriff's Office Corrections Division. The Division administration turns Sheriff's policies and directives into the Correction's program offerings that support the citizens of Multnomah County by providing expeditious processing of arrestees, and direct supervision of pretrial inmates and sentenced offenders.

**Program Description**

The Corrections Division provides correctional supervision and services within the Sheriff's Office. The Division's priorities are to enhance public safety by ensuring that sufficient and properly supervised jail space is available, and to collaborate with the Department of Community Justice and other criminal justice partners to create an effective corrections continuum.

The programs operated by these three divisions support all key factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide opportunities for treatment, and provide rehabilitation resources and education. The Corrections Division is currently embarking on a major revision of the Classification system. This system will act as the exoskeleton of the housing plan and will be used to manage the number and type of beds needed in the jail system.

Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination, and management to the Divisions, working with the operational division managers and the Executive Office to ensure cost-effective and culturally competent programs for Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent performance measurements met in Division	94.0%	95.0%	90.0%	90.0%
Outcome	Number of voluntary resignations in Division	7	7	0	0

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$754,999	\$559,180	\$583,791	\$0
Contracts	\$289,409	\$0	\$293,750	\$0
Materials & Supplies	\$72,461	\$0	\$72,835	\$0
Internal Services	\$86,603	\$40,820	\$52,202	\$0
<b>Total GF/non-GF:</b>	<b>\$1,203,472</b>	<b>\$600,000</b>	<b>\$1,002,578</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,803,472</b>		<b>\$1,002,578</b>	
Program FTE	3.00	2.00	2.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$31,314	\$0	\$0	\$0
Fees, Permits & Charges	\$60,000	\$0	\$40,000	\$0
Intergovernmental	\$0	\$600,000	\$0	\$0
<b>Total Revenue:</b>	<b>\$91,314</b>	<b>\$600,000</b>	<b>\$40,000</b>	<b>\$0</b>

**Explanation of Revenues**

\$40,000 for Almist (ADAM II) revenue. This revenue is reimbursement to provide escort/security services by our corrections deputies for drug abuse interviews. This calculation is based on actuals collected for the first 6 months of FY 2011.

\$5000 for Faces of Meth & Drugs to Mugs Donations. Calculation is based on actual collections during the first 6 months of FY 2011.

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60030A, MCSO Corrections Division Admin  
 In order to meet constraint, 1.0 Captain FTE was cut. Also, funding for 2.0 FTE on the non-General Fund side will end in FY 2011.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Raimond Adgers

**Program Characteristics:**

**Executive Summary**

The Transport Unit is responsible for moving pretrial inmates and sentenced offenders to courts, Multnomah County Corrections facilities, State Corrections Institutions, medical appointments outside of the facilities, and to act as one of the Hub locations for the multi-state cooperative transport system. The number of inmates transported in FY11 is estimated to be well over 71,000.

**Program Description**

The Transport Unit interfaces with all MCSO Corrections facilities. In addition to transporting inmates among the jail facilities and to court, the unit transports inmates released by the courts, transferred to State Prisons, the State Hospital and to medical appointments outside of corrections facilities. The Transport Unit also is a main component of the Multi-state Cooperative Transport System, which shares resources to move inmates among different jurisdictions in buses and vans. The Transport Unit moves inmates to Eastern Oregon once a week and to Salem twice a week as part of the coordinated multi-state shuttle system.

The Transport Unit contributes to Public Safety by supporting offender accountability as part of the Multnomah County jail system. The function also enhances Government Accountability with taxpayer savings as a result of the Multi-state Cooperative Transport System that cost-effectively moves prisoners among jurisdictions.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of inmates moved	71,342	72,967	78,284	79,500
Outcome	Number of major incidents	2	2	10	15
Outcome	Number of miles traveled	169,446	169,446	104,296	107,000

**Performance Measure - Description**

**Legal/Contractual Obligation**

ORS 206.010 Duties of Sheriff (3) ORS 169.320 Control of Prisoners ORS. 169.076 (14) Legal materials/access

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$2,351,457	\$0	\$2,389,664	\$0
Materials & Supplies	\$31,653	\$0	\$31,041	\$0
Internal Services	\$158,780	\$0	\$144,726	\$0
Capital Outlay	\$5,227	\$0	\$5,305	\$0
<b>Total GF/non-GF:</b>	<b>\$2,547,117</b>	<b>\$0</b>	<b>\$2,570,736</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,547,117</b>		<b>\$2,570,736</b>	
Program FTE	16.00	0.00	16.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$12,000	\$0	\$32,000	\$0
<b>Total Revenue:</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$32,000</b>	<b>\$0</b>

**Explanation of Revenues**

\$32,000 for Interstate Fugitive Shuttle and Transfer of State Wards. This calculation is based on actuals of the first 6 months of FY 2011.

**Significant Program Changes**

Last year this program was: #60032, MCSO Transport



**Lead Agency:** Sheriff

**Program Contact:** Ronald Bishop

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Booking is the process by which persons subject to arrest enter the criminal justice system. The MCSO Booking Facility serves all Law Enforcement agencies in the county; safely and efficiently admitting and releasing arrestees, and readying them for transfer to both MCSO facilities and outside agencies.

When persons are arrested and brought to jail, a registered nurse from corrections health sees each person to identify and isolate individuals who appear potentially contagious, seriously ill, injured or dangerous, thus protecting the health and safety of the person, the staff, and the community.

The Booking Facility has 18 beds that are included in the jail system bed count.

**Program Description**

Booking is located in the basement of the Multnomah County Detention Center. Every person arrested in the County is processed through the MCSO Booking Facility. Highly trained staff process these people to safely admit them to the criminal justice system. The booking process includes thorough checks for identity, and for possible additional warrants.

Booking works collaboratively with Corrections Health who provides medical screening and care to those arrested. Also, as part of the booking process, the Recog Unit interviews all defendants at Booking with a pending local charge.

Release, located on the second floor of MCDC, is the office through which every arrestee and inmate who is released from custody must pass to return to the community.

The Sheriff is under statutory obligation to maintain the jail system. Booking and release act as the "Enter" and "Exit" doors to this system, providing a process allowing arrestees to be positively identified, medically screened and treated, assigned court dates relative to their local charges and released or transferred to MCSO jail facilities or scheduled for transport to outside agencies. Corrections Health is the only health care available inside the jail.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of bookings processed	38,689	38,882	36,990	38,000
Outcome	Number of releases processed to MCDC	38,567	35,374	37,310	38,000

**Performance Measure - Description**

The number of bookings processed and the number of releases processed to MCDC are distinct measures. Per Captain Bishop, booking is a program that processes arrestees into the corrections system. The booking process includes search, corrections health and state recog as well as property storage. Booking is a process and not a program per se. Release is a function that supports booking as well as the entire system. Programs may be associated with release as to placement and transition back into the community.

## Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under those same laws, local detention facility managers are mandated to operate safe and humane facilities. The right to health care in jail is legally mandated under Federal and state law. When an individual is arrested and incarcerated, the obligation for health care falls upon the government as a matter of constitutional law, enforceable under the U.S. Constitution's 8th Amendment and the 14th Amendment's due process clause.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$7,431,451	\$0	\$7,380,238	\$0
Materials & Supplies	\$253,606	\$0	\$259,304	\$0
Internal Services	\$5,902	\$0	\$513	\$0
Total GF/non-GF:	<b>\$7,690,959</b>	<b>\$0</b>	<b>\$7,640,055</b>	<b>\$0</b>
Program Total:	<b>\$7,690,959</b>		<b>\$7,640,055</b>	
Program FTE	59.24	0.00	58.24	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

Last year this program was: #60033, MCSO Booking & Release  
Cut 1.0 Corr Lt. during FY 2011 Mid-year due to SB1145 reductions.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Ronald Bishop

**Program Characteristics:**

**Executive Summary**

The Sheriff's Office Gresham Temporary Holding (GTH) operation, located at the Gresham Police Department, is designed to reduce transportation time and cost by allowing officers with arrestees to transfer custody of arrestees to the Sheriff's Office in Gresham, rather than at the Sheriff's main booking facility in downtown Portland. The cost to operate Gresham Temporary Hold facility is much less than the cost of patrol resources lost by east county jurisdictions transporting arrestee's to the downtown Portland booking facility. Maximizing patrol resources in this way improves livability and sustains a feeling of safety for all east Multnomah County residents.

**Program Description**

Booking is the process by which the suspected offender on the street becomes the arrestee in custody. Gresham Temporary Holding serves all Law Enforcement agencies in East county, safely and efficiently admitting and readying arrestees for transfer to the Sheriff's booking facility at the Multnomah County Detention Center. Arrestees are screened for appropriate charges and medical concerns, and if found suitable for temporary holding, are admitted into Sheriff's Office custody. The arrestee is then searched, arrestee property is receipted and the arrestee awaits transport to the Detention Center downtown.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of inmates accepted	0	1,200	1,200	1,200
Outcome	% inmates accepted successfully transported to MCDC	0.0%	100.0%	100.0%	100.0%

**Performance Measure - Description**

It is estimated that for each inmate accepted at Gresham Temp Holding two hours of officer time is saved.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$133,937	\$0	\$129,878	\$0
Materials & Supplies	\$4,500	\$0	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$138,437</b>	<b>\$0</b>	<b>\$129,878</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$138,437</b>		<b>\$129,878</b>	
Program FTE	1.04	0.00	1.30	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

**Last year this program was:** #60033B, MCSO Gresham Temporary Hold  
 The funding for this program offer is ongoing.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Raimond Adgers

**Program Characteristics:**

**Executive Summary**

Multnomah County Courthouse court security includes providing armed deputies for the courts, escorting inmates from corrections facilities to court proceedings, taking persons into custody when ordered by the court, providing public service within the court building, and maintaining Court Holding areas for inmates. Deputies are on-call to locations throughout the Courthouse.

**Program Description**

The Court Services Unit provides security for and interacts with the State Courts at the Multnomah County Courthouse, and is on-call to provide security to the Arraignment Court at the Justice Center. CSU is responsible for the supervision of inmates in court, which includes operation of the Court Temporary Holding. Deputies also provide security escorts to and from bus transport and supplement security in the lobby and courthouse building. Depending on the behavior, charges and classification of the inmate, it may require more than one deputy be present in the courtroom. CSU supervises an average of 60-80 court matters a day. These proceedings may take 30 minutes, or up to a full 8-10 hour day if the matter is a jury trial. This program will provide security for the Courthouse courts with reduced numbers and relief, as the program will restrict the amount of on-call assistance available to other courts due to a staff complement reduced to those FTE available only at the courthouse. Impact to the courts will also mean impact to other parts of the criminal justice system, e.g., District Attorney, Defense Counsel, jails and police.

The Sheriff is mandated to provide security for the Courts and to provide access to the court for prisoners, a direct link to offender accountability. Delays result in a multitude of criminal justice complications, which may lead to legal action or other proceedings by the Courts. Delays contribute to slow courts, which directly affect populations held in the correctional facilities awaiting hearings and trials and limit housing available for inmates. Jail populations impact Community Safety since police have fewer options to confine arrestees prior to being seen by the Courts, which tends to negate offender accountability and impacts crime in our communities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of individuals taken into custody	3,701	2,923	3,168	3,500
Outcome	Number of incidents and emergencies	26	30	20	25

**Performance Measure - Description**

\*Number of individuals taken into custody represents book and keeps and warrants.

\*\*Includes bomb threats, medical assistance calls, panic alarms, and other calls for emergency response service.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$3,058,781	\$0	\$3,126,106	\$0
Contracts	\$2,759	\$0	\$2,800	\$0
Materials & Supplies	\$99,660	\$0	\$94,975	\$0
Internal Services	\$225,123	\$0	\$227,721	\$0
Total GF/non-GF:	<b>\$3,386,323</b>	<b>\$0</b>	<b>\$3,451,602</b>	<b>\$0</b>
Program Total:	<b>\$3,386,323</b>		<b>\$3,451,602</b>	
Program FTE	22.00	0.00	23.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60034A, MCSO Court Services - Courthouse

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Raimond Adgers

**Executive Summary**

Multnomah County Justice Center court security includes providing armed deputies for the Arraignment courts, escorting inmates from jails to court proceedings and taking persons into custody when ordered by the court. Court security is an integrated approach to the judicial process that ensures the integrity and safety of the court system and its participants, by effectively evaluating, planning and pro-actively managing threats and potential threats directed to the court system.

**Program Description**

Court Services Unit - Justice Center provides security for the four Arraignment Courts at the Justice Center. These are extremely busy and active courts with numerous defendants present at any one time, creating the potential for serious security issues. This program also provides supervision 10 hours a day on Saturdays and Sundays for those inmates whom the court has allowed to serve their sentence in that manner by turning themselves in for the day. This supervision occurs at the Courthouse Jail/Temporary Court Holding.

The Sheriff is mandated to provide security for the Courts and to provide access to the court for inmates, a direct link to Offender Accountability. Arraignment is the first step of the court process for a defendant, and thus is critical to the court process. Lack of court security would create severe delays, due to increased security concerns. Delays contribute to slow courts, which directly affect populations held in the correctional facilities awaiting hearings and limit housing available for arrestees. Crowded jail populations impact Community Safety as police have fewer options to confine arrestees prior to being seen by the Courts, which tends to negate Offender Accountability and impacts crime in our communities. The Weekender Program allows inmates to serve sentences without occupying a jail bed, which reduces jail population crowding. This alternative sentencing option is a cost effective means of handling sentenced persons.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of individuals taken into custody*	255	66	126	175
Outcome	Number of major incidents**	4	6	6	6

**Performance Measure - Description**

\*Number of individuals taken into custody represents book and keeps and warrants.

\*\*Major incidents include use of deadly or significant force, escapes and assaults.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$927,250	\$0	\$948,697	\$0
Materials & Supplies	\$719	\$0	\$4,652	\$0
Internal Services	\$862	\$0	\$530	\$0
<b>Total GF/non-GF:</b>	<b>\$928,831</b>	<b>\$0</b>	<b>\$953,879</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$928,831</b>		<b>\$953,879</b>	
Program FTE	8.00	0.00	7.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60034B, MCSO Court Services - Justice Center



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Raimond Adgers

**Executive Summary**

This offer provides Deputy Sheriff services to the court for the Juvenile Justice Center. Deputies assigned to the Juvenile Justice Center are part of an integrated approach to the judicial process which ensures the integrity and safety of the juvenile courts, its participants and the facility by effectively evaluating, planning and pro-actively managing safety and potential threats toward the court system. Deputies also deliver juvenile defendants to and from court matters as required by state statute.

**Program Description**

Deputy Sheriff services are necessary to both the delivery of defendants and security of the court facility and operation. Deputy Sheriff presence allows for response to incidents within the court rooms and facility as a whole. Deputies assigned assist with coordination of internal movement of juveniles with detention staff and counselors to court proceedings and attorney visitation. The Deputy's presence in the courtroom is essential for safety to the judiciary, staff and public as many of the proceedings convene as family dependency cases, related domestic cases and Measure 11 youth. In addition to court system responsibilities, deputies conduct daily transports of juveniles to and from outside facilities to include Hillcrest, McClaren, the Department of Corrections and to court proceedings arranged at the courthouse in downtown Portland. Transports to the courthouse become more detailed in safety as need for separation of juvenile defendants from adult defendants. The Sheriff is mandated to provide security for the Courts and to provide access to the court for prisoners, a direct link to Offender Accountability. Delays result in a multitude of criminal justice complications, which may lead to legal action or other proceedings by the Courts. Delays contribute to slow courts, which directly affect populations held in the correctional facilities awaiting hearings and trials and limit housing available for arrestees. Jail populations impact Community Safety since police have fewer options to confine arrestees prior to being seen by the Courts, which tends to negate Offender Accountability and impacts crime in our communities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of persons taken into custody	279	0	250	260
Outcome	Number of incidents	22	0	16	20

**Performance Measure - Description**

 **Measure Changed**

"Number of persons taken into custody" represents number of "book and keeps" and warrants. This measure replaces "Number of persons screened."

"Number of incidents" includes medical assistance, panic alarms, and calls for emergency response services. This measure replaces "Number of exclusions."

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$236,096	\$0	\$241,708	\$0
Materials & Supplies	\$181	\$0	\$1,164	\$0
Internal Services	\$334	\$0	\$258	\$0
Total GF/non-GF:	<b>\$236,611</b>	<b>\$0</b>	<b>\$243,130</b>	<b>\$0</b>
Program Total:	<b>\$236,611</b>		<b>\$243,130</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60034C, MCSO Court Services - JJC

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Raimond Adgers

**Program Characteristics:**

**Executive Summary**

The Turn Self In (TSI) program is a sentencing alternative for the judiciary. TSI allows an offender to be sentenced to weekend jail time, allowing for offenders to maintain their employment or other obligations. Two Corrections Deputy FTE is associated with this program.

**Program Description**

The weekend TSI program at the Courthouse Jail creates budget efficiencies for the County by allowing offenders to serve sentences without the full booking and release process as well as the costs associated with jail beds. The TSI program uses a much less complex check in and processing procedure, offenders only need a sack lunch meal for the day and program has simpler release requirements. The TSI program averages 50 offenders a day, for a total of 5,200 bed days per year.

Some of the sentenced weekenders perform community service during their stay in the form of doing work in the courthouse itself. This also contributes to the maintenance of the building with offenders performing basic cleaning chores, some as simple as cleaning the containers the public use to drop personal goods while going through the metal detectors at entry.

"TSI's" serve their weekend time at the Courthouse Jail so as not to interfere with the rest of the jail system. For those offenders who are employed or have some type of an obligation acceptable to the court, the TSI program provides an opportunity to maintain employment, supporting successful reentry into the community. Without the TSI program, judges would have to sentence offenders to probation or jail. With the level of offender normally sentenced to TSI, probation will be the likely option, reducing judicial options supporting Offender Accountability.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Weekend TSIs scheduled	4,084	4,084	0	0
Outcome	Weekend TSIs who show as scheduled	3,848	3,848	0	0

**Performance Measure - Description**

One individual may serve multiple weekend TSI sentences; TSIs are not a count of unique individuals.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$236,810	\$0	\$242,543	\$0
Total GF/non-GF:	<b>\$236,810</b>	<b>\$0</b>	<b>\$242,543</b>	<b>\$0</b>
Program Total:	<b>\$236,810</b>		<b>\$242,543</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60034D, MCSO Turn Self In Program

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Elizabeth Daily

**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

The Facility Security Unit (FSU) is the first level of security for public safety and emergency preparedness in the Multnomah County courts. Facility Security Officers (FSO's) deter the introduction of weapons into the courts by security screening of entrants via x-ray and magnetometer equipment. The security screening process and the presence of FSO's deter disruptions to court operations.

**Program Description**

The FSU provides external and internal security to the downtown Courthouse, the Justice Center courts, and the Gresham Court through electronic security screening, uniformed presence, and security patrols. The FSO's provide citizens and employees with a safe and secure environment in which to conduct their business by the security screening of all persons entering the court facilities. The FSO's, working in collaboration with other agencies and the State Court, prevent disruption of services to the public so court business may be conducted in a safe environment. Persons entering the courts may be emotionally distraught, under the influence of intoxicants, or involved in situations of domestic abuse. The FSO's are the first, positive contact point for all of these persons; whether it is for information, referral, or public safety.

The core functions of the FSU are public safety, security, assistance and referral. The presence of uniformed FSO's helps to deter disturbances and criminal activity in the courts; when court operations are interrupted it costs the taxpayers money. The effectiveness of our presence is seen in the low ratio of exclusions to the number of persons screened.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of persons screened	730,889	819,014	688,854	701,900
Outcome	Number of exclusions	7	25	10	15

**Performance Measure - Description**

Courts include Courthouse, Juvenile Justice, Gresham Ct, and MDCDC.

## Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract  
 ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,056,979	\$542,260	\$1,091,751	\$391,583
Contracts	\$213	\$0	\$216	\$0
Materials & Supplies	\$20,742	\$0	\$19,484	\$0
Internal Services	\$0	\$39,585	\$0	\$34,224
<b>Total GF/non-GF:</b>	<b>\$1,077,934</b>	<b>\$581,845</b>	<b>\$1,111,451</b>	<b>\$425,807</b>
<b>Program Total:</b>	<b>\$1,659,779</b>		<b>\$1,537,258</b>	
Program FTE	11.33	7.27	11.60	5.00
Program Revenues				
Indirect for dep't Admin	\$30,367	\$0	\$24,356	\$0
Fees, Permits & Charges	\$17,158	\$581,845	\$17,360	\$425,807
<b>Total Revenue:</b>	<b>\$47,525</b>	<b>\$581,845</b>	<b>\$41,716</b>	<b>\$425,807</b>

## Explanation of Revenues

\$425,807 from State of Oregon Courts for security services in the Courts. This calculation is based on actuals in the first 6 months of FY 2011.

\$17,360 - Parenting Class Security for 9.5 hours/week for 51 wks at \$35.83/hour.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60035A, MCSO Facility Security - Courts

There is a decrease in anticipated State Courts funding from FY 2011 to FY 2012 in the amount of \$156,038. This decrease reflects what is actually being collected by looking at the first 6 months of FY 2011, compared to what was anticipated to be collected.

Due to less funding from the State Courts, 2.27 FTE were shifted from the Non-General Fund portion to the General Fund Portion of this budget. In order to meet constraint 2.0 Facility Security Officer FTE's were cut from the General Fund side of this program. This program offer is backfilling .27 FTE in the General Fund which was once covered by the State Courts funding.

Also, in order to match up with actual operations, 1.0 FTE was moved from FSO JJC Program Offer (60035D) to this program offer.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Elizabeth Daily

**Program Characteristics:**

**Executive Summary**

The Facility Security Officers (FSO's) who work the Jail Public Desks are often the only contact available to the public and professional persons requiring assistance with inmate business such as bail, visiting, inmate money and inmate property transactions. The FSO's also provide facility security and safety by controlling and monitoring foot and vehicular access to the lower levels of the Multnomah County Detention Center. FSO's provide public safety by their uniformed presence, facility patrols and the security screening of entrants into the jail areas. The core functions of the Facility Security Unit are public safety, assistance, security, and referral.

**Program Description**

FSO's provide the public contact point for persons, both the public and professionals (i.e. attorneys), who need to conduct inmate business such as visiting, bail, and inmate property and money transactions. FSO's help ensure public safety by acting as a uniformed deterrent to disruptions within the facility, and prevent the introduction of weapons or contraband into jail facilities through visitor screening. The Facility Security Unit (FSU) works closely with other agencies and MCSO units to facilitate inmate business transactions. People are often discouraged when trying to navigate through the criminal justice system, and FSO's provide person to person assistance to the public. The FSO's ensure continuity of jail operations by providing a safe environment for the public to transact their business. The effectiveness of our presence is seen in the low of persons excluded from visitor areas against the high number of service requests forms processed.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number into MCDC and MCIJ	189,462	174,512	169,026	175,000
Outcome	Number of service requests from jail	63,019	95,486	79,116	82,000
Outcome	Number of exclusions from MCDC and MCIJ	8	30	6	21

**Performance Measure - Description**

## Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,797,213	\$0	\$1,857,101	\$0
Contracts	\$348	\$0	\$353	\$0
Materials & Supplies	\$33,843	\$0	\$31,791	\$0
Internal Services	\$21,041	\$0	\$24,621	\$0
Total GF/non-GF:	<b>\$1,852,445</b>	<b>\$0</b>	<b>\$1,913,866</b>	<b>\$0</b>
Program Total:	<b>\$1,852,445</b>		<b>\$1,913,866</b>	
Program FTE	21.50	0.00	21.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60035B, MCSO Facility Security - Jails



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Elizabeth Daily

**Program Characteristics:**

**Executive Summary**

The Facility Security Unit (FSU) is the first visible resource for people requiring public safety assistance within the Multnomah County Library system. Part of the core functions of the FSU is to provide assistance in the area of public safety coupled with facility security. The presence of uniformed MCSO employees acts as a deterrent to disruptions and criminal activity within library facilities.

**Program Description**

The FSU is an integral part of the popular Multnomah County Public Library system. The FSU provides a resource for persons needing public safety assistance or information and referral to other public entities. The FSU provides both external and internal security for the Central Library, Midland, N. Portland, Holgate, Hollywood, and Gresham branch libraries. The presence of uniformed FSO's creates a sense of well being and safety for the citizens who use the libraries and the County employees working in the libraries. The libraries often experience problems with persons under the influence of drugs or alcohol, persons who are being disruptive, a transient population using the library as a safe haven, and persons who may pose a danger to the public and employees. The FSO's maintain security and provide a calm, secure atmosphere by handling all of these persons and situations in a professional and reasonable manner. The presence of uniformed FSO's enables the library patrons to enjoy the libraries and conduct their business in a safe and inviting atmosphere. The FSO's are a deterrent to disruptions and criminal activity in the libraries. The effectiveness of our work is seen in the low number of exclusions of person from the libraries to persons served.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of library patrons*	3,156,614	1,750,000	2,500,000	2,525,000
Outcome	FSO calls for enforcement back up	13	27	25	28

**Performance Measure - Description**

\*Numbers of patrons are from the Central Library and the Gresham, Holgate, N. Portland, Hollywood, Midland branches. Estimates are based on estimates from current entries.

## Legal/Contractual Obligation

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$710,427	\$0	\$730,953	\$0
Internal Services	\$3,038	\$0	\$624	\$0
<b>Total GF/non-GF:</b>	<b>\$713,465</b>	<b>\$0</b>	<b>\$731,577</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$713,465</b>		<b>\$731,577</b>	
Program FTE	7.00	0.00	7.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$723,053	\$0	\$731,577	\$0
<b>Total Revenue:</b>	<b>\$723,053</b>	<b>\$0</b>	<b>\$731,577</b>	<b>\$0</b>

## Explanation of Revenues

FSO Services for the Libraries:

Midland Branch 1.30 FTE X 74,816 (Avg Annual Rate) = 97,261

Central Branch 5.46 FTE X 74,816 (Avg Annual Rate) = 408,497 w/additional pay for Lead & Shift Relief at an additional \$17,080

N. Portland Branch .84 FTE X 74,816 (Avg Annual Rate) = 62,846

Gresham Branch .65 FTE X 74,816 (Avg Annual Rate) = 48,631

Holgate Branch .65 FTE X 74,816 (Avg Annual Rate) = 48,631

Hollywood Branch .65 FTE X 74,816 (Avg Annual Rate) = 48,631

This is all funded by the Library Fund.

## Significant Program Changes

Last year this program was: #60035C, MCSO Facility Security - Library

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Elizabeth Daily

**Program Characteristics:**

**Executive Summary**

The Facility Security Unit (FSU) is the first contact point for the public and for professional persons, such as attorneys and counselors, entering the Juvenile Justice Center (JJC). The core functions of the FSU include public safety and assistance, security, and referral. These functions are accomplished through one on one contact with the public, entry security screening, and knowledge of the criminal justice system. The presence of uniformed Facility Security Officers (FSO's) helps to deter both disruptions to court operations and criminal activity in the facility.

**Program Description**

The Facility Security Officers who work at the JJC are primarily responsible for creating a safe environment for the public, staff, and others who work or visit the JJC. This is done by security screening of all entrants into the facility via x-ray and magnetometer, the presence of uniformed FSO's, area patrols, and one on one contact with the public. Persons entering the JJC may be under the influence of drugs, alcohol, facing the loss of their children, or suffering some other life altering situations, such as time in jail. The FSO's provide a positive presence to assist these persons in successfully transacting their business at the JJC while keeping disruptions minimal. Disruptions and criminal activity interfere with facility and court operations. They also create difficulties for the families, staff and professional persons conducting court business. All of this can result in higher costs to the tax payer if court and facility functions are disrupted and need to be delayed or postponed. The effectiveness of our work is seen in the low ratio of exclusions from the JJC to the number of persons screened for entry.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of persons screened	55,146	60,162	53,650	55,000
Outcome	Number of exclusions	0	5	3	5

**Performance Measure - Description**

**Legal/Contractual Obligation**

ORS 206.010 – General duties of sheriff ORS 206.210 – Authority of sheriff over organization of office ORS 206.345 – Contracts with cities; authority under contract ORS 451.010 – Facility and services counties may provide by service district ORS 166.360 thru 166.380 – Possession of firearms, examination of devices and firearms ORS 137.308 thru 137.309 – Assessment Contracts with Central Library & Parenting Education Class, & State Court Subsidy

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$151,079	\$0	\$156,683	\$0
Total GF/non-GF:	<b>\$151,079</b>	<b>\$0</b>	<b>\$156,683</b>	<b>\$0</b>
Program Total:	<b>\$151,079</b>		<b>\$156,683</b>	
Program FTE	2.00	0.00	2.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

✔ **Significantly Changed**

**Last year this program was:** #60035D, MCSO Facility Security - JJC

In order to match up with actual operations, 1.0 FTE was moved from this program offer to Facilities Security - Courts Program Offer (60035A).

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Elizabeth Daily

**Executive Summary**

The Facility Security Unit (FSU) is the first, visible resource for public and professional assistance for persons entering the "one-stop" Gateway Center for Domestic Violence Services. The core functions of the FSU are public assistance, security, and entry screening. The presence of uniformed MCSO employees acts as a deterrent to disruptions and criminal acts within the Gateway Center facility.

**Program Description**

The FSU provides entry screening, court security, and public information for both the public and professionals transacting business at the Gateway Center facility. This is done by electronic screening, uniformed presence, and facility patrols. The FSU works closely with all of the various partners at domestic violence "one-stop" center to facilitate the needs of the citizens and staff entering the facility. Persons entering this facility may be under the influence of drugs or alcohol, be facing the loss of their children, or other life altering situations. The FSU is the first contact for citizens and professionals accessing the facility. The FSU provides security within the domestic violence "one-stop" facility so that people can safely transact business. The FSU, as an MCSO uniformed presence, is a deterrent to disruptions and criminal activities. The effectiveness of our work is seen in the low ratio of exclusions to the number of person screened. Disruptions and criminal activity interfere with the facility and domestic violence services and create difficulties for professionals and families who need to conduct transactions.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of persons screened	1,164	3,000	4,656	5,000
Outcome	Number of incidents reported	26	20	50	55

**Performance Measure - Description**

FY09-10 statistics are from opening 9/9/10 - not a full year of measurements because this is a new program.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$64,800	\$0	\$67,248	\$0
Total GF/non-GF:	<b>\$64,800</b>	<b>\$0</b>	<b>\$67,248</b>	<b>\$0</b>
Program Total:	<b>\$64,800</b>		<b>\$67,248</b>	
Program FTE	1.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60035E, MCSO Domestic Violence Gateway One Stop

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Linda Yankee

**Executive Summary**

The Corrections Division Classification Unit interviews every pretrial arrestee and sentenced offender coming into custody to determine appropriate housing based upon criminal charge, institutional behavior, risk, and programmatic needs.

**Program Description**

The Classification Unit is responsible for maintaining a classification system that provides housing configurations used to create safe separations for pretrial inmates and sentenced offenders of different risk and needs levels. Considering factors when determining appropriate housing for an inmate include the inmate's criminal charge, institutional behavior, risk, and programmatic needs. The Unit's primary goal is to operate an objective classification system that provides for separations between violent and non-violent offenders. This is a critical element to ensure that the jail meets a reasonable standard of care required by the United States Constitution.

The objective classification process is structured such that inmates who require special housing or have special needs are housed in an environment with inmates of like needs. Inmates who create the potential for compromising safety and security are housed in more restrictive environments with enhanced security as appropriate. The objective classification process is also designed to identify inmate's programmatic needs and provide adequate services and programs meant to aid the inmate in building positive life-skills with the ultimate goal of successful re-entry into the community.

The Classification Unit is also responsible to provide an inmate disciplinary process to maintain proper order in the jails, to promote human values, individual dignity, and socially desirable changes in attitude and behavior. Holding inmates accountable while under the Sheriff's supervision is critical to maintain order within the jail system. It also creates incentives for inmates to cooperate while in custody and maintains a safe work environment for employees and inmates.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of assaults on inmates agency wide	43	32	54	54
Outcome	Number of assaults on staff agency wide	67	56	64	64

**Performance Measure - Description**

Data based on number of assaults in MDCD and MCIJ.

### Legal/Contractual Obligation

The Sheriff is mandated by statute to maintain the local detention facility(s) within his jurisdiction. Local Detention Classification mechanisms are mandated to maintain safe and humane detention facilities by Statute and a multitude of case law.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$3,045,383	\$0	\$2,996,695	\$0
Materials & Supplies	\$16,864	\$0	\$19,141	\$0
Internal Services	\$16,411	\$0	\$16,061	\$0
Total GF/non-GF:	<b>\$3,078,658</b>	<b>\$0</b>	<b>\$3,031,897</b>	<b>\$0</b>
Program Total:	<b>\$3,078,658</b>		<b>\$3,031,897</b>	
Program FTE	22.00	0.00	21.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

Last year this program was: #60036A, MCSO Classification  
Cut 1.0 Corrections Tech during FY 11 Mid-year due to SB1145 Reductions.



**Lead Agency:** Sheriff

**Program Contact:** Byron Moore

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

MCSO Corrections Counselors provide services to pretrial inmates and sentenced offenders to enhance a safe and secure environment in the jails and to ensure compliance with statutory mandates. Counselor services include, but are not limited to assessment, case management, transition services, individual counseling, group programming, education, mental health, and re-entry services (through linkage with alcohol/drug, mental health, housing, employment and other providers in the community).

**Program Description**

Corrections Counselor's provide services to stabilize, effectively manage, and positively impact pretrial inmates and sentenced offenders. These services satisfy constitutional and statutory requirements, as well as assist inmates with their progression through the jail(most secure to least secure bed) and successful re-entry into the community.

Counselors assess needs and risk, placing those appropriate into work crews or community beds that address alcohol/drug, housing, mental health and other chronic needs. Counselors provide group programming, resource information and referral service, which by the development of community partnerships, link sentenced offenders to various community services to assist them in addressing their needs and issues. Counselors serve as liaisons between the inmates and jail staff (i.e. security, medical, records, auxiliary services, etc.) and outside individuals such as family, employers, attorneys, probation/parole officers, the court, and various social service providers. Counselors engage in individual counseling with inmates to reduce level of anxiety typical to those confined and to equip them with skills to successfully manage their behavior, thereby diffusing escalating behavior, especially for those suffering from serious mental health related issues.

Corrections Counselors provide services not only enhance opportunity for successful re-entry, they assist in providing a safe and humane housing environment for those confined and maximize the efficient and effective use of jail beds.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of orientations, intakes and assessments	2,200	2,200	3,745	3,750
Outcome	Number of offenders placed into community beds thus freeing up jail beds	460	460	234	200
Output	Offenders participating in group programming that decreases offender bookings	7,052	7,052	9,489	10,000
Output	Offenders participating in education programming (GED and high school diploma)	188	0	2,191	2,200

**Performance Measure - Description**

## Legal/Contractual Obligation

ORS 169.170 - Assignment of county prisoners to public works; ORS 343.035 - Educational requirements of incarcerated; ORS 336.187 - Educational reporting requirements for incarcerated. Legal Library access Johnson vs. Avery, 1969; Wolff vs. McDonnell, 1974; Bounds vs. Smith, 1977. Court Mandated Sentencing Orders - Requirement from Circuit Court to evaluate and refer to treatment or community placement programs.

Oregon Jail Standards:C02.04.03 - Mental health screening; G01.02.01 - Access to the courts, assisting; G01.02.02 - Access to the courts, communications; G01.02.03 -Access to the courts, while in segregation; G01.04.01 - Access to legal materials, written materials; G01.04.02 - Access to legal materials, law libraries; J03.01.01 -General education programs; J03.02.01 -Passive educational programs; J03.02.02 - Involving the Educational Service District (ESD); J03.03.01 - Staffing for educational programs; J03.03.03 - Utilizing community resources for educational programs; J04.02.01 - Rehabilitation treatment programs; J04.03.01 - Rehabilitation treatment programs, staffing; J04.04.03 - Utilizing community resources for treatment programs; J05.02.04 - Facility work assignments, convicted inmates. \*Oregon Jail Standards offer consistent policy to keep the corrections facilities/County from becoming more open to litigation.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$2,360,875	\$0	\$2,330,558	\$0
Contracts	\$43,781	\$0	\$46,514	\$0
Materials & Supplies	\$88,906	\$0	\$84,882	\$0
Internal Services	\$25,655	\$0	\$27,997	\$0
Total GF/non-GF:	<b>\$2,519,217</b>	<b>\$0</b>	<b>\$2,489,951</b>	<b>\$0</b>
Program Total:	<b>\$2,519,217</b>		<b>\$2,489,951</b>	
Program FTE	22.00	0.00	22.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

Last year this program was: #60037A, MCSO Inmate Programs

In order to meet constraint, 1.0 Corrections Counselor was cut in this program.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Jeffery Wheeler

**Program Characteristics:**

**Executive Summary**

The MCSO Corrections Emergency Response Team (CERT) and Crisis Negotiations Team (CNT) respond to emergency situations that represent an potential hazard to a facility, loss of life, serious injury to staff, inmates or the public or when significant property loss is imminent.

The mission of CERT/CNT is to deal with high risk, high liability situations in a safe and secure manner. Members receive specialized training to handle a large variety of emergencies in the safest way possible for both inmates and staff. When called upon, CERT/CNT will always strive to accomplish the stated objective through negotiations or tactical operations using only the most minimal amount of force necessary. CERT/CNT will always attempt to resolve all situations with no injuries to staff or inmates.

Protecting and preserving human life is the top priority for the MCSO CERT/CNT.

**Program Description**

The MCSO CERT/CNT consists of 1 CERT/CNT Commander, 1 CERT Team Leader, 3 CERT Assistant Team Leaders, 9 CERT members, 1 CNT Team Leaders and 4 CNT members.

CERT is divided into 3 teams of 4 members each. CNT is divided into 2 teams of 2 members each. All members of CERT/CNT are full time MCSO employees and are on call 24/7 (on a rotational basis) to respond to emergent situations. All CERT/CNT members only serve on an "On-Call" status; there are no full time CERT/CNT members. Program funding supports supplies, equipment and training exclusively.

CERT/CNT is used primarily to respond to incidents in an MCSO Corrections Facility, but may be called upon to respond to other County Facilities, such as Juvenile Detention Home, or to respond as mutual aid to another jurisdiction if requested.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of CERT/CNT call outs	5	5	8	8
Outcome	Number of training sessions completed for CERT members	10	10	12	10
Outcome	Number of training session completed for CNT members	10	10	9	10

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$105,860	\$0	\$107,167	\$0
Materials & Supplies	\$47,144	\$0	\$44,631	\$0
Internal Services	\$3,869	\$0	\$3,533	\$0
Total GF/non-GF:	<b>\$156,873</b>	<b>\$0</b>	<b>\$155,331</b>	<b>\$0</b>
Program Total:	<b>\$156,873</b>		<b>\$155,331</b>	
Program FTE	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60038, MCSO CERT/CNT

**Lead Agency:** Sheriff

**Program Contact:** Shawn Skeels

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** Backfill State/Federal/Grant

**Executive Summary**

The Sheriff's Office Inmate Work Crew provides opportunities for sentenced offenders to learn general labor and social responsibility while fostering a work ethic that aids in their reintegration into the community. Sentenced offenders who successfully complete this program receive a sense of self worth. This is accomplished while meeting the public's needs at a reduced cost to the taxpayers by freeing up jail beds in the form of reduced sentences for participating offenders.

**Program Description**

Each crew is typically composed of eight offenders supervised by a Corrections Deputy. Offenders are expected to be ready to work each morning, take directions, and work as part of a team. This program provides instruction on the proper use and maintenance of general landscaping tools and what type of personal protective equipment is necessary to safely complete the job. Offenders who successfully complete this program can be released early if it is part of the court order at time of sentencing. The early release of these minimum custody offenders gives the Sheriff another tool to effectively manage jail populations ensuring pretrial inmates who are dangerous offenders are not released prematurely into the community due to overcrowding.

Community service work is generally project-oriented. Most of these services are performed for agencies and non-profits that serve the homeless and other at-risk groups within the community. Crews have participated in community events such as Friends of the Library, Sand in the City, March of Dimes March for Babies and Race for the Cure to name a few. Work Crews help in the set up and removal of tents, chairs and activity areas used during these events. The donated time and labor of work crews supply an invaluable resource to ensure these events are successful. In addition, work crews offer an emergency labor force during natural or man-made disasters (i.e., sandbagging, removal of downed trees).

The majority of contracts are with Multnomah County, Oregon Department of Transportation, City of Portland and Metro Regional Government. Other agencies include the cities of Gresham, Maywood Park, Troutdale, Fairview and Wood Village. Public contracted work normally consists of roadside, bridgehead and park maintenance, landscaping and a concentrated effort on cleaning up illegal dumpsites and graffiti removal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Inmate escapes	0	0	0	0
Outcome	Number of contract hours	125,970	341,376	125,970	125,970
Output	Number of community service hours	6,630	8,552	6,630	6,630
Output	Percent of inmates who were recaptured (100% is no escapes)	100.0%	100.0%	100.0%	100.0%

**Performance Measure - Description**

Work crew hours of service were reduced due to reductions in budget. Contract hours are determined by contract, which have not changed between years.

## Legal/Contractual Obligation

Work Crews contract with METRO, Multnomah County and other governments.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$373,989	\$823,089	\$904,239	\$681,315
Contracts	\$9,580	\$5,120	\$9,724	\$5,120
Materials & Supplies	\$78,552	\$77,188	\$78,058	\$62,678
Internal Services	\$82,697	\$66,093	\$78,172	\$65,473
Capital Outlay	\$0	\$10,000	\$0	\$10,000
<b>Total GF/non-GF:</b>	<b>\$544,818</b>	<b>\$981,490</b>	<b>\$1,070,193</b>	<b>\$824,586</b>
<b>Program Total:</b>	<b>\$1,526,308</b>		<b>\$1,894,779</b>	
Program FTE	2.00	5.50	6.50	5.50
<b>Program Revenues</b>				
Indirect for dep't Admin	\$50,702	\$0	\$46,595	\$0
Fees, Permits & Charges	\$0	\$211,670	\$0	\$214,670
Intergovernmental	\$0	\$340,802	\$0	\$593,916
Other / Miscellaneous	\$0	\$429,018	\$0	\$16,000
<b>Total Revenue:</b>	<b>\$50,702</b>	<b>\$981,490</b>	<b>\$46,595</b>	<b>\$824,586</b>

## Explanation of Revenues

\$597,916 is for Services provided by the Inmate Work Crew. Currently have IGAs with several entities including ODOT, State of Oregon, City of Portland and Metro. These calculations are based on contractual agreements and actuals for the first 6 months of FY 2011.

\$16,000 for Interest Earned.

\$210,670 for Internal Service Reimbursements:

\$98,670-Reimb from Road Fund

\$20,000-Bridge Maint.

\$92,000-Facilities Mgmt W/C Svcs.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60039, MCSO Corrections Work Crews

There is 1.0 FTE position identified as backfill. In order to continue the community outreach projects, the Public Works Work Crew Deputy that was previously funded by SCAAP BWC is now in the General Fund portion of this program offer.

2.0 FTE are funded within the General Fund Constraint to match operations.

Moved 1.5 Corrections Deputies from MCIJ Program Offer due to operational workload.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Ronald Bishop

**Executive Summary**

This offer is for the operation of jail beds at the Multnomah County Detention Center. This includes beds for pretrial inmates and sentenced offenders requiring maximum security, as well as those with medical and psychological needs. MCDC, the only maximum-security facility operated by MCSO, supports local public safety and offender treatment systems. Option A opens 46 beds on the 4th floor and 18 beds in reception as well as establishing the necessary infrastructure for MCDC.

Medical, mental health and dental services at MCDC are provided for 46 male and female pretrial inmates and sentenced offenders in 6 housing areas on the 4th floor of MCDC including the Medical Infirmary, Mental Health Infirmary, Administrative Segregation, and Disciplinary housing and 24 hour emergency response, evaluation and treatment.

**Program Description**

The 448 maximum-security detention beds at MCDC are offered to support public safety and offender treatment systems by providing safe and humane pretrial or sentenced offender space. The facility includes services such as family and professional visiting, medical, video conferencing, counseling, law library, and religious/educational services to all those detained.

This offer includes the Administration and Support for the facility, jail services such as medical and transport, and resources for the operation of 46 beds. Ten beds serve those with special medical needs, 16 beds are for administrative segregation, 10 beds are mental health services, 18 beds are used in reception and 10 beds are for disciplinary use. This offer captures functions needed to open the jail.

The Sheriff's Office has statutory authority to maintain capacity population levels. In the event of a population emergency, arrestees may be forced released into the community. This offering, in conjunction with the MCIJ offering, will reduce the potential for emergency releases. Operational budget figures are derived from staffing and essential service functions mandated in safe and humane corrections standards.

The program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average daily inmate population MCDC total	391	389	404	400
Outcome	Inmate and staff assaults MCDC	57	70	66	70

**Performance Measure - Description**

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

## Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$7,836,930	\$0	\$7,992,173	\$0
Contracts	\$7,245	\$0	\$7,354	\$0
Materials & Supplies	\$563,531	\$0	\$622,312	\$0
Internal Services	\$2,826,842	\$0	\$2,696,954	\$0
Total GF/non-GF:	<b>\$11,234,548</b>	<b>\$0</b>	<b>\$11,318,793</b>	<b>\$0</b>
Program Total:	<b>\$11,234,548</b>		<b>\$11,318,793</b>	
Program FTE	63.24	0.00	59.60	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

Last year this program was: #60040A, MCSO MCDC Core Jail & 4th Floor  
 Moved 3.64 Corr Deputy FTE to other MCDC Program Offers to match actual operations.



**Lead Agency:** Sheriff

**Program Contact:** Ronald Bishop

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center, located on the 5th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

**Program Description**

The 5th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 5A and 5D modules have 32 individual cells each while the 5B and 5C modules have 16 each. The total floor capacity for the 5th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the inmate population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally, the safety of those incarcerated is paramount to staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 5th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average daily inmate population MCDC total	391	389	404	400
Outcome	Inmate and staff assaults	57	70	66	70

**Performance Measure - Description**

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

### Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$3,141,633	\$0	\$3,203,943	\$0
Contracts	\$3,623	\$0	\$3,677	\$0
Materials & Supplies	\$281,765	\$0	\$311,156	\$0
Internal Services	\$60,861	\$0	\$61,736	\$0
Total GF/non-GF:	<b>\$3,487,882</b>	<b>\$0</b>	<b>\$3,580,512</b>	<b>\$0</b>
Program Total:	<b>\$3,487,882</b>		<b>\$3,580,512</b>	
Program FTE	25.48	0.00	25.48	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

Last year this program was: #60040B, MCSO MCDC 5th Floor

**Lead Agency:** Sheriff

**Program Contact:** Ronald Bishop

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 6th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

**Program Description**

The 6th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 6A and 6D modules have 32 individual cells each while the 6B and 6C modules have 16 each. The total floor capacity for the 6th floor is 96 cells.

Working with our partners in Programs, Corrections Health and Mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 6th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average daily inmate population MCDC total	391	389	404	400
Outcome	Inmate and staff assaults MCDC	57	70	66	70

**Performance Measure - Description**

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

### Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,571,319	\$0	\$1,602,499	\$0
Contracts	\$1,811	\$0	\$1,838	\$0
Materials & Supplies	\$140,883	\$0	\$155,578	\$0
Internal Services	\$30,430	\$0	\$30,868	\$0
Total GF/non-GF:	<b>\$1,744,443</b>	<b>\$0</b>	<b>\$1,790,783</b>	<b>\$0</b>
Program Total:	<b>\$1,744,443</b>		<b>\$1,790,783</b>	
Program FTE	12.74	0.00	12.74	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

Last year this program was: #60040C, MCSO MCDC 6th Floor

**Lead Agency:** Sheriff

**Program Contact:** Ronald Bishop

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 7th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

**Program Description**

The 7th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 7A and 7D modules have 32 individual cells each while the 7B and 7C modules have 16 each. The total floor capacity for the 7th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 7th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average daily inmate population MCDC total	391	389	404	400
Outcome	Inmate and staff assaults MCDC	57	70	66	70

**Performance Measure - Description**

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

## Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$2,882,269	\$0	\$2,939,439	\$0
Contracts	\$1,811	\$0	\$1,838	\$0
Materials & Supplies	\$140,883	\$0	\$155,578	\$0
Internal Services	\$34,852	\$0	\$34,745	\$0
Total GF/non-GF:	<b>\$3,059,815</b>	<b>\$0</b>	<b>\$3,131,600</b>	<b>\$0</b>
Program Total:	<b>\$3,059,815</b>		<b>\$3,131,600</b>	
Program FTE	21.84	0.00	23.66	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

Last year this program was: #60040D, MCSO MCDC 7th Floor  
 Moved 1.82 Corr Deputy FTE from Offer A to this Program Offer to match actual operations.

**Lead Agency:** Sheriff

**Program Contact:** Ronald Bishop

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The offer is for the operation of 96 individual cells at the Multnomah County Detention Center located on the 8th floor of the facility. This area is monitored on a 24/7 basis and provides multiple services.

**Program Description**

The 8th floor of the Multnomah County Detention Center (MCDC) is a housing area in this maximum security facility. The floor contains a control center and four housing modules as well as some program space. The 8A and 8D modules have 32 individual cells each while the 8B and 8C modules have 16 each. The total floor capacity for the 8th floor is 96 cells.

Working with our partners in Programs, Corrections Health and mental health, various services are provided for the incarcerated population. Examples of services provided may include parenting classes, AA and NA and various educational programs to include GED attainment. A portion of this offer allows for inmate recreation, supervision and facility escorts.

While in the care of the Sheriff, persons incarcerated are provided medical treatment, dental services and mental health care if needed. Additionally the safety of those incarcerated is paramount to the staff. Suicide prevention procedures are reviewed and updated. The Prison Rape Elimination Act is strictly enforced, claims are investigated and prosecution is sought when violations are reported.

Funding of the 8th floor supports the role of public safety and the operations of the MCDC. In turn, funding for MCDC supports the mission of public safety working with the Multnomah County Inverness Jail (MCIJ). The Sheriff has statutory authority to release pretrial inmates in the event of a population emergency. Funding for MCDC and MCIJ aid the Sheriff in managing the incarcerated population and reduce the potential for emergency releases.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average daily inmate population MCDC total	391	389	404	400
Outcome	Inmate and staff assaults MCDC	57	70	66	70

**Performance Measure - Description**

Inmate and staff assault data do not include reception, as booking is a separate program offer. Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

## Legal/Contractual Obligation

Federal law, state statute and county charter mandate the Sheriff maintain the local detention facility(s) within the Sheriff's jurisdiction. Under the same laws, local detention facility managers are mandated to operate safe and humane facilities.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,939,332	\$0	\$1,977,950	\$0
Total GF/non-GF:	<b>\$1,939,332</b>	<b>\$0</b>	<b>\$1,977,950</b>	<b>\$0</b>
Program Total:	<b>\$1,939,332</b>		<b>\$1,977,950</b>	
Program FTE	16.38	0.00	18.20	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60040E, MCSO MCDC 8th Floor  
Moved 1.82 Corr Deputy FTE from MCDC Offer A to match actual operations.



**Lead Agency:** Sheriff  
**Program Offer Type:** Innovative/New Program  
**Related Programs:** 60040A

**Program Contact:** Ronald Bishop

**Program Characteristics:**

**Executive Summary**

This program offer adds 3.64 FTE to the MCDC staff, allowing for the creation of a housing area dedicated exclusively to all inmates assigned to suicide watch in the jail, regardless of gender, classification or needs. This change will improve the safety of inmates and reduce the non-budgeted overtime cost for the jail operation.

**Program Description**

In the core jail program offer there is currently one 24/7 post assigned for watching inmates that have been identified by either Corrections Health, security staff or through self-declaration or behavior as potentially suicidal. Since FY 2008, one post has not been enough to supervise all of the inmates assigned to a suicide watch classification. The staffing need has become so great for this function, due to both the number of inmates assigned and the varied locations they must be housed, that it is the primary driver of non-budgeted Corrections Division overtime. In order to reduce the use of overtime and improve efficiencies in the jail, inmates on suicide watch have now been consolidated into one area of the jail (4D Module on the 4th floor). Additional staffing is required for this function due to the displacement of the acute mental health population to another floor. However, the additional 3.64 FTE will decrease the overall cost of suicide watches by over \$200,000 per year as it is less staff than the 5.46 FTE needed for the non-budgeted extra post that has become necessary in past years.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Additional Suicide Watch Hours	0	0	8,758	5,839
Outcome	Cost efficiency for straight-time assignment	0	0	0	200,000

**Performance Measure - Description**

**Legal/Contractual Obligation**

Title 42 USC Section 1983, Oregon Revised Statute 169.076

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$0	\$437,320	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$437,320</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$437,320</b>	
Program FTE	0.00	0.00	3.64	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes**

Last year this program was:

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This program offer is for the operation of 166 beds at MCIJ. This is the first offer of 11 scalable levels (design capacity for MCIJ is 1037 beds). The MCIJ dorms are used to appropriately place inmates in the corrections system to ensure a safe, efficient operation of our jail network. Open dorm housing is structured to fit the needs of inmates who do not require special conditions for confinement, while maintaining safe and appropriate separations. MCIJ housing is based on a sound objective classification system.

Offer A is the base offer and includes 166 beds. MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. This offer includes a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

**Program Description**

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

Offer A opens 166 beds, with 156 general housing beds and 10 medical beds. Operations, Administration, Support and Jail Services, such as clinic, kitchen, and transport, are included in Offer A. Corrections deputies from MCIJ also supervise pretrial inmates and sentenced offenders under medical care at hospitals.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

## Legal/Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,989,169	\$8,083,065	\$1,958,357	\$7,823,320
Contracts	\$3,048	\$3,173	\$3,094	\$3,500
Materials & Supplies	\$975,241	\$30,519	\$1,045,591	\$40,835
Internal Services	\$2,915,623	\$590,032	\$2,886,145	\$674,799
Capital Outlay	\$10,800	\$0	\$10,962	\$0
<b>Total GF/non-GF:</b>	<b>\$5,893,881</b>	<b>\$8,706,789</b>	<b>\$5,904,149</b>	<b>\$8,542,454</b>
<b>Program Total:</b>	<b>\$14,600,670</b>		<b>\$14,446,603</b>	
Program FTE	13.86	63.71	13.40	59.80
<b>Program Revenues</b>				
Indirect for dep't Admin	\$452,627	\$0	\$480,234	\$0
Intergovernmental	\$6,519,700	\$8,706,789	\$6,584,597	\$8,542,454
<b>Total Revenue:</b>	<b>\$6,972,327</b>	<b>\$8,706,789</b>	<b>\$7,064,831</b>	<b>\$8,542,454</b>

## Explanation of Revenues

\$6,554,597 for US Marshal Beds (\$128.27 X 365 X 140 Beds)  
 \$30,000 for Bureau of Prisons. This calculation is based on actuals for the first 6 months of FY 2011.  
 \$146,843 for 1.0 FTE Corr Deputy for 3 CJC M57 beds plus OT and food costs.  
 \$395,611 for 3.0 FTE Corr Deputies for DOC M57 beds.  
 \$8,000,000 from SB1145. This is an estimate until there is confirmation from the State on what the actual amount will be.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60041A, MCSO MCIJ Dorms 10, 11 and 18  
 In order to meet constraint, 2.0 Corr Sergeant FTE were cut from this program.

Various FTE cuts throughout the MCIJ Program Offers in order to fund agency-wide re-organization.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This offer is for the operation of 150 beds at MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing, including a 10 bed infirmary for acute medical care. Medical response to emergencies is provided on a 24/7 basis.

**Program Description**

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

## Legal/Contractual Obligation

In accordance with state statute the Sheriff is required to maintain local detention facility(s). Oregon statutes mandate the operations of safe and humane detention facilities, which require sufficient staff to perform functions involving security, control, custody and supervision of all confined. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$2,811,460	\$0	\$2,769,697	\$0
Contracts	\$5,353	\$0	\$5,433	\$0
Materials & Supplies	\$97,881	\$0	\$103,150	\$0
Internal Services	\$56,686	\$0	\$56,679	\$0
Total GF/non-GF:	<b>\$2,971,380</b>	<b>\$0</b>	<b>\$2,934,959</b>	<b>\$0</b>
Program Total:	<b>\$2,971,380</b>		<b>\$2,934,959</b>	
Program FTE	18.20	0.00	20.02	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60041B, MCSO MCIJ Dorms 12 & 13

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Carol Hasler

**Program Characteristics:**

**Executive Summary**

This offer is for the operation 138 beds at the MCIJ.

These single cell dorms house inmates who create the potential for compromising safety and security. These dorm are more restrictive environments with enhanced security, as part of the objective classification system.

**Program Description**

This offer operates two dorms: one dorm is for 73 single cells and a second dorm for 65 beds. The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

✔ **Measure Changed**

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

## Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,701,294	\$0	\$1,676,594	\$0
Contracts	\$3,406	\$0	\$3,457	\$0
Materials & Supplies	\$91,870	\$0	\$97,334	\$0
Internal Services	\$30,966	\$0	\$30,962	\$0
Total GF/non-GF:	<b>\$1,827,536</b>	<b>\$0</b>	<b>\$1,808,347</b>	<b>\$0</b>
Program Total:	<b>\$1,827,536</b>		<b>\$1,808,347</b>	
Program FTE	14.56	0.00	12.74	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60041C, MCSO MCIJ Dorms 14 & 15



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This offer is for the operation of 54 beds at MCIJ.

This offer provides for two single cell disciplinary dorms at MCIJ, one for male and one for female housing. Disciplinary housing options are essential to the maintaining facility order, population management and re-engineering behavior for pretrial inmates and sentenced offenders at MCIJ.

**Program Description**

This offer funds two disciplinary dorms at Inverness. The male disciplinary dorm houses 31 offenders and the female disciplinary dorm houses 23 offenders.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

## Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$486,082	\$0	\$479,026	\$0
Contracts	\$973	\$0	\$988	\$0
Materials & Supplies	\$88,053	\$0	\$93,771	\$0
Internal Services	\$8,848	\$0	\$8,846	\$0
Total GF/non-GF:	<b>\$583,956</b>	<b>\$0</b>	<b>\$582,631</b>	<b>\$0</b>
Program Total:	<b>\$583,956</b>		<b>\$582,631</b>	
Program FTE	3.64	0.00	3.64	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60041D, MCSO MCIJ Dorms 16 & 17

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This offer is for the operation of 118 beds at MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

**Program Description**

This offer funds two additional dorms at Inverness jail. All 118 beds are general housing. Also funded in this offer are additional jail administration, support, and operations staff.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

## Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,944,337	\$0	\$1,916,110	\$0
Contracts	\$3,893	\$0	\$3,951	\$0
Materials & Supplies	\$92,633	\$0	\$98,047	\$0
Internal Services	\$35,390	\$0	\$35,385	\$0
Total GF/non-GF:	<b>\$2,076,253</b>	<b>\$0</b>	<b>\$2,053,493</b>	<b>\$0</b>
Program Total:	<b>\$2,076,253</b>		<b>\$2,053,493</b>	
Program FTE	15.86	0.00	14.56	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60041E, MCSO MCIJ Dorms 6 & 7

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This offer is for the operation of 118 beds at MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

**Program Description**

This offer funds two additional dorms at Inverness jail. All 118 beds are general housing.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

## Legal/Contractual Obligation

The Inverness Jail is established in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to confined offenders, pursuant to judgment of the courts. The jail administers its operation in an equitable manner, and in the least restrictive environment consistent with public safety. The facility serves as the central link for regional networking through the inmate transport system.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,215,211	\$0	\$1,197,568	\$0
Contracts	\$2,433	\$0	\$2,470	\$0
Materials & Supplies	\$90,344	\$0	\$95,909	\$0
Internal Services	\$22,119	\$0	\$22,115	\$0
Total GF/non-GF:	<b>\$1,330,107</b>	<b>\$0</b>	<b>\$1,318,062</b>	<b>\$0</b>
Program Total:	<b>\$1,330,107</b>		<b>\$1,318,062</b>	
Program FTE	9.10	0.00	9.10	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60041F, MCSO MCIJ Dorms 8 & 9

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This offer is for the operation of 59 beds at the MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

**Program Description**

This offer provides for the operation of an open dorm at MCIJ, housing the facility internal work crews.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

Data includes benchmarks for operating a County jail in accordance with federal, state and local standards.

### Legal/Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,711,531	\$0	\$1,688,092	\$0
Contracts	\$3,893	\$0	\$3,951	\$0
Materials & Supplies	\$49,370	\$0	\$51,874	\$0
Internal Services	\$29,630	\$0	\$29,626	\$0
Total GF/non-GF:	<b>\$1,794,424</b>	<b>\$0</b>	<b>\$1,773,543</b>	<b>\$0</b>
Program Total:	<b>\$1,794,424</b>		<b>\$1,773,543</b>	
Program FTE	14.56	0.00	14.56	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

Last year this program was: #600411, MCSO MCIJ Dorm 5



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Carol Hasler

**Executive Summary**

This offer is for the operation of 59 beds at the MCIJ.

MCIJ is a medium security, direct supervision corrections facility. Operation ensures the proper custody, control and supervision of detained pretrial inmates and sentenced offenders. Inverness supports program activities for pretrial inmates and sentenced offenders needing counseling, education, and mental health services to facilitate offender's successful transition back to the community and creates work opportunities for sentenced offenders.

Medical, mental health and dental services are provided to male and female general housing. Medical response to emergencies is provided on a 24/7 basis.

**Program Description**

This offer provides for the operation of a open dorm at MCIJ.

The Inverness Jail is a direct supervision, dormitory facility founded on the principles of re-engineering the responsibilities and behavior of inmates. The design and population of Inverness Jail are suited to the greatest opportunities for inmate programs, education and work opportunities.

The Inverness Jail is operated in accordance with applicable state statutes and regulations, with the goal of ensuring public safety by providing professionally managed detention services to pretrial inmates and sentenced offenders. The facility also serves as the central link for regional networking through the inmate transport system.

The Corrections Health program's mission is to ensure that inmates are not medically harmed during their jail stays, are medically and mentally stabilized, and are treated humanely. Suicide prevention is a primary goal.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Operation at 95% of capacity to ensure optimum use of beds thru system	96.0%	96.0%	95.0%	95.0%
Outcome	Number of inmate and staff assaults MCIJ	24	13	20	18

**Performance Measure - Description**

 **Measure Changed**

The 59 beds represented in this Program Offer, not only support the support unit's Output and Outcome performance measures shown above, but better ensures that future inmate population matrixing will not occur.

Data include all High (unprovoked physical attack, staff assault, new charged, weapon used, injury), Medium (attempt assault, throw item at person), and Low (incidental staff contact, aggressive contact) severity inmate and staff assaults.

The performance measure "Average daily inmate population" has been changed to "Operation of the facility at 95% of capacity to ensure optimum use of beds throughout the system."

### Legal/Contractual Obligation

In accordance with State statutes the Sheriff is required to maintain local detention facility(s) and mandates safe and humane detention facilities, which require sufficient staff to perform all custodial functions. Mandates include provisions for legal confinement, clothing, bedding, nutritional food, medical services, legal access, sanitation, life safety compliance, offender responsibility of conduct, exercise of religion, educational and work programs.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$610,007	\$0	\$601,887	\$0
Contracts	\$1,460	\$0	\$1,482	\$0
Materials & Supplies	\$45,554	\$0	\$48,312	\$0
Total GF/non-GF:	<b>\$657,021</b>	<b>\$0</b>	<b>\$651,681</b>	<b>\$0</b>
Program Total:	<b>\$657,021</b>		<b>\$651,681</b>	
Program FTE	6.46	0.00	5.46	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

### Significant Program Changes

Last year this program was: #60041H, MCSO MCIJ Dorm 4

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Linda Yankee

**Program Characteristics:**

**Executive Summary**

Close Street is an intensive custody and supervision program which provides services to pretrial arrestees and sentenced offenders. This program supports both offender accountability and reentry of the offender into the community while increasing available jail beds.

**Program Description**

This intensive custody and supervision program supports offender accountability while transitioning pretrial and sentenced offenders out of scarce jail beds. Close Street Supervision provides intensive, individualized supervision and management of multiple need pretrial offenders at the direction of the court; offenders otherwise considered ineligible for pretrial release. This program holds offenders accountable, and reduces risk to the community by supporting a continuum of custodial services to pretrial arrestees and some sentenced offenders. By assessing a broader band of the custody population for program suitability, expanding case management and supervision, subsidizing participation when indicated, and providing immediate consequences for program failures, this program supports and enhances community safety

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Average number of supervised people per month	154	175	159	159
Outcome	Percent of population completing the program	84.0%	80.0%	88.0%	88.0%

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,106,516	\$0	\$1,113,469	\$0
Contracts	\$56,000	\$0	\$36,840	\$0
Materials & Supplies	\$20,240	\$0	\$29,447	\$0
Internal Services	\$39,486	\$0	\$38,381	\$0
Total GF/non-GF:	<b>\$1,222,242</b>	<b>\$0</b>	<b>\$1,218,137</b>	<b>\$0</b>
Program Total:	<b>\$1,222,242</b>		<b>\$1,218,137</b>	
Program FTE	9.00	0.00	9.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60043A, MCSO Close Street

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Bobbi Luna

**Executive Summary**

The Volunteer Services program enables the Multnomah County Sheriff's Office to achieve its organizational mission of providing quality, cost effective prevention, intervention, and detention services to the community. The nearly 200 volunteers, interns, and community partners overseen by this unit share their time and expertise to enhance services both in our community and for pretrial inmates and sentenced offenders under the supervision of the Sheriff. [Note: Search and Rescue, Reserve Deputies, and Jail Chaplain Volunteers are not part of this program.] Through their involvement, volunteers support and enhance MCSO operations in all three agency divisions - law enforcement, corrections, and business services - and become involved citizens gaining an in-depth understanding of the criminal justice system and its unique challenges. Additionally, the development and support of placements benefits the agency recruiting efforts for future employment needs.

**Program Description**

The Volunteer Services program provides for recruitment, interviews, backgrounds, training, placement, and recognition to sustain a core base of nearly 200 volunteers, interns, and community partners supporting MCSO operations. Due to the nature of the duties involved in most placements, it is necessary to conduct an in-depth background review process prior to assignment, and additional, ongoing review to ensure compliance with agency and county policies and procedures and to ensure the safety and security of operations. By carefully monitoring the agency's needs, Volunteer Services moves quickly to find professionals willing to share their time and expertise with the Sheriff's Office. Placement opportunities may include involvement in jail programs such as education services, domestic violence prevention and safety planning, employment resources and transition services, alcohol/drug prevention and education, and 12-step meetings, which assist with transition services and the reduction of tensions with a facility/housing area. Other agency placement opportunities include assignments with planning and research, River Patrol, Cold Case Team detectives, Enforcement Records and Support Records, clerical and data entry, interpreting and translation support, and fiscal, IT, and logistics services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Service hours contributed by MCSO volunteers, interns and community partners	12,205	10,200	11,000	11,000
Outcome	Dollar value savings resulting from contributions of volunteer time	254,474	206,558	229,350	229,350
Output	Number of applicant inquiries and pre-screening reviews	242	160	255	225
Outcome	Number of MCSO work units supported by volunteers, interns, community partners	16	20	15	15

**Performance Measure - Description**

In conjunction with the Points of Light Foundation, the Independent Sector bases the value of volunteer time on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls (as determined by the Bureau of Labor Statistics). Independent Sector takes this figure and increases it by 12 percent to estimate for fringe benefits. the Independent Sector hourly valuation of volunteer time increased in 2009 to \$20.85 from the previous valuation of \$20.25 in 2008. (Based on this change, the projected FY10/11 Current Year Purchased valuation of volunteer time is \$212,670, calculated at the new 2009 rate; the FY11/12 offer reflects the 2009 rate pending any announced increase for 2010.)

Inquiries and prescreening reviews provide an opportunity to engage citizen involvement and utilize resources and talents of professionals, students, and retirees. Adequately screening applicants ensures the safety and security of agency operations and assists with ensuring positive placement for applicants.

In 2010, nearly 200 volunteers contributed 12,909 hours valued at \$269,153 and supported 16 MCSO units at five agency locations. Volunteer Services provides units with the opportunity to embark on new activities or expand and enhance existing ones.

**Legal/Contractual Obligation**

Compliance monitoring of PREA (Prison Rape Elimination Act) and Harassment and Discrimination policies

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$124,928	\$0	\$52,763	\$0
Materials & Supplies	\$4,166	\$0	\$4,003	\$0
Internal Services	\$16,014	\$0	\$43	\$0
Total GF/non-GF:	<b>\$145,108</b>	<b>\$0</b>	<b>\$56,809</b>	<b>\$0</b>
Program Total:	<b>\$145,108</b>		<b>\$56,809</b>	
Program FTE	1.30	0.00	0.50	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues****Significant Program Changes** **Significantly Changed****Last year this program was: #60044, MCSO Volunteers**

In order to meet constraint, 1.0 backgrounder was cut from this program and from HR:

Volunteers - .80 FTE

HR - .20 FTE

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** Michael Shults

**Program Characteristics:**

**Executive Summary**

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, commissary and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates.

**Program Description**

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including the purchase of commissary items. The revenues from commissary and phones provide additional services including chaplains, recreational items, tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at low pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output		0	0	0	0
Outcome		0	0	0	0

**Performance Measure - Description**

**Legal/Contractual Obligation**

Charter 6.50(1)  
Operational Procedures 06.106.010 – 06.106.088

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$394,173	\$0	\$279,367
Contracts	\$0	\$77,464	\$0	\$77,464
Materials & Supplies	\$0	\$29,532	\$0	\$44,532
Internal Services	\$0	\$130,846	\$0	\$130,652
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$632,015</b>	<b>\$0</b>	<b>\$532,015</b>
<b>Program Total:</b>	<b>\$632,015</b>		<b>\$532,015</b>	
Program FTE	0.00	4.00	0.00	3.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$32,985	\$0	\$30,432	\$0
Fees, Permits & Charges	\$0	\$512,015	\$0	\$512,015
Other / Miscellaneous	\$0	\$120,000	\$0	\$20,000
<b>Total Revenue:</b>	<b>\$32,985</b>	<b>\$632,015</b>	<b>\$30,432</b>	<b>\$532,015</b>

**Explanation of Revenues**

\$12,000 are for Charges for Services which include Hygiene Kits, Copies, Records Requests, Hearings Fees, Statement Requests and Food Handlers Certification. This calculation is based on actuals during the first 6 months of FY 2011.

\$500,005 is for T-Netix Inmate Phone Commission. This calculation is based on actuals during the first 6 months of FY 2011.

\$10,000 is for interest earned.

\$10,000 is for disciplinary fines.

**Significant Program Changes**

✔ **Significantly Changed**

**Last year this program was:** #60019, MCSO Inmate Welfare & Commissary

Last year, Inmate Welfare and Commissary were combined in one Program Offer. This year, they appear as two distinct Program Offers.

There is a decrease in the overall revenue for Inmate Welfare for FY 2012 because there is no carry-over funds anticipated for FY 2012, compared to FY 2011's anticipated Carry-over amount being \$100,000.

In order to balance the Inmate Welfare fund, 1.0 Corrections Counselor FTE was cut from this program.



**Lead Agency:** Sheriff

**Program Contact:** Linda Yankee

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** One-Time-Only Request, Backfill State/Federal/Grant

**Executive Summary**

This offer purchases continued funding of a Corrections Sergeant to establish intelligence-gathering and intervention methodology regarding human trafficking as it is proliferated among jail inmates, to include the establishment of a screening instrument to identify at-risk pretrial inmates and sentenced offenders. This Sergeant collaborates with the Oregon Human Trafficking Task Force to both aid in prosecution of Human Trafficking crimes and intervene with victims while in custody.

**Program Description**

A trend has been identified among the jail population whereby at-risk inmates are being used as a commodity by being identified and passed once out of custody to persons involved in crime types including coercion, prostitution, promoting prostitution, sex abuse and contributing to the delinquency of a minor. This offer would continue funding of a Corrections Sergeant to develop intelligence collection, organization and dissemination operations targeting human trafficking activities inside the jails. The Corrections Sergeant would share names and information with the Oregon Human Trafficking Task Force regarding intelligence gathered on potential perpetrators, establish a data-base module for tracking and information dissemination and develop a screening instrument to quickly identify at-risk inmates and connect those inmates with in-jail programs and intervention/transition services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	In Custody Victims Identified	0	41	82	82
Outcome	Juvenile Victims Identified	0	6	12	12
Outcome	Involved Cases Prosecuted	0	14	28	28
Outcome	Involved Cases Pending Prosecution	0	10	20	20

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>	<b>Proposed General Fund</b>	<b>Proposed Other Funds</b>
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$0	\$149,918	\$0
Materials & Supplies	\$0	\$0	\$10,765	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,683</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$160,683</b>	
Program FTE	0.00	0.00	1.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

**Last year this program was:**

Last year this program was funded by SCAAP Carry-over.

**Lead Agency:** Sheriff

**Program Contact:** Jason Gates

**Program Offer Type:** Administration

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Enforcement Division administration provides administrative leadership and strategic direction to the Sheriff's Office Enforcement Division. The Division administration develops Sheriff's policies and directives into the Enforcement program offerings that serve the public here in Multnomah County.

**Program Description**

The Enforcement Division is responsible for the protection of life and property and for enforcement of the Oregon Criminal Code and County Ordinances. Enforcement Division provides police and marine patrol, investigative services, civil process services, and participates in multi-agency task forces. The Enforcement Division also collaborates with County Emergency Management to plan and staff emergency operations. The programs operated by these divisions address all the major factors in citizens feeling safe at home, work, school and play – namely the public safety system, social conditions and communities. The programs offered hold offenders accountable for their actions, provide for treatment and rehabilitation resources, education and leverage collaboration with other community safety system providers. Division Directors are responsible for policy development, the assignment of resources, and oversight for all Division functions. They provide supervision, coordination, and management to the Divisions.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Percent performance measurements met in Division	86.0%	90.0%	90.0%	90.0%
Outcome	Number of voluntary resignations	8	2	0	0

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$777,300	\$0	\$554,752	\$0
Contracts	\$95,806	\$0	\$77,243	\$0
Materials & Supplies	\$106,912	\$232,992	\$109,931	\$229,906
Internal Services	\$202,967	\$17,008	\$183,733	\$20,094
<b>Total GF/non-GF:</b>	<b>\$1,182,985</b>	<b>\$250,000</b>	<b>\$925,659</b>	<b>\$250,000</b>
<b>Program Total:</b>	<b>\$1,432,985</b>		<b>\$1,175,659</b>	
Program FTE	4.00	0.00	3.00	0.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$13,047	\$0	\$14,300	\$0
Intergovernmental	\$0	\$250,000	\$0	\$250,000
<b>Total Revenue:</b>	<b>\$13,047</b>	<b>\$250,000</b>	<b>\$14,300</b>	<b>\$250,000</b>

## Explanation of Revenues

\$250,000 from Telephone tax to be used for 911/Communications costs. This amount is based on the actual amounts received for the last several years.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60060, MCSO Enforcement Division Admin  
 In order to meet constraint, 1.0 Captain FTE was cut from this program.

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** Becky Child

**Program Characteristics:**

**Executive Summary**

Enforcement Support maintains law enforcement reports for the Enforcement Division and performs all County warrant entry on a 24/7 basis. Staff also arranges extraditions for persons arrested due to warrants. Furthermore, they provide clerical support to Civil Process, Alarms Ordinance, and Concealed Handgun Permitting (shown as separate offers).

**Program Description**

In cooperation with the Courts, Enforcement Support enters all County-wide protective orders and warrants into LEDS and NCIC, the statewide and national databases, which then furnishes officers statewide and nationally with relevant information to act upon, carrying out their necessary duties, contributing to a safer community. They also coordinate with neighboring Public Safety agencies on the service of warrants outside of Multnomah County.

In order for the Law Enforcement and Civil Deputies to perform their duties well, Enforcement Support must also perform their duties well. Deputies depend on the Enforcement Support to provide relevant and most up-to-date information in order to make an educated decision on how to follow through on any given situation. Enforcement Support members deliver information to the public both in person and through telecommunications.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of warrants received and entered	18,854	15,929	15,000	15,000
Outcome	Number of protective orders received and entered	2,580	2,800	2,500	2,500
Output	Number of law enforcement records entered	8,593	0	8,500	8,500
Output	Number of LEDS/NCIC records validated (PO, Warrants, Others)	10,420	22,078	23,000	23,000

**Performance Measure - Description**

✔ **Measure Changed**

"Number of law enforcement records entered" is a new measure. It replaces "Number of towed vehicles processed and released."

## Legal/Contractual Obligation

ORS 206.010 General duties of sheriff. (3) Execute the process and orders of the courts of justice or of judicial officers, when delivered to the sheriff for that purpose, according to law. (4) Execute all warrants delivered to the sheriff for that purpose by other public officers, according to law.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$2,050,309	\$0	\$2,084,733	\$0
Contracts	\$12,395	\$0	\$12,581	\$0
Materials & Supplies	\$48,215	\$0	\$49,123	\$0
Internal Services	\$30,410	\$0	\$29,545	\$0
Total GF/non-GF:	<b>\$2,141,329</b>	<b>\$0</b>	<b>\$2,175,982</b>	<b>\$0</b>
Program Total:	<b>\$2,141,329</b>		<b>\$2,175,982</b>	
Program FTE	25.00	0.00	25.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$40,000	\$0	\$40,000	\$0
Total Revenue:	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>

## Explanation of Revenues

\$30,000 for Tow Fees. This calculation is based on actuals of the first 6 months of FY 2011.

\$10,000 for Report Requests. This calculation is based on actuals of the first 6 months of FY 2011.

## Significant Program Changes

Last year this program was: #60061, MCSO Enforcement Support

**Lead Agency:** Sheriff **Program Contact:** Mark Matsushima  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

The Patrol Unit protects citizens residing and/or recreating in unincorporated Multnomah County by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education throughout the communities. Patrol provides emergency preparedness, assistance and intervention as part of the treatment service continuum. Patrol deputies and sergeants engage in community based policing principles and frontline human services while providing safety to citizens.

**Program Description**

Patrol provides 24/7 protection of life and property for visitors and residents living in the unincorporated areas of Multnomah County. They provide protection services by responding to service calls through the 911 system, non-emergency dispatch or self-initiated field activities. Deputies are the first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and use problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health and mental health services. Traffic safety through education and intervention provides safe streets and highways to access commerce and recreation opportunities for the community. A visible public safety system is critical for citizens in feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety. The Patrol Unit works actively with citizen groups and neighborhood associations to develop agreed upon response plans for identified problems. The Patrol Unit provides the introduction of county wide social service programs to the community.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Calls for service	80,939	80,000	73,422	80,000
Outcome	Number of arrests generated from calls for service	2,938	3,000	2,792	3,000
Outcome	Average response time (minutes)	14	15	15	15

**Performance Measure - Description**

Calls for service includes self initiated and dispatched incidents. Response time is for dispatched calls only.

Patrol calls for service increased in FY09-10 due to the policy change of logging "extra patrol" (which includes patrol in contract cities) as a self initiated call.

## Legal/Contractual Obligation

ORS 206.010, General duties of sheriff ORS 204.635, Deputies of sheriff; special appointment, authority of; liability of ORS 206.210, Authority of sheriff over organization of office ORS 206.345, Contracts with cities, authority under contract ORS 401.560, Search and Rescue, responsibilities of sheriff.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$5,183,040	\$148,437	\$5,144,515	\$165,530
Contracts	\$2,164	\$0	\$2,196	\$0
Materials & Supplies	\$99,599	\$25,163	\$97,836	\$26,438
Internal Services	\$471,150	\$12,672	\$610,420	\$15,028
Total GF/non-GF:	<b>\$5,755,953</b>	<b>\$186,272</b>	<b>\$5,854,967</b>	<b>\$206,996</b>
Program Total:	<b>\$5,942,225</b>		<b>\$6,061,963</b>	
Program FTE	37.70	0.30	36.70	0.30
Program Revenues				
Indirect for dep't Admin	\$9,722	\$0	\$10,695	\$0
Intergovernmental	\$392,014	\$89,943	\$399,854	\$119,996
Other / Miscellaneous	\$0	\$96,329	\$0	\$87,000
<b>Total Revenue:</b>	<b>\$401,736</b>	<b>\$186,272</b>	<b>\$410,549</b>	<b>\$206,996</b>

## Explanation of Revenues

\$31,899 for Patrol Svcs in the City of Maywood Park. This amount is based on an agreement between the Sheriff's Office and the City of Maywood Park.

\$367,955 for Patrol Svcs in the City of Wood Village. This amount is based on an agreement between the Sheriff's Office and the City of Wood Village.

\$7,000 for reimbursement for past hazardous materials activities from the Oregon Fire Marshal. This calculation is based on past activity.

\$32,996 for Patrol Svcs in US Forest areas within Multnomah County. this amount is based on an agreement between the Sheriff's Office and the US Forest Service.

\$20,000 for Bullet-proof vest grant. This amount is based on past activity.

\$30,000 is carry-over from NIMS Grant. This is what is anticipated to be carried-over to FY 12 when looking at the expenditure trend for the past 2 fiscal years.

\$60,000 for patrol svcs for ODOT (Oregon Department of Transportation) Construction Zones. This amount is based on agreements between the Sheriff's Office and ODOT.

\$25,000 from Seat Belt Grant and \$32,000 from DUII Grant. Both are from OSSA (Oregon State Sheriff's Assoc). The amounts are based on past activity.

## Significant Program Changes

 Significantly Changed

**Last year this program was:** #60063A, MCSO Patrol

Enhanced citizen patrol program in Corbett was developed to compliment MCSO Patrol efforts in decreasing vehicle break-in crime along the Historic Hwy.

1.0 Enforcement Deputy FTE was moved from this program offer to The Training Unit Program Offer which is in the Business Services Division.



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Mark Matsushima

**Executive Summary**

The Civil Unit is the enforcement arm of the civil and probate court system. Notice and enforcement actions originate through the civil, probate, and family courts and are processed through the delivery and services made by this unit. Civil enforcement actions are statutorily mandated to the Sheriff.

**Program Description**

The Civil Unit is the ministerial arm of the Circuit Court. All court actions are initiated through a written notification to parties of a pending action and these documents are delivered by the Civil Unit. Through the Civil Unit, court orders to seize and sell property, satisfy landlord/tenant actions, and enforce child custody disputes are enforced in an objective, fair, and equitable manner in compliance with Oregon statutes and rules on civil procedure. Through probate court, families, police officers and other interested parties seek involuntary commitment for allegedly mentally ill persons suffering from episodes so debilitating that they are a danger to themselves or others. The Civil Unit deputy locates, transports, and provides security for the person and the court. When domestic violence threatens the family unit, deputies in the Civil Unit serve domestic violence restraining orders to protect family members from violence and aggressive behavior.

Civil Unit deputies experience incidents of physical resistance when performing their duties. In particular, evictions may involve subjects who barricade themselves requiring a substantial dedication of resources and time. Often times, these incidents require the skill of the Multnomah County Special Weapons and Tactics Team to perform a measured response tactical entry into the residence to execute the eviction while providing safety for nearby citizens. Persons subject to the court's orders have threatened to kill uniformed staff, displayed firearms, discharged firearms, and fortified apartments and homes to prevent the court action. It is routine for persons to hide within dwellings to avoid being contacted by civil deputies. A balanced public safety system provides citizens the ability and right to address their grievances in a safe, fair and equitable manner.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of individuals served through civil process	14,756	14,300	14,300	14,300
Outcome	Percent successfully served documents	80.0%	80.0%	80.0%	80.0%
Outcome	Percent protective orders served	80.0%	80.0%	80.0%	80.0%
Outcome	Number of evictions	750	734	738	750

**Performance Measure - Description**

**Legal/Contractual Obligation**

ORS 107.720-730, 206.010-070 and 180, 433.355, 93.530 and Chapter 23. Oregon Rules on Civil Procedure Rule 7

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,487,947	\$0	\$1,528,041	\$0
Contracts	\$1,082	\$0	\$1,098	\$0
Materials & Supplies	\$38,326	\$0	\$37,854	\$0
Internal Services	\$102,183	\$0	\$120,281	\$0
<b>Total GF/non-GF:</b>	<b>\$1,629,538</b>	<b>\$0</b>	<b>\$1,687,274</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,629,538</b>		<b>\$1,687,274</b>	
Program FTE	13.50	0.00	13.00	0.00
<b>Program Revenues</b>				
Fees, Permits & Charges	\$132,000	\$0	\$150,000	\$0
Intergovernmental	\$176,300	\$0	\$196,500	\$0
<b>Total Revenue:</b>	<b>\$308,300</b>	<b>\$0</b>	<b>\$346,500</b>	<b>\$0</b>

**Explanation of Revenues**

\$150,000 is for Civil Process Fees  
 \$191,500 is for Circuit Court Revenue  
 \$5,000 is for State reimbursement for Extraditions.

All are based on several years of actuals collected.

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60064, MCSO Civil Process

2.5 vacant Civil Deputy positions were converted to 2.25 Enforcement Deputies in order to more readily handle the scope of disciplines needed for the Civil Process Unit.

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Brett Elliott

**Executive Summary**

The Sheriff's River Patrol Unit partners with the Oregon State Marine Board, the Port of Portland, U.S. Coast Guard to provide safe commercial and recreational access and passage to the county's 110 miles of waterways along the Columbia River, Willamette River, Sandy River and Multnomah Channel. The River Patrol Unit provides law enforcement and search and rescue services to all river, lake, shoreline and island locations in Multnomah County.

**Program Description**

The River Patrol Unit provides protection and intervention for the numerous county moorages, marinas, and houseboat communities. The country's fifth largest port requires unobstructed ingress and egress of commercial ship movement into the region. Marine deputies respond to all life threatening marine calls for service such as boat collisions, drownings, missing persons, and environmental hazards. Deputies provide boater safety, education, and intervention through classroom, boat inspection and enforcement activities. It is crucial for the local economy that cargo vessels, carrying consumer products, efficiently transport these goods in a timely and efficient manner. In FY 2010, the Port of Portland moved over twelve million tons of cargo through its facilities. Community livability contributes to a thriving economy and access to work, cultural and recreational activities is an important element of a thriving economy. The River Patrol Unit participates in regional multi-agency marine security drills to promote efficient coordination of first responder resources. This unit provides critical infrastructure security protection along Multnomah County waterways. The Oregon State Marine Board contributes approximately 1/3 of the funding needs for the Sheriff's Office River Patrol. River patrol is key to emergency preparedness on/near the regional waterways; they participate in numerous agency collaborations and are a significant function to a visible public safety system.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Hours of community water safety education	80	75	70	75
Outcome	Number of citizens issued boater examination reports, warning, and citations	3,694	3,356	3,585	3,356

**Performance Measure - Description**

Data from Oregon State Marine Board LE Coordinator Dale Flowers (503-378-2613). "Number of citizens issued boater examination reports, warning, and citations" includes the following boater contact types: HIN Insp, Pass MTR, Fail w/warn MTR, Fail w/cite MTR, Pass NM, Fail w/warn NM, and Fail w/cite NM. Education data are estimates based on 2010 data.

## Legal/Contractual Obligation

Patrol operates under ORS Chapter 830 and contracts with the Oregon State Marine Board.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$1,430,059	\$651,669	\$1,449,657	\$650,309
Contracts	\$16,927	\$0	\$17,181	\$0
Materials & Supplies	\$32,504	\$50,090	\$72,138	\$37,559
Internal Services	\$191,381	\$51,228	\$182,008	\$60,119
Capital Outlay	\$81,826	\$0	\$83,053	\$0
Total GF/non-GF:	<b>\$1,752,697</b>	<b>\$752,987</b>	<b>\$1,804,037</b>	<b>\$747,987</b>
Program Total:	<b>\$2,505,684</b>		<b>\$2,552,024</b>	
Program FTE	9.32	5.43	9.75	5.25
<b>Program Revenues</b>				
Indirect for dep't Admin	\$39,299	\$0	\$42,785	\$0
Fees, Permits & Charges	\$0	\$20,000	\$0	\$35,000
Intergovernmental	\$0	\$732,987	\$0	\$712,987
Other / Miscellaneous	\$1,400	\$0	\$1,400	\$0
<b>Total Revenue:</b>	<b>\$40,699</b>	<b>\$752,987</b>	<b>\$44,185</b>	<b>\$747,987</b>

## Explanation of Revenues

\$1,400 for State Fuel Tax Rebate. This amount is based on the actuals for the last several years.

\$20,000 Reimb for boat fuel from other jurisdictions. This amount is based on actuals for the last several years.

\$15,000 Patrol Svcs for Government Isl contract.

\$712,987 for Patrol Services in Multnomah County Waterways for the Oregon State Marine Board. This amount was stated in a memo received from OMB on 12/09/10.

## Significant Program Changes

Last year this program was: #60065A, MCSO River Patrol

**Lead Agency:** Sheriff

**Program Contact:** Ned Walls

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program provides for investigation of all crimes, including those involving homicide, sexual assault, burglary, fraud and theft to citizens and business, crimes against children, the elderly and property crimes.

County-wide services provided by the Sheriff's Office includes investigations of crimes committed against children by use of technology (INTERCEPT).

**Program Description**

Detectives investigate all crimes that are not concluded by patrol deputies. The Detective Unit is responsible for responding to the scenes of crimes, conducting preliminary and follow-up investigations, preparing the required investigative reports, preparing an analysis of the report, apprehending the suspect, preparing the case for a successful prosecution, and testifying in court. The MCSO Detectives are part of the East County Major Crimes Team. The Countywide Investigation program funds the Sheriff's Office participation in several inter-agency teams. These teams are able to pool resources and leverage personnel for more effective results.

The INTERCEPT detective works in a multi-Sheriff Office and Department of Justice team in the tri-county jurisdiction. This detective investigates state and federal laws relating to crimes against children, child pornography, child exploitation and the use of computers to promote these crimes.

The Elder Abuse detective also works in a multidisciplinary team that works together to help keep seniors safe and investigates crimes against the elderly. The primary purpose of the Elder Abuse Detective is to help victims – current victims, future victims, potential victims. When elders are financially abused the best way to help them is to give them a sense of justice through effective investigation and prosecution which can result in restitution as part of the judgment. This detective works directly and is housed with Multnomah County Adult Protective Services.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total cases investigated	1,492	1,186	1,200	1,200
Outcome	Total cases cleared	1,106	822	450	800
Output	Person crime cases investigated	268	257	160	250
Outcome	Person crime cases cleared	142	139	100	150

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$986,651	\$96,043	\$1,030,935	\$59,032
Contracts	\$5,535	\$1,864	\$7,105	\$1,840
Materials & Supplies	\$19,441	\$0	\$26,056	\$0
Internal Services	\$99,975	\$2,326	\$94,171	\$160
<b>Total GF/non-GF:</b>	<b>\$1,111,602</b>	<b>\$100,233</b>	<b>\$1,158,267</b>	<b>\$61,032</b>
<b>Program Total:</b>	<b>\$1,211,835</b>		<b>\$1,219,299</b>	
Program FTE	6.75	2.25	7.00	1.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$1,784	\$0	\$114	\$0
Intergovernmental	\$0	\$98,233	\$0	\$59,032
Other / Miscellaneous	\$0	\$2,000	\$0	\$2,000
<b>Total Revenue:</b>	<b>\$1,784</b>	<b>\$100,233</b>	<b>\$114</b>	<b>\$61,032</b>

## Explanation of Revenues

\$2000 from carry-over of donations to the Cold Case Unit.

\$29,516 from the CSPP (Child Sexual Predator Program) Grant funds 1.0 Office Assistant.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60066, MCSO Detectives, CAT, INTERCEPT

3.5 FTE reduction due to two grants expiring by the end of FY 2011 and one grant expiring during the mid-year of FY 2012. The Elder Abuse Detective, previously in Program Offer 60075 in FY 11, has now been moved into this program offer.

**Lead Agency:** Sheriff

**Program Contact:** Ned Walls

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

This program provides for the investigation of crimes involving the sale, distribution, and manufacturing of dangerous drugs. The Special Investigations Unit is charged with the responsibility for enforcing state narcotics laws, prostitution activities, and assist with advanced surveillance of major criminal cases. The magnitude of each of these investigative areas requires that priorities be established to determine allocation of resources. Enforcement of narcotics laws is so important that first priority within the Special Investigations Unit will be narcotics investigations. Emphasis is placed on narcotics distributors who are suppliers to street level dealers, as well as suppliers to other distributors which are referred to as mid to upper mid level narcotics traffickers. Drug investigations will center on the drugs which are most abused in the Multnomah County. SIU is a local law enforcement resource for investigating and apprehending suspects involved in domestic and/or foreign Human Trafficking of children. \*SIU spent the first quarter of this fiscal year assigned to the Kyron Horman Investigation.

**Program Description**

The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean up of drug labs. With the changing needs and priorities of our communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting our neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in our community. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

SIU has the responsibility to proactively identify, investigate, prepare the required investigative reports, apprehend the suspenct(s), prepare the case for a successful prosecution and testify in court in all cases dealing with illegal drugs and vice activities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	SIU drug cases	285	285	200	300
Outcome	Percent of SIU drug cases that are methamphetamine	30.0%	30.0%	30.0%	30.0%
Output	Number of searches	103	103	75	110
Outcome	Percent of searches resulting in an arrest	100.0%	100.0%	100.0%	95.0%

**Performance Measure - Description**

\* SIU spend the first quarter of this Fiscal Year 10-11 assigned to the Kyron Horman Investigation.

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$583,228	\$191,992	\$594,522	\$232,632
Contracts	\$0	\$0	\$0	\$33,722
Materials & Supplies	\$3,519	\$11,910	\$3,587	\$12,874
Internal Services	\$74,923	\$14,883	\$63,142	\$24,404
Total GF/non-GF:	<b>\$661,670</b>	<b>\$218,785</b>	<b>\$661,251</b>	<b>\$303,632</b>
Program Total:	<b>\$880,455</b>		<b>\$964,883</b>	
Program FTE	5.00	1.00	5.00	1.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$11,417	\$0	\$17,368	\$0
Fees, Permits & Charges	\$0	\$10,000	\$0	\$10,000
Intergovernmental	\$0	\$198,785	\$0	\$273,632
Other / Miscellaneous	\$0	\$10,000	\$0	\$20,000
<b>Total Revenue:</b>	<b>\$11,417</b>	<b>\$218,785</b>	<b>\$17,368</b>	<b>\$303,632</b>

## Explanation of Revenues

\$30,000 Sheriff's Office share of Federal Forfeitures in partnership with the FBI/DEA/US Marshal.  
 \$10,000 Revenue from auto auctions of vehicles associated with forfeiture cases.  
 \$20,000 Revenue from Civil Forfeiture cases.  
 \$33,527 Local Solicitation JAG Burne Grant that covers the period July - Sept.  
 \$100,580 City of Portland JAG Grant that covers the period Oct - June.  
 \$101,525 Byrne JAG Meth Grant for Meth investigations & enforcement.  
 \$8,000 Marijuana Eradication Grant.

## Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #60067A, MCSO Special Investigations Unit  
 The Captain's Position that was funded by ROCN (Regional Organized Crime and Narcotics) Task Force was split out from this program offer and scaled to offer B.



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Ned Walls

**Executive Summary**

The Sheriff's Office provides this program for the residents of Multnomah County to investigate crimes involving the sale, distribution, and manufacturing of dangerous drugs. The Special Investigations Unit is charged with the responsibility for enforcing state narcotics laws, prostitution activities, and assist with advanced surveillance of major criminal cases. The magnitude of each of these investigative areas requires that priorities be established to determine allocation of resources. Enforcement of narcotics laws is so important that first priority within the Special Investigations Unit will be narcotics investigations. Emphasis is placed on narcotics distributors who are suppliers to street level dealers, as well as suppliers to other distributors which are referred to as mid to upper mid level narcotics traffickers. Drug investigations will center on the drugs which are most abused in the Multnomah County. SIU is a local law enforcement resource for investigating and apprehending suspects involved in domestic and/or foreign Human Trafficking of children. SIU has the responsibility to proactively Identify, Investigate, prepare the required investigative reports, apprehend the suspect(s), prepare the case for a successful prosecution, and testify in court in all cases dealing with illegal drugs and vice activities.

**Program Description**

One FTE Captain's position is funded through ROCN (Regional Organized Crime & Narcotics) Task Force. Over past forty years practice and mission execution has taught us that the minimum number of personnel to safely and effectively conduct these types of high risk operations that the Special Investigations Unit takes on is a minimum of one supervisor and four deputies. The purpose of the Special Investigations Unit (SIU) is to investigate illegal drug activities in the Metro area, and other criminal activity as directed by the Sheriff. The unit conducts criminal investigations of street level illicit drug activity, up to and including the prosecution of federal narcotics crimes. Investigations often lead to Drug Trafficking Organizations (DTO's) that transport and eventually sell dangerous drugs for a profit. SIU investigations take them into areas considered hazardous to health and public safety. Investigations conducted by the SIU detectives have resulted in indictments and prosecutions in numerous meth lab cases. SIU coordinates clean up of drug labs. With the changing needs and priorities of our communities, SIU has modified its mission over the past several years to accommodate the significant impacts of Methamphetamine and other dangerous drugs infesting our neighborhoods, schools, recreational areas and work places. Statistics show that about 90% of all crime can be attributed to dangerous drugs in our community. The SIU program is partially funded through grants, revenues received from forfeitures and federal case funding.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	SIU drug cases	0	0	0	300
Outcome	Percent of SIU drug cases that are methamphetamine	0.0%	0.0%	0.0%	30.0%
Output	Number of searches	0	0	0	110
Outcome	Percent of searches resulting in an arrest	0.0%	0.0%	0.0%	95.0%

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$192,259	\$0	\$188,306
Internal Services	\$0	\$14,035	\$0	\$16,458
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$206,294</b>	<b>\$0</b>	<b>\$204,764</b>
<b>Program Total:</b>	<b>\$206,294</b>		<b>\$204,764</b>	
Program FTE	0.00	0.00	0.00	1.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$10,767	\$0	\$11,713	\$0
Intergovernmental	\$0	\$206,294	\$0	\$204,764
<b>Total Revenue:</b>	<b>\$10,767</b>	<b>\$206,294</b>	<b>\$11,713</b>	<b>\$204,764</b>

**Explanation of Revenues**

ROCN Contract funds 1.0 FTE Captain's position in the amount of \$188,306 plus all associated indirect costs.

**Significant Program Changes**

✔ **Significantly Changed**

**Last year this program was:** #60067A, MCSO Special Investigations Unit  
 Previously, this was part of Program Offer 60067A. This year it was scaled into it's own offer.

**Lead Agency:** Sheriff

**Program Contact:** Ned Walls

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

In 2007, there were approximately 30,000 outstanding warrants in Multnomah County and as of February 1, 2010, there are approximately 22,000 outstanding warrants in Multnomah County including 15000 misdemeanors and 70000 felony warrants. Excessive unserved warrants is a problem Multnomah County shares with many other jurisdictions and this primary cause of this problem is the lack of resources to arrest wanted subjects. Warrant backlogs keep wanted persons from being held accountable for their actions and threaten public safety. Four full-time deputies are currently assigned to the Warrant Strike Team. This program was originally purchased in October of 2007 with a General Fund Contingency. This program is necessary to serve misdemeanor and felony warrants which benefits citizens by removing wanted subjects from our neighborhoods, preventing crime and associated costs to future victims and potential prosecutorial cost savings.

**Program Description**

The purpose of this program is to reduce the number of felony and misdemeanor warrant offenders that currently reside in Multnomah County. The Warrant Strike Team is responsible for arresting persons with felony and misdemeanor warrants issued by the courts to include warrants for Measure 11 offenses. In May of 2007, Multnomah County Commissioner Lisa Naito produced a "3 step action plan to address the excessive number of outstanding warrants in Multnomah County". This plan included funding for the addition of two deputies to the Multnomah County Sheriff's Office Law Enforcement Division in the creation of this program. Members of MCSO met with local police agencies and the Multnomah County District Attorney's Office to establish initial operating protocols to include the prioritization of warrants to be served by strike team deputies. After the initial implementation period, strike team members identified two areas necessitating a request for two additional deputies. The two areas identified were safety/inmate transport and the need to address the large number of individuals residing/visiting with "out of area" warrants. MCSO, the Board of Commissioners and District Attorney's Office sponsored an effort to fund two additional deputy sheriffs to the Warrant Strike Team. The Multnomah County Sheriff's Office Warrant Strike Team is charged by the Multnomah County Board of Commissioners and the State of Oregon (ORS 206.010) to serve felony and misdemeanor warrants issued in Multnomah County, Oregon. The Warrant Strike Team operates in partnership with the Multnomah County District Attorney's office where the team's primary office is located. The Warrant Strike Team works closely with DA's office members to prioritize and manage the execution of specific warrants. This program has had a positive impact on the number of wanted persons arrested and number of attempt service of warrants which assists the DA's office in addressing "speedy trial" issues.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total warrant service attempts	1,450	700	525	750
Outcome	Total warrants served	516	250	225	300
Outcome	Total warrant arrests	424	200	175	250

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$430,033	\$18,333	\$488,494	\$0
Contracts	\$2,509	\$0	\$2,547	\$0
Materials & Supplies	\$11,709	\$0	\$11,035	\$0
Internal Services	\$20,870	\$0	\$22,527	\$0
Capital Outlay	\$35,545	\$0	\$36,078	\$0
<b>Total GF/non-GF:</b>	<b>\$500,666</b>	<b>\$18,333</b>	<b>\$560,681</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$518,999</b>		<b>\$560,681</b>	
Program FTE	4.00	0.00	4.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$18,333	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$18,333</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: #60068A, MCSO Warrant Task Force

**Lead Agency:** Sheriff

**Program Contact:** Becky Child

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. Through an alarm permitting program, burglar alarms are regulated to ensure validity of the alarm and reliability of alarm equipment.

**Program Description**

The False Alarm Reduction Program regulates burglary and robbery alarms in unincorporated Multnomah County, and through collaborative contracts with east Multnomah County cities. Alarm regulation increases the probability that police respond to a valid alarm, saving scarce Public Safety resources. False alarm penalties promote good equipment maintenance technology. Protecting property through criminal apprehension is an important tool to feeling safe at home, work, school, and play. False alarm response is a non-productive use of police time and resources. Properly functioning alarms promote safety through quick police response and increased probability of holding offenders accountable. Citizens using alarms partner with police to promote safety in their community, resulting in a feeling of safety for citizens in their homes and businesses.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of alarm events	3,000	3,000	2,500	2,500
Outcome	Number of false alarms dispatches completed	1,760	1,750	1,750	1,750
Output	Number of alarm permits issued	750	900	900	900
Output	Number of alarm renewed permits	5,719	5,661	6,000	6,000

**Performance Measure - Description**

## Legal/Contractual Obligation

Alarm permitting is mandated in Unincorporated by MCC 15.703 and contracts with the cities of Gresham, Troutdale, Fairview, Wood Village and Maywood Park.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$0	\$90,851	\$0	\$126,130
Contracts	\$0	\$149,743	\$0	\$149,824
Materials & Supplies	\$0	\$2,566	\$0	\$2,566
Internal Services	\$0	\$31,240	\$0	\$38,249
Total GF/non-GF:	<b>\$0</b>	<b>\$274,400</b>	<b>\$0</b>	<b>\$316,769</b>
Program Total:	<b>\$274,400</b>		<b>\$316,769</b>	
Program FTE	0.00	1.00	0.00	1.50
<b>Program Revenues</b>				
Indirect for dep't Admin	\$14,321	\$0	\$18,119	\$0
Fees, Permits & Charges	\$0	\$140,000	\$0	\$178,248
Other / Miscellaneous	\$0	\$134,400	\$0	\$138,521
<b>Total Revenue:</b>	<b>\$14,321</b>	<b>\$274,400</b>	<b>\$18,119</b>	<b>\$316,769</b>

## Explanation of Revenues

\$20,000 Alarms Late Fees.  
 \$158,248 Alarms Permits.  
 \$138,523 False Alarm Fines.

These amounts are based on several years of actuals collected.

## Significant Program Changes

Last year this program was: #60069, MCSO Alarm Program

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Becky Child

**Executive Summary**

The citizens of Oregon have designated certain activities to be regulated to facilitate a safe and livable community. Permitting concealed handguns ensures safe, appropriate, and legal carrying of concealed handguns.

**Program Description**

The Concealed Handgun Unit investigates applicants and issues permits to those who have the legal right to carry a concealed handgun. To promote efficient use of public resources, the Concealed Handguns Unit uses their technology to issue identification cards to "officers of the court" to gain entry through the secure entries of the courthouse.

Concealed handgun permitting assures the community that those who carry a concealed handgun have the legal right to do so.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	New/renew concealed handgun permit applications	3,086	4,608	5,280	5,000
Outcome	New/transfer/renewal concealed handgun permits issued	2,724	4,176	4,942	4,500
Outcome	New denials and valid concealed handgun permits revoked	46	130	225	150
Output	Number of Courthouse ID's issued	1,900	504	920	600

**Performance Measure - Description**

## Legal/Contractual Obligation

Concealed Handgun licensing is mandated by ORS 166.291-297.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$232,335	\$0	\$229,266
Contracts	\$0	\$20,467	\$0	\$31,577
Materials & Supplies	\$1,312	\$4,000	\$1,199	\$3,000
Internal Services	\$0	\$45,155	\$22,887	\$30,459
<b>Total GF/non-GF:</b>	<b>\$1,312</b>	<b>\$301,957</b>	<b>\$24,086</b>	<b>\$294,302</b>
<b>Program Total:</b>	<b>\$303,269</b>		<b>\$318,388</b>	
Program FTE	0.00	3.00	0.00	3.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$15,759	\$0	\$16,834	\$0
Fees, Permits & Charges	\$1,000	\$222,000	\$1,000	\$294,302
Intergovernmental	\$40,000	\$0	\$100,000	\$0
Other / Miscellaneous	\$0	\$79,957	\$0	\$0
<b>Total Revenue:</b>	<b>\$56,759</b>	<b>\$301,957</b>	<b>\$117,834</b>	<b>\$294,302</b>

## Explanation of Revenues

\$2000 OLCC Fees.  
\$272,302 Concealed Handgun Permit Fees.  
\$20,000 Handgun Safety Class.  
\$101,000 Facility Access ID Badges.

These amounts are based on actuals of the first 6 months of FY 2011.

## Significant Program Changes

**Last year this program was:** #60070, MCSO Concealed Handgun Permits



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Jason Gates

**Executive Summary**

This program supports the Sheriff's Office participation in the TriMet Transit Police. TriMet police officers are funded through TriMet to maintain a safe transit system.

**Program Description**

Transit police ensure a safe transit system by performing preventative patrol on TriMet's buses, trains and at TriMet's facilities, including the Portland Transit Mall. Deputies search for explosives and suspicious objects or behavior. TriMet transit police investigate crimes committed on TriMet property including those involving trespass and disorderly conduct. Transit deputies work in uniform and the unit has a plainclothes detail.

TriMet is a municipal corporation providing public transportation extensively throughout the three county Portland metro area. During fiscal year 2009, residents and visitors boarded a bus, MAX, or WES train 101.5 million times. TriMet carries more people per capita than any other comparable US transit system of similar size. TriMet's top priority is maintaining a safe transit system. Transit police deputies patrol TriMet vehicles and facilities.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of calls for service	5,752	3,862	5,776	5,750
Outcome	Number of reported offenses for TriMet violations	6,162	6,064	5,124	5,100
Output	Number of TriMet exclusions	203	0	186	200

**Performance Measure - Description**

Number of reported offenses for TriMet from PPDS tactical inquiry, offense "998."

Note: Calls for service data are from PPB Strategic Services Division (SSD). These are just Multnomah Co. calls for service and do not include Washington or Clackamas Counties.

Exclusion data are also from PPB SSD and are the numbers in PPDS. Gresham did not start entering into PPDS until June 2010. Beaverton, Hillsboro, and Washington Co. SO enter into PPDS and would be included, but Clackamas Co. SO does not.

In previous years, TriMet Transit provided performance data. They stopped creating monthly reports. Thus, "Current Year Purchased" data for exclusions was not comparable to the data from PPDS.

**Legal/Contractual Obligation****Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$753,243	\$0	\$729,649
Internal Services	\$0	\$54,987	\$0	\$63,771
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$808,230</b>	<b>\$0</b>	<b>\$793,420</b>
<b>Program Total:</b>	<b>\$808,230</b>		<b>\$793,420</b>	
Program FTE	0.00	6.00	0.00	6.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$42,182	\$0	\$45,384	\$0
Intergovernmental	\$0	\$808,230	\$0	\$793,420
<b>Total Revenue:</b>	<b>\$42,182</b>	<b>\$808,230</b>	<b>\$45,384</b>	<b>\$793,420</b>

**Explanation of Revenues**

\$793,420 for Patrol Service Contract with Tri-met to fund 6.0 FTE.

**Significant Program Changes**

Last year this program was: #60071, MCSO TriMet Transit Police

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Ned Walls

**Executive Summary**

MCSO, in partnership with the Department of Justice, the local U. S. Attorney, and other stakeholders, provides public awareness of human trafficking, identifies victims of severe trafficking, and assists victims who are willing to cooperate in the investigation of traffickers to obtain continued presence and/or a temporary visa.

**Program Description**

MCSO will develop training materials for officers and investigators to improve their identification of human trafficking victims. In addition to providing training to police officers, MCSO will also train its jail and court personnel to identify trafficking victims who may have been overlooked by police and other investigators. A key component of this training is the development of written protocols and resource manuals that enhance coordination and sharing of information and resources between law enforcement agencies and victims service providers. MCSO will develop protocols for resource referral and service provisions for U.S victims of human trafficking versus alien victims of trafficking. MCSO and its task force partners will define the role for its law enforcement and service provider partners in training others in the community, such as medical personnel, landlords, transportation industry personnel, fire marshals, code enforcement, health inspectors, and others to identify the signs of human trafficking. Since the passage of the Trafficking and Violence Protection Act of 2000, human trafficking continues to be a major concern in the Pacific Northwest. Oregon's character as a port of entry, the known intensity of human trafficking along the I-5 corridor, and its large agricultural industry, make Oregon a haven for coerced labor activity and sexual exploitation of individuals for commercial gain. The I-5 corridor is a known transport artery for not only illegal drugs, but also human trafficking, carrying victims from as far south as San Diego through Oregon to as far north as Vancouver, British Columbia. Local, state, and federal law enforcement have worked on over fifty sex trafficking cases of both domestic and international victims, a fraction of suspected activity in Oregon. Local law enforcement agencies, including MCSO, have also seen an increase in illegal drug dealing by persons who may have been coerced into drug dealing.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of investigations assigned	47	62	20	50
Outcome	Number of victims located	35	55	70	55
Output	Training hours re human trafficking provided to law enforcement and civilians	240	250	140	200

**Performance Measure - Description**

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$112,252	\$36,999	\$88,184
Contracts	\$0	\$0	\$0	\$7,000
Materials & Supplies	\$0	\$17,941	\$10,302	\$17,941
Internal Services	\$0	\$9,504	\$0	\$9,887
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$139,697</b>	<b>\$47,301</b>	<b>\$123,012</b>
<b>Program Total:</b>	<b>\$139,697</b>		<b>\$170,313</b>	
Program FTE	0.00	0.92	0.30	0.70
<b>Program Revenues</b>				
Indirect for dep't Admin	\$7,291	\$0	\$7,036	\$0
Intergovernmental	\$0	\$139,697	\$0	\$123,012
<b>Total Revenue:</b>	<b>\$7,291</b>	<b>\$139,697</b>	<b>\$7,036</b>	<b>\$123,012</b>

## Explanation of Revenues

\$123,012 for Anti-Human Trafficking Grant that funds .75 FTE Deputy (Detective) with a .25 General Fund match, that is part of a regional task force .

## Significant Program Changes

Last year this program was: #60073A, MCSO Human Trafficking Task Force

**Lead Agency:** Sheriff

**Program Contact:** Ned Walls

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Metro serves Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland metropolitan area. One of Metro's principle missions is to protect open space and parks. Within this mission, the MCSO Metro Services Unit consists of a detective who enforces disposal laws and Metro's rules and regulations for disposal and 2 Corrections Deputies that are in charge of two Inmate Work Crews assigned to cleaning up illegal dump sites.

**Program Description**

Through a contract with Metro, a regional government that serves Multnomah, Clackamas, and Washington counties, the Sheriff's Office provides one detective to combat illegal dumping. The Detectives in this unit have knowledge of applicable laws and ordinances and work to enforce these laws. This includes (but is not limited to): investigation and surveillance of companies that haul waste to determine if they are disposing of solid waste properly, investigation of incidents of illegal dumping, coordination of efforts to curtail problems and educate stakeholders with issues associated with solid waste, surveillance of chronic dump sites, and the coordination of the legal removal of chronic transient camps. Illegal dumping is a crime. Illegal dumping is a major problem that raises significant concerns with regard to safety, property values, and quality of life in our community. In addition, it is a major economic burden on local government, which is typically responsible for cleaning up dump sites. If not addressed, illegal dumps often attract more waste, potentially including hazardous wastes such as asbestos, household chemicals and paints, automotive fluids, and commercial or industrial wastes. Health risks associated with illegal dumping are significant. Metro protects open space and parks, plans for land use and transportation, and manages garbage disposal and recycling for 1.3 million residents in three counties and 25 cities in the Portland, Oregon, region. The MCSO Metro Services Unit combats illegal dumping.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number flow control and regulatory cases cited	2	2	25	10
Outcome	Dollar amount of flow control and regulatory penalties	80,000	80,000	40,000	60,000
Output	Number of illegal dumping cases cited	70	70	44	70
Outcome	Dollars amount of illegal dumping penalties	34,000	34,000	20,000	30,000

**Performance Measure - Description**

Per Steve Kraten of METRO: The numbers are for the program as a whole and do not reflect the actions of any single individual. Numbers are for flow control cases only. Flow control activity is down from the previous year, due to the fact that most flow control violators are in the construction industry and construction projects are down due to the economy.

Flow control penalties: Kemper Drywall, Avila Drywall

Our Metro Detective was assigned to the Kyron Horman investigation until August 1.

**Legal/Contractual Obligation**

Contract with Metro.

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$358,344	\$0	\$365,871
Contracts	\$0	\$1,200	\$0	\$1,200
Internal Services	\$0	\$26,246	\$0	\$32,082
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$385,790</b>	<b>\$0</b>	<b>\$399,153</b>
<b>Program Total:</b>	<b>\$385,790</b>		<b>\$399,153</b>	
Program FTE	0.00	3.00	0.00	3.00
<b>Program Revenues</b>				
Indirect for dep't Admin	\$20,134	\$0	\$22,832	\$0
Intergovernmental	\$0	\$385,790	\$0	\$399,153
<b>Total Revenue:</b>	<b>\$20,134</b>	<b>\$385,790</b>	<b>\$22,832</b>	<b>\$399,153</b>

**Explanation of Revenues**

\$399,153 for a service contract with Metro. This contract funds 1.0 Deputy (Detective) to investigate illegal dumping and dumpsites and 2.0 Corr Deputies to run Inmate Work Crews to clean up the illegal dumpsites.

**Significant Program Changes**

Last year this program was: #60074, MCSO Metro Services

**Lead Agency:** Sheriff **Program Contact:** Ned Walls  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Executive Summary**

Domestic Violence (DV) Victim Services & Coordination provides in-person services for 5,600 victims and children, management of grant-funded projects and coordination of multi-jurisdiction government and community responses. Research shows that these core services reduce re-assault of victims, and thus help to reduce violent crime in the county.

**Program Description**

Multnomah County expends \$11 million in criminal justice costs (jail, prosecution and probation supervision) annually, and DV costs the community another \$10 million in lost wages, health care and other costs. Services funded in this offer include: centralized access and crisis response (24,600 calls); safe emergency shelter or motel vouchers (990 women and children); civil legal advocacy insuring safety after separation (2,800 victims); mobile advocacy and rent assistance (650 women and children); and culturally specific services for Latinas, Russians, African Americans, Native Americans, immigrants/refugees, and sexual minorities (800 women and children). Evidence-based practices include emergency shelters, which reduce re-assault by 50%, and civil legal services, which reduce DV homicides. This program offer also includes grant-funded projects that serve an additional 310 victims and children: services to increase long-term self-sufficiency; services for victims and their children involved in Child Welfare; and DV Enhanced Response Team (DVERT) which is a collaborative response to high risk offenders and their victims. DVERT has reduced recidivism of the high risk offenders in DVERT by 30% and increased victims' safety and their confidence in the criminal justice system. Coordination includes staffing the Family Violence Coordinating Council to provide a forum for collaborative efforts such as training, policy and program development and implementation, and system-wide problem-solving. The 43 member organizations represent the criminal justice system, victim services, health care, batterers intervention, elected officials and others. In addition, the offer supports the development of the Gateway one-stop victim center.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of victims and children served	0	2,240	500	500
Outcome	Number of cases presented for prosecution	0	0	90	90

**Performance Measure - Description**

 **Measure Changed**

Number served includes all clients and their children receiving in-person services provided by CGF, HUD or SHAP funds (ongoing funding).

## Legal/Contractual Obligation

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$55,753	\$38,493	\$67,060	\$44,707
Total GF/non-GF:	<b>\$55,753</b>	<b>\$38,493</b>	<b>\$67,060</b>	<b>\$44,707</b>
Program Total:	<b>\$94,246</b>		<b>\$111,767</b>	
Program FTE	0.60	0.40	0.60	0.40
<b>Program Revenues</b>				
Intergovernmental	\$0	\$38,493	\$0	\$44,707
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$38,493</b>	<b>\$0</b>	<b>\$44,707</b>

## Explanation of Revenues

\$44,707 is from the DVERT Grant. This is the 1st year of a two year grant that funds .40 FTE each of the two years. General Fund Back-fills the .60 FTE.

## Significant Program Changes

Last year this program was: #60076A, MCSO Domestic Violence Enhanced Response Team



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**  
**Program Characteristics:**

**Program Contact:** Jason Gates

**Executive Summary**

This program is the result of the Executive budget decision to increase services to the Corbett community. MCSO protects citizens residing and/or recreating in unincorporated Multnomah County, including Corbett, by responding to emergencies, patrolling neighborhoods, performing traffic safety duties and providing education. The Corbett Community Resource Deputy will assist the community with emergency preparedness, safety education, and perform general liaison work on behalf of MCSO.

**Program Description**

MCSO provides 24/7 public safety coverage for the residents living in the unincorporated areas of Multnomah County, including Corbett. Deputies are first responders to any emergency requiring an immediate response. Working with schools, businesses and neighborhood associations, deputies seek to understand community needs and using problem solving skills to assess, investigate, and intervene in criminal and gang related activities. Criminal intervention sometimes results in disruption of the family unit and deputies use social service providers to help stabilize children and families through housing, health, and mental health services. Traffic safety through education and intervention provides safe streets to access commerce and recreation opportunities of the community. This program coordinates the execution of these responsibilities for the Corbett community. A visible public safety system is a critical factor to citizens feeling safe at home, school, work, and play. Evidence through the Bureau of Justice Administration studies shows that community policing is a proven and historical strategy to community safety.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of community meetings attended by CRO	144	144	150	150
Outcome	Number of incidents responded to in patrol district 50	7,905	8,000	8,258	8,000

**Performance Measure - Description**

Assumes CRO attendance at three meetings per week or 12/month. The position of Corbett Community Resource Office began in October 2008.

Current year estimate of number of incidents to be responded to in patrol dist 50 based July to December 2009 data and includes self initiated and dispatched incidents.

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$120,023	\$0	\$123,328	\$0
Materials & Supplies	\$5,227	\$0	\$4,774	\$0
Internal Services	\$37	\$0	\$0	\$0
Total GF/non-GF:	<b>\$125,287</b>	<b>\$0</b>	<b>\$128,102</b>	<b>\$0</b>
Program Total:	<b>\$125,287</b>		<b>\$128,102</b>	
Program FTE	1.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

**Last year this program was:** #60077, MCSO Corbett Community Resource Deputy  
 Enhanced citizen patrol program in Corbett was developed to compliment MCSO Patrol efforts in decreasing vehicle break-in crime along the Historic Hwy.

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** David Rader

**Program Characteristics:**

**Executive Summary**

The Logistics Unit manages the Sheriff's Office fleet operations. This includes procurement and installation of electronic technology for fleet vehicles. This unit oversees maintenance and building modifications for the Sheriff's Office. Additional responsibilities are equipping personnel, processing evidence seized, and controlling agency communication needs.

**Program Description**

The Logistics Fleet Section is responsible for the acquisition, repair, and maintenance of approximately 180 vehicles, utilizing a variety of vendors including coordination with the County Shops. The Logistics' Evidence Section is responsible for the safe keeping of evidence and the public's property and then returning property to the rightful owner; the unit returns approximately \$25,000 in unclaimed cash to the General Fund annually. Along with the Fleet and Property duties, Logistics ensures that equipment, supplies and uniform needs are met for Public Safety personnel so that they can, then, perform their duties and tasks at an optimal level. They also coordinate radio template upgrades, activation and deletion of Mobile Data Computers & 800 MHz radios with COMNET, a necessary part of the emergency communications within the Portland Metro area. Logistics is an integral support for both the Law Enforcement and Corrections operational functions in the Sheriff's Office. Functions such as fleet, radio and evidence handling are critical to operations.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Number of evidence exhibits received, processed and bar-coded	10,435	8,900	9,800	10,000
Outcome	Number of cases closed and disposed	2,873	0	3,370	2,200
Output	Number of uniform requisitions/invoices reconciled	557	0	750	600

**Performance Measure - Description**

New measures are listed which better reflect work performance

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$356,451	\$0	\$262,661	\$0
Contracts	\$1,066	\$0	\$1,082	\$0
Materials & Supplies	\$8,800	\$0	\$10,201	\$0
Internal Services	\$605,298	\$0	\$565,863	\$0
Total GF/non-GF:	<b>\$971,615</b>	<b>\$0</b>	<b>\$839,807</b>	<b>\$0</b>
Program Total:	<b>\$971,615</b>		<b>\$839,807</b>	
Program FTE	4.00	0.00	3.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

 **Significantly Changed**

**Last year this program was:** #60016, MCSO Logistics Unit

In order to meet constraint, 1.0 Operations Administrator FTE was cut from this program.

**Lead Agency:** Sheriff  
**Program Offer Type:** Support  
**Related Programs:**

**Program Contact:** David Rader

**Program Characteristics:**

**Executive Summary**

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for the MCSO Hassalo Warehouse operation, receiving/distribution, purchasing, and contracts and requisitions for inmate commissary.

**Program Description**

A Buyer facilitates the purchase of items in an expeditious and cost effective manner, while working with Central Purchasing as needed. Receiving/distribution of items is routed through the Hassalo Warehouse. Deliveries to nine MCSO facilities are required daily or bi-weekly. Purchasing, warehousing and receiving/distribution functions ensure that items utilized by MCSO are procured in a fiscally responsible manner and with the safety and security of staff and inmates as the highest priority.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total dollar value of purchase orders placed	1,383,461	1,400,000	3,059,320	3,000,000
Outcome	Total number of delivery stops made	2,873	2,800	2,916	3,000

**Performance Measure - Description**

## Legal/Contractual Obligation

Oregon Jail Standards:

Commissary: G03.01.00, G03.01.01, G03.02.00, G03.02.01, G03.02.02, G03.02.03, G03.02.04, G03.03.00, G03.03.01, G03.03.02

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$636,450	\$0	\$801,601	\$0
Contracts	\$533	\$0	\$541	\$0
Materials & Supplies	\$15,256	\$0	\$14,443	\$0
Internal Services	\$165,298	\$0	\$122,976	\$0
Total GF/non-GF:	<b>\$817,537</b>	<b>\$0</b>	<b>\$939,561</b>	<b>\$0</b>
Program Total:	<b>\$817,537</b>		<b>\$939,561</b>	
Program FTE	6.16	0.00	7.77	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60017, MCSO Procurement & Warehouse

**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** David Rader

**Program Characteristics:**

**Executive Summary**

Auxiliary Services support Corrections and Law Enforcement staff, arrestees, pre-trial inmates, sentenced offenders, other agencies and the public. The Auxiliary Services Unit is responsible for inmate property and laundry. Services provided to inmates include storage of personal property/clothing/funds, laundry distribution and sewing services.

**Program Description**

Secure storage of inmate property/clothing/funds starts with accurate verification of all items inventoried at booking on a 24/7 basis. Additional property responsibilities include bail checks, property and money releases and preparation of all out-of-county transports through MCSO facilities. Clean laundry and linen products are provided to inmates bi-weekly. Sewing services are provided to mend and prolong the life of inmate jail clothing and alterations to staff uniforms.

Property staff ensures inmates' personal possessions are stored in a secure and respectful manner and that all funds associated with an inmate are accounted for.

The Property Unit interacts with the US Marshal's, Immigration and Customs Enforcement (ICE), the Northwest Shuttle System, all Oregon counties, attorneys, Courts and the public.

Laundry ensures that inmates are provided with clean clothing/linen and inmates learn job skills by working in the laundry. Laundry services are also provided to Juvenile Detention and Traditional Project's Warming Center.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Pounds of clean laundry processed for inmates	1,368,994	1,300,000	1,252,293	1,270,000
Outcome	Total paid claims regarding lost/missing inmate property	7	8	6	6
Outcome	Total bookings/releases processed by Property	70,005	70,000	73,624	73,800

**Performance Measure - Description**

## Legal/Contractual Obligation

Revised Statutes: Property: 133.455, 169.076 Laundry: 169.076, 169.077 Property/laundry services are mandated and must be provided regardless of number of inmates incarcerated. Oregon Jail Standards

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2011	2011	2012	2012
Personnel	\$1,978,869	\$0	\$1,943,133	\$0
Materials & Supplies	\$197,179	\$0	\$127,935	\$0
Internal Services	\$323,412	\$0	\$218,200	\$0
Total GF/non-GF:	<b>\$2,499,460</b>	<b>\$0</b>	<b>\$2,289,268</b>	<b>\$0</b>
Program Total:	<b>\$2,499,460</b>		<b>\$2,289,268</b>	
Program FTE	21.00	0.00	20.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Explanation of Revenues

## Significant Program Changes

Last year this program was: #60018A, MCSO Property & Laundry



**Lead Agency:** Sheriff  
**Program Offer Type:** Existing Operating  
**Related Programs:**

**Program Contact:** David Rader

**Program Characteristics:**

**Executive Summary**

The Inmate Welfare Fund (IWF), overseen by Sheriff's Command Staff and civilian members, provides services to arrestees, pretrial inmates and sentenced offenders including banking, commissary and phone service. Through the profits of commissary items, telephone usage and other sources, IWF provides direct services and products that otherwise might not be funded for the benefit of the inmates. The Commissary Unit is a self-sustaining program which draws no revenue from either the IWF or the General Fund.

**Program Description**

The IWF trust fund provides an in-house banking system that enables inmates to safely deposit funds and utilize these funds for numerous purposes, including, but not limited to the purchase of commissary items. The revenues from commissary and other services provide revenue to the IWF, which in turn allows the IWF to offer additional services including chaplains, recreational items, and tools for social and educational development and assisting inmates who are indigent. The IWF is fully funded by profits from the inmates, for the inmates. Commissary, which is part of the IWF, successfully provides culturally compatible products to inmates at competitive pricing. Furthermore, these profits pay for the jail chaplaincy program which meets prisoner needs regarding religious expression and legal requirements, and contributes to housing tranquility.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total number of commissary orders filled for inmates	65,235	65,000	53,984	55,000
Outcome	Total dollars of commissary sales	800,963	800,000	699,001	750,000

**Performance Measure - Description**

**Legal/Contractual Obligation**

Charter 6.50(1)  
Operational Procedures 06.106.010 – 06.106.088

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2011	2011	2012	2012
<b>Program Expenses</b>				
Personnel	\$0	\$383,613	\$0	\$339,976
Contracts	\$0	\$1,024	\$0	\$1,024
Materials & Supplies	\$0	\$313,221	\$0	\$317,555
Internal Services	\$0	\$52,142	\$0	\$58,098
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$716,653</b>
<b>Program Total:</b>	<b>\$750,000</b>		<b>\$716,653</b>	
Program FTE	0.00	4.34	0.00	3.73
<b>Program Revenues</b>				
Indirect for dep't Admin	\$39,143	\$0	\$40,993	\$0
Fees, Permits & Charges	\$0	\$750,000	\$0	\$716,653
<b>Total Revenue:</b>	<b>\$39,143</b>	<b>\$750,000</b>	<b>\$40,993</b>	<b>\$716,653</b>

**Explanation of Revenues**

\$716,653 in Commissary Sales to the inmates. This calculation is based on the actuals of the first 6 months of FY 2011.

**Significant Program Changes**

✔ **Significantly Changed**

**Last year this program was:** #60019, MCSO Inmate Welfare & Commissary

Last year's Program Offer combined Inmate Welfare and Commissary. This year, Inmate Welfare and Commissary are offered as two separate Program Offers.

**Lead Agency:** Sheriff

**Program Contact:** Ned Walls

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:** One-Time-Only Request, Backfill State/Federal/Grant

**Executive Summary**

This program provides for investigation of unexplained deaths, physical injury, criminal mistreatment, sexual abuse, and sexual exploitation cases involving children under the age of eighteen when a family member is involved, or children under the age of fourteen if a non family member is involved.

**Program Description**

The Countywide Investigation program funds the Sheriff's Office participation in several inter-agency teams. These teams are able to pool resources and leverage personnel for more effective results. The Child Abuse Team (CAT) detective is part of a multidisciplinary approach to supporting the safety of children in our community. This detective position was previously funded by a two year grant which expires at the end of the current fiscal year (June of 2011).

The Multnomah County Sheriff's Office detective works as part of a team, investigating child abuse allegation cases. Cases investigated can be of physical abuse, neglect, mental abuse, child abandonment, threat of harm, sexual abuse and child fatalities.

The primary purpose of the Multnomah County Child Abuse Team is to provide for the protection of the children of Multnomah County, by enhancing comprehensive services to the victims of child abuse. This is accomplished by establishing and maintaining a participation in a county multidisciplinary team (MDTs). The Multnomah County Child Abuse Team provides a coordinated community-wide response to child abuse and neglect. It is the intention of the Child Abuse Team to maintain community partnerships with community programs that provide a child friendly environment by professionals who are well trained in risk assessments, the dynamics of child physical and sexual abuse, neglect, legally sound and age appropriate interviewing and age appropriate investigatory techniques. Services include assessment, advocacy and treatment to children who are victims or alleged victims of child abuse in Multnomah County.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY09-10)	Current Year Purchased (FY10-11)	Current Year Estimate (FY10-11)	Next Year Offer (FY11-12)
Output	Total cases investigated	0	0	35	45
Outcome	Total cases cleared	0	0	33	40

**Performance Measure - Description**

**Legal/Contractual Obligation**

**Revenue/Expense Detail**

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2011	2011	2012	2012
Personnel	\$0	\$120,023	\$118,000	\$0
Materials & Supplies	\$0	\$7,173	\$0	\$0
<b>Total GF/non-GF:</b>	<b>\$0</b>	<b>\$127,196</b>	<b>\$118,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$127,196</b>		<b>\$118,000</b>	
Program FTE	0.00	1.00	1.00	0.00
<b>Program Revenues</b>				
Intergovernmental	\$0	\$127,196	\$0	\$0
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$127,196</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

**Significant Program Changes**

Last year this program was: